THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

EXECUTIVE COMMITTEE	
Friday, January 26, 2024	
9:00 a.m. EST/8:00 a.m. CST	Virtual/Knoxville, TN

AGENDA

Public Session

I. Call to Order and Roll Call

II. Remarks of the Chairperson

III. Capital Project – Action/Roll Call Vote
    A. Dorothy and Jim Kennedy Health Sciences Building (UTC) .... Tab 1

IV. President's Update
    A. 2023 Objectives and Results .... Tab 2

V. Appointment, Initial Compensation, and Other Terms of Employment
of University Officers – Action/Roll Call Vote
    A. Vice President for National Labs .... Tab 3.1
    B. Vice President for Academic Affairs, Research, and Student Success .... Tab 3.2

VI. Planning for Winter Board Meeting – Discussion

VII. Consent Agenda—Action/Roll Call Vote .... Tab 4
    A. Minutes of the Last Meeting .... Tab 4.1
    B. Resolution Appointing a Managerial Group for
       U. S. Government Contracts .... Tab 4.2
    C. Items from the Education, Research, and Service Committee .... Tab 4.3
       1. Change in a Degree Designation to Establish a
          Bachelor of Science in Public Affairs, UTK
       2. Change in the Degree Designation and CIP Code for the
          Master of Public Policy and Administration, UTK

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VIII.   Other Business

[Note: Under the Bylaws, items not appearing on the agenda may be considered only upon an affirmative vote representing a majority of the total voting membership of the Executive Committee. Other business necessary to come before the Executive Committee at this meeting should be brought to the Chair or Board Secretary's attention before the meeting.]

IX.   Closing Remarks and Adjournment

Informational Item(s)

Executive Summary – Annual Institutional Review, UTHSC-Memphis
(College of Medicine) .... Tab 5

Nonpublic, Executive Session

Following the public session, the Committee will convene in a confidential, nonpublic executive session pursuant to Tennessee Code Annotated § 4-35-108 to discuss:

- Audits or investigations
- Litigation

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UTC Health Sciences Building

THE UNIVERSITY OF TENNESSEE SYSTEM

UTC Health Sciences Building

Original Budget $60,800,000
Increase $19,300,000
Proposed Budget $80,100,000

- Create a new Health Sciences building to support the College of Nursing
- Provide additional and updated instructional and simulation spaces
- Enable the program to increase from 390 to 650 students

THE UNIVERSITY OF TENNESSEE SYSTEM

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BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024

Committee: Executive

Item: **Dorothy and Jim Kennedy Health Sciences Building Project (UTC)**

Type: Action

Presenter(s):   David L. Miller, Senior Vice President and Chief Financial Officer

Background Information

In June 2021, as part of the University's Capital Outlay Funding Requests for FY 22-23, the Board of Trustees approved the UTC Health Sciences Building project (the "Project"). The approved budget for the Project was in the amount of $60,800,000, to be financed with State Appropriations of $55,936,000 and an Institutional Match of $4,864,000.

The Chancellor of the University of Tennessee at Chattanooga is requesting an increase in the Project budget to account for scope and cost escalation impacts that have been identified and are necessary for the completion of the Project. Based on the architect and construction manager's recommendation, the University Administration is requesting the Board's approval to increase the budget by $19,300,000, resulting in an aggregate Project cost of $80,100,000.

The University Administration is also seeking to adjust the financing plan for the Project as follows:

- increase Gift Funds by $10,063,258 to an aggregate amount of $11,668,258; and
- increase Plant Funds (non-auxiliary) by $9,236,742 to an aggregate amount of $12,495,742.

There is no planned adjustment to the designated amount of the State Appropriations ($55,936,000).

The Kennedy Foundation's recent $8 million gift was made in support of the new building and serves as the transformational and lead gift for the Health Sciences Building fundraising campaign.

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THE UNIVERSITY OF TENNESSEE
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In order to proceed with the Project in a timely manner, the Chair of the Finance and Administration Committee has consented to this item being brought forward directly to the Executive Committee for its consideration.
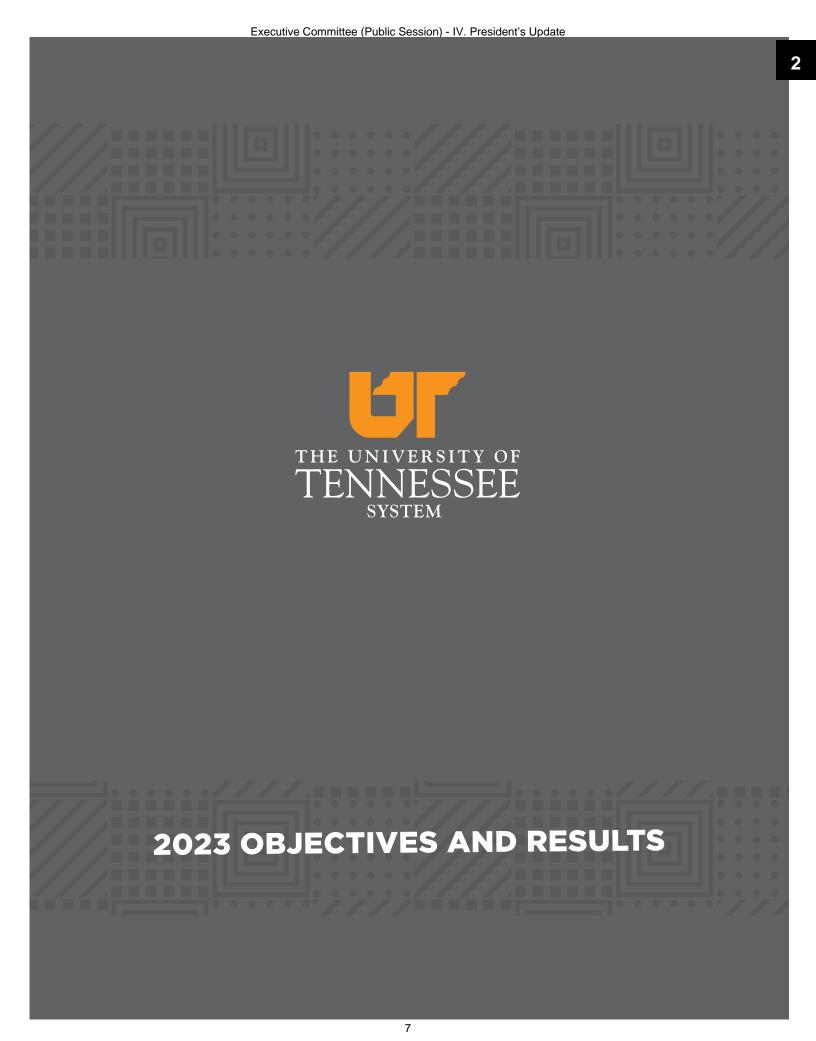
Committee Action

The Committee Chair will call for a motion to recommend adoption of the following Resolution.

Resolved:

The Executive Committee, on behalf of the Board of Trustees, hereby approves increasing the project budget to $80,100,000 to account for scope and cost escalation impacts and to adjust the financing plan for the capital project as set forth in the meeting materials, subject to the University receiving all required state government approvals.

Further, the proper officers of the University are hereby authorized to take any and all such action as may be required or which they may deem necessary and appropriate to accomplish the foregoing.

THE UNIVERSITY OF TENNESSEE SYSTEM

2023 OBJECTIVES AND RESULTS

ENHANCING EDUCATIONAL EXCELLENCE

COORDINATE UNDERGRADUATE ADMISSIONS ACROSS THE UT SYSTEM

Develop a systemwide process that allows undergraduate applicants who receive denied communication from the UT Knoxville campus to simultaneously be admitted, if qualified, to the other UT campuses. We hope to enroll an additional 100 undergraduate students across UT Martin, UT Chattanooga and UT Southern in the first year of this initiative.

RESULTS

The Vol Access Collaborative launched during the Fall 2023 admissions cycle. The program offered a UT pathway to 10,071 applicants who were not admitted to the UT Knoxville campus. 332 students opted into the program and a total of 143 students enrolled at a UT campus this past fall. UT Chattanooga was the largest beneficiary of the program with a total of 136 enrolled students. For the Fall 2024 admissions cycle, the program has been renamed the "UT Access Collaborative," and campus enrollment leaders are instituting a number of enhancements to improve communications and reduce the number of steps necessary for students to participate in the program.

GROW AND ENHANCE UT PROMISE

Increase year-to-year retention of current recipients by 10% with a focus on process and experience improvements; increase the number of eligible students at UT who receive UT Promise by 10%; increase the number of eligible student applications by 15%; and evaluate key program parameters such as minimum award and family income threshold to maximize program reach and student retention.

RESULTS

With the support of campus chancellors and the Board of Trustees, the UT System implemented two important changes to the UT Promise program in Fall 2024. First, the annual income threshold was increased from $60,000 to $75,000 (based on adjusted gross income). With this change, two thirds of Tennesseans now qualify for this transformational program. Second, each UT Promise student was awarded a minimum of $500 per semester (up from $100 per semester) to cover any remaining cost of tuition and mandatory fees. Excess funds could be applied to books and other course materials.

These program enhancements represent the latest steps taken by the university to 1) decrease students' cost to attend the UT school of their choice, 2) increase program applications, enrollment, and retention, and 3) increase program engagement and improve students' experiences. An early indicator of success, 13,374 students have submitted UT Promise applications for Fall 2024: a 46.7% increase from last year's record high of 9,175 students.

DEVELOP REQUIREMENTS FOR A COMMON STUDENT INFORMATION SYSTEM

Work with colleagues from across the UT System to select a consulting partner to develop the necessary requirements and data definitions for a common student information system.

RESULTS

In Spring 2023, a governance structure was developed and approved to guide the project. In the second half of 2023, an RFP was initiated to identify a provider who could lead the preparation and planning for a systemwide SIS. A university-wide committee selected The Huron Consulting Group to lead this prep and planning work for the UT System starting in early 2024. The scope with Huron included the creation of a common set of data definitions and identifying UT-specific requirements. 2023 also saw the selection of Oracle Student as the System's common SIS solution. With this choice, the university joined a select group of institutions in Oracle's Early Adopter Program and will work closely with those partners to shape the direction of the Oracle Student product.

ENHANCING EDUCATIONAL EXCELLENCE

STANDARDIZE UT SYSTEM'S UNDERGRADUATE ACADEMIC CALENDARS

In conjunction with the move to a common student information system (SIS), transition to a common undergraduate academic calendar across the UT System. This change would better align business processes, data collection and reporting methods across campuses while also improving the campus change experience and enhancing the ability of students and faculty to take and teach online courses systemwide.

RESULTS

In July 2023, a Calendar Alignment Working Group was identified with representatives from each UT Campus. The group kicked-off in August with a charge from President Boyd and has continued meeting monthly. It is scheduled to deliver its recommendations to President Boyd and campus leaders in February 2024. At that time, an implementation team of campus counterparts will be formed and charged with developing the necessary scaffolding and support to execute the approved recommendations in time for the rollout of UT's common student information system.

DEVELOP SYSTEMWIDE TRAINING FOR DEPARTMENT HEADS AND CHAIRS

Inconsistencies have been identified across the UT System in department head and chair training in a number of key areas. To address this, we will develop and facilitate training across the UT System in critical areas including annual evaluations; promotion and tenure; free speech; diversity and inclusion; cultural competency; roles and responsibilities; and mental health and wellbeing. Our goal is to offer a minimum of six systemwide convenings, engaging all administrators across all UT campuses.

RESULTS

In the summer of 2023, a survey was administered to all department heads and chairs to identify critical needs and opportunities. The findings revealed that department heads are highly interested in system-wide trainings across a variety of topics, and they desire delivery methods that are both self-directed and in-person. A website has been developed to support the initiative and is set to go live in early 2024. The website will provide resources and information on training materials, events, and evidenced-based practices. A two-day convening in Nashville is being planned for department heads and chairs for Spring 2024 based on the insights from the survey. Finally, a vendor, Brand Animators, has been identified to produce short videos on just-in-time topics. The first video, an intro to the initiative, is already complete and two others are in development.

INCREASE UT'S EDUCATIONAL FOOTPRINT WHILE ENHANCING STUDENT OUTCOMES*

Grow total enrollment by 1,800 learners systemwide; increase fall-to-fall retention of first-year undergraduate students by .8%.

Metrics determined as a per year increment of the 5-yr goals outlined in the UT Systemwide Strategic Plan (Strategic Plan metrics developed in collaboration with UT campuses).

RESULTS

The UT System continued on its path of record enrollment growth and student success outcomes. Total enrollment grew by 2,694 students (+4.8%), reaching an all-time high of 58,726 students in Fall 2023. Each of UT's undergraduate campuses saw positive growth in total enrollment during that time. First-year retention was also up 2.6% in Fall 2023, increasing from 82.5% to a record 85.1%. Additionally, UT's four-year and six-year graduation rates also hit all-time highs in 2023, reaching 49.6% and 64.8%, respectively.

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ENHANCING EDUCATIONAL EXCELLENCE

ESTABLISH THE UT GROW YOUR OWN CENTER AS A NATIONAL LEADER IN EDUCATOR PIPELINE AND APPRENTICE EDUCATION

In 2023, GYO will address the K-12 teacher shortage in Tennessee by enrolling 800 teaching occupation registered apprentices; launching pre-apprenticeship and instructional leader apprenticeship pilot programs; and growing the number of districts approved for apprenticeships from 25 to 50.

RESULTS
The Tennessee Grow Your Own (GYO) Center has met or exceeded a number of goals in its effort to eliminate Tennessee's teacher shortage and expand educational pathways. It helped to enroll more than 700 apprentices in 2023 while also launching seven pre-apprenticeship and instructional leader apprenticeship pilot programs across the state, including ones in Kingsport City, Bristol City, Lawrence County, Lewis County, Clakrsville-Montgomery, Memphis-Shelby County Schools, and Bradley County. The Center exceeded its 2023 goal of having 50 school districts approved for registered teacher apprenticeships, recently hitting 73 approved districts across 59 counties.

BONUS ACCOMPLISHMENT:
In an effort to acquire additional financial support in 2023, the TN GYO Center was awarded a $1.8 Million grant from Ascendium. The grant will be used to fund faculty fellowships and instructional design service as part of an effort to develop high-quality, online competency-based coursework for educators. The Center has developed partnerships with 12 Tennessee Board of Regents institutions in an effort to improve educator transfer pathways between Tennessee community colleges and four-year institutions in the state.

EXPANDING RESEARCH CAPABILITIES

STRENGTHEN AND GROW UT RESEARCH FOUNDATION

Starting with hiring a full-time president in January, we will strengthen the leadership team and talent at UTRF. We will also launch a venture seed fund and help to launch an independent venture fund, with $5 million and $30 million respectively.

RESULTS

In January we selected Dr. Maha Krishnamurthy as the new president of the UT Research Foundation. She soon announced the launch of a new $5 million fund to support UT related business startups. Krishnamurthy has selected an outstanding Investment Advisory Board to oversee investments. *The Board has met and reviewed many potential investments, but none have been made yet.*

STRENGTHEN AND GROW UT-BATTELLE PARTNERSHIP AND CO-MANAGEMENT OF OAK RIDGE NATIONAL LAB

During the first quarter of the year, we will hire a new generational director for ORNL. We will also hire a new vice president for national laboratory management to ensure UT provides oversight, support and partnership with the laboratory and Battelle like never before. This will position UT for a successful contract extension and dramatic increase in the research collaboration with the lab, which will help the UT-Oak Ridge Innovation Institute achieve its goals.

RESULTS

Dr. Stephen Streiffer has been selected as the new director for ORNL and started Oct. 16. He has the right combination of experience and vision, and the UT-Battelle board is excited about his selection. Jeff Smith, who served as interim vice president for Research for UT last year until he agreed to serve as interim lab director in January, will return to UT as vice president of national labs on Jan. 1, 2024, pending Board approval in February 2024. There is no one that is more qualified to serve in this role than Smith. Lastly, with the unexpected departure of Joan Bienvenue as director of the Oak Ridge Innovation Institute, a new interim director John Sholl, has been appointed. Sholl is doing a fantastic job in the new role.

HIRE RESEARCH POSITIONS TO SUPPORT CAMPUS RESEARCH FUNCTIONS

With a new vice president of national laboratory management, an associate vice president for economic development and a compliance officer in place, we will need to hire support roles, including an associate vice president for research, to facilitate campus collaboration. Additionally, we will provide greater support in Washington D.C. for federal funding opportunities.

RESULTS

While we were unable to identify an associate vice president for research in 2023, the UT System has partnered with a new search firm, Buffkin/Baker, and is relaunching the search in January 2024. Buffkin/Baker has a track record of success, including the placement of chief research officers at the University of North Carolina at Chapel Hill and Iowa State University in recent months. We remain committed to finding the right candidate for this critical role.

EXPANDING RESEARCH CAPABILITIES

CONTINUE DEVELOPMENT OF SYSTEMWIDE RESEARCH COMPLIANCE INFRASTRUCTURE

The Office of Audit and Compliance and the Office of the General Counsel will work with other system and campus partners to continue building out a robust systemwide research compliance and security infrastructure to support all campuses and institutes in their efforts to address increasing federal and state compliance obligations.

RESULTS

Significant progress has been made on this objective. Dr. Sarah Pruett has been hired as the new executive director of Institutional Compliance and Shauna Jennings has been hired as the new director of Privacy and Associate General Counsel. Additionally, the UT System has contracted with Huron to acquire its Research Suite, which consists of modules for areas including conflicts of interest, export controls, Institutional Review Boards (IRB), Institutional Animal Care and Use Committee (IACUC), and grants and contracts. An executive committee has been formed to oversee implementation of the Huron Research Suite. That executive committee includes acting Vice President for Academic Affairs, Research, and Student Success Bernie Savarese, Chief Audit and Compliance Officer Brian Daniels, General Counsel Ryan Stinnett, Chief Information Officer Ramon Padilla, and the Vice Chancellors for Research (or their designees) from each campus. Additionally, Audit and Compliance and General Counsel are working with an external consultant to develop a scope of work for a review of the University's conflict of interest policy and process.

FOSTERING OUTREACH AND ENGAGEMENT

LAUNCH ONEUT GRAND CHALLENGES COLLABORATION GRANTS

In an effort to drive innovation and collaboration focused on our Grand Challenges, the UT System will launch a series of grants totaling $5 million to incentive more rigorous collaboration that leads to new research, scholarship or creative activity of the highest value.

RESULTS
The team is finalizing the plans for the OneUT Grand Challenge Collaboration Grants, which will launch with the State of the University address on Feb. 7.

SUPPORT ESTABLISHMENT AND LAUNCH OF THE INSTITUTE FOR AMERICAN CIVICS

Support the UTK chancellor and the Baker School in the selection of a new director for the Institute for American Civics and the development of programming as requested. Ensure early successes to affirm the current support from the state and position the institute for increased support in the future.

RESULTS
We were able to deliver sustained bipartisan engagement for the Institute launch and successful early engagement opportunities with key government officials for new Institute for American Civics Executive Director Josh Dunn. Under Dean Marianne Wannamaker's leadership, a strong foundation had already been laid.

INCREASE ECONOMIC IMPACT TO MUNICIPALITIES

The UT Municipal Technical Advisory Service (MTAS) will increase its economic impact to the state's municipalities by 25% over 2022 (from $6.2 million to $7.7 million).

RESULTS
MTAS has achieved an economic impact of $7,552,639 in 2023 through Dec. 15, 2023. It is expected that this will grow slightly (perhaps surpassing the goal) as employees have until Dec. 31 to complete their reporting for the year.

2

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

LEAD HIGHER EDUCATION CAPITAL PROJECT AND THEC EFFICIENCY MODERNIZATION

With other partners in higher education and state government, advocate for legislation that speeds development and reduces cost for building projects by making processes at the State Building Commission and Tennessee Higher Education Commission more efficient while increasing transparency and accountability. Also, work to improve higher education's ability to deliver quality programs faster to market.

RESULTS

Secured historic legislative outcome advancing the University's top policy priority that streamlines the capital projects process for public higher education institutions and the University of Tennessee. UT shepherded the bill from its introduction to its conclusion working with state stakeholders, providing supplemental materials to the bill sponsors, and working to ensure the measures contained in the bill were not amended with a sunset provision.

UT continues to work with key state stakeholders on finding efficiencies as it relates to academic program approval and capital projects.

INNOVATION DEVELOPMENT OF UT CAMPUSES

In response to record demands for student housing at UTK, a capital project in collaboration with UTK will pursue the first public-private partnership project for students housing. The effort includes engaging in a rigorous request for proposal process with leading national development firms. The UT System will include a detailed review of financial, business and operating terms to determine how to bring new housing online most effectively for students in Knoxville. UT System Capital Projects and UT Southern will collaborate to initiate the development of the inaugural master plan for that campus. This effort will create the roadmap for how we deliver the vision of the UTS strategic plan, which is currently in development.

RESULTS

Executed successful government relations strategy to advance UTK's public-private partnership to deliver student housing. Work continues to support our campuses and the Office of Capital Projects by advocating for a consistent and efficient state approach to approving future public-private partnership land transactions. Developed and provided a model P3 process for the state's consideration moving forward that ensures institutions' ability to remain nimble, while maintaining transparency and state oversight.

IMPLEMENT DASH

By the end of 2023 complete the scheduled phases of Oracle Fusion Cloud Enterprise Resource Planning system. This includes completing design and blueprints, adopt and adapt stages, training needs assessment and early testing and validation. The project will remain on schedule and budget to go live July 1, 2024. Revise and create policies concurrently with DASH workflow development. In addition, continue working with locally governed institutions (LGIs) as they initiate their Oracle Cloud projects.

RESULTS

The project is on schedule and within the allocated budget. We are three quarters of the way through implementation heading toward going live with all finance and human resource components on July 1, 2024. The first half of 2024 will be an intense period with hundreds of staff across the System engaged in the project. We continue to work collaboratively with the LGI campuses. East Tennessee State University will go live on Jan. 1, 2024, Tennessee Tech has launched their project and the University of Memphis and Austin Peay have signed contracts to begin its implementations.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

LAUNCH THE INNOVATION CHALLENGE

In early 2023, the UT System will implement a systemwide Innovation Challenge for all employees. The program will incentivize employees to provide their most creative ideas for improving the efficiency of operations. The University will be able to generate ideas that will result in calculable, "hard" cost savings. The program will also be able to generate several "small wins" that result in improved processes and improved customer service. Another positive outcome of such a program will be to promote internal communication, enhance employee involvement and empower employees.

RESULTS
The University advertised the Innovation Challenge in late March 2023 and allowed submissions through May 1, 2023. UT received 117 submissions overall with about 95 eligible submissions. A screening committee evaluated the ideas for eligibility and merit. Subsequently, a selection committee evaluated and recommended the top 10-15 ideas. The Finance and Administration team and chief business officers evaluated the finalists and selected six for implementation. Several of the six will be implemented with the DASH project. More information about the six winners can be found on the website president.tennessee.edu/innovation-challenge.

IDENTIFY TOP RISKS FACING UT AND DEVELOP RESPONSE PLANS

The UT System strategic plan sets forth the goals and objectives the University intends to pursue through 2025. Key risk threats and risk opportunities to achieving the plan were developed by UT's enterprise risk officer (ERO) and the strategic plan pillar leads. During 2023, the ERO will lead the development of response and monitoring plans to improve the chances of successfully meeting or exceeding goals and objectives.

RESULTS
The enterprise risk officer is updating risk assessments for those areas with a leadership change in the past year, validating and revising all other assessments to ensure continued relevancy, conducting new risk assessments (e.g., for UT Southern), and gathering information needed to document the various response plans for the key risks and opportunities. The second half of the year will be devoted to documenting not only campus response plans but plans for monitoring progress and communicating results to decision makers.

ENSURING COMPETITIVE COMPENSATION

UT System human resources will complete a full compensation analysis of our most critical job families (based on current data and recruiting pain points) to ensure competitive compensation packages. UT will participate in a minimum of three salary surveys that keep our access to external compensation survey data updated and relevant.

RESULTS
In partnership with the Systemwide compensation team and Segal, our external third party compensation consultants, the University participated in the annual CUPA-HR, Chronicle of Higher Education, Compdata and BUCK salary surveys to ensure that our compensation program remains competitive with our board-approved established peers. We implemented market pricing software to benchmark individual jobs with the Comp Analyst software platform. We conducted a market analysis to adjust market ranges for inflation, analyzed our critical job families and benchmarked all positions to align with the Oracle Talent Management module in DASH. Lastly, the UT System consulted with multiple institutions including ETSU, Indiana University and LSU, specifically related to our new job family and market structure.

2

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT

By the end of 2023, UT System human resources, in collaboration with human resources officers systemwide, will review and align employee and leadership development programs to create a systematic and progressive training ladder from onboarding to throughout employees' careers.

RESULTS

UT System human resources has completed the system-wide inventory of leadership development programs and are collaborating with the Leadership and Learning Community Task Groups comprised of human resources leadership to coordinate and ensure that we enhance and leverage the varied leadership development offerings across the system to avoid redundant programming. These task groups include areas of development in supervisor development, upskilling, remote and hybrid work effectiveness, onboarding, succession planning, and access/sharing learning and Development across the System. In addition, the Executive Leadership Institute was shifted to the Institute of Public Service's Naifeh Center for Effective Leadership.

DEVELOP UTHSC CONSULTATION TO AUGMENT UT CAMPUSES MENTAL HEALTH AND WELLNESS SUPPORT

Drawing upon the collective expertise of UT Health Science Center's College of Medicine Department of Psychiatry, College of Nursing, and Student Academic Support Service and Inclusion [SASSI], and availing of the recent (COVID propelled) growth and acceptability of telepsychiatry as a modality to remotely deliver mental health assessment and care, UTHSC will explore a contractual model, that is pragmatically and fiscally viable, to augment mental health assessment and better facilitate integrated local mental health care delivery for students, faculty and staff at each UT campus.

RESULTS

UTHSC recently hired a vice chancellor for strategic partnerships who will lead the statewide effort. Paul Wesolowski joined UTHSC in the summer of 2023 and has begun discussions with the UTHSC Department of Psychiatry chair to support student services at UT Southern. Also, in collaboration with Bernie Savarese, UTHSC has hired the first chief wellness officer to support and promote wellness initiatives across the UT System.

2

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

INVESTMENT AND CASH MANAGEMENT EFFICIENCY AND TRANSPARENCY

Implement the University's first stand-alone endowment and unitization accounting software platform, enhancing the accounting, donor reporting and endowment-management functions; coordinate with the UT Foundation (UTFI) to improve accounting records and facilitate a permanent balance between the organizations. Consolidate and reorganize the University's banking relationships to improve internal controls and align with DASH guiding principles. Mature the University's cash flow forecasting capabilities to improve data used for the management of the University's cash management portfolio.

RESULTS

The Fundriver Implementation team began its work in February 2023 and includes key personnel from both UT System Administration (UTSA) and UTFI. The accounting transition (from IRIS) is in process, and the data flow across UTFI (ACE), DASH, and Fundriver has been mapped. The platform is projected to go live in the second quarter of 2024.

The DASH Cash Management team has performed an extensive review of the University's banking relationships to develop an efficient bank structure that will streamline banking services in alignment with the DASH goals and objectives. The new structure will allow the University to leverage new technologies, implement automation to streamline processes, give real-time visibility into financial data and improve internal controls and audit of bank deposits.

Treasury Operations has implemented new forecasting techniques to track and predict cash activity. More predictable cash flows improve efficiency in the University's cash management processes and minimize operational and financial risk. The forecasting process enables efficient investment of cash consistent with program policies and objectives. Additional technologies and techniques are planned to further enhance forecasting capabilities.

BONUS ACCOMPLISHMENT:

We have had a great year in picking two new leaders, Keith Carver as the Senior Vice Chancellor/Senior Vice President for UT Institute of Agriculture (UTIA), and Yancy Freeman as the new Chancellor for UT Martin. When the opening occurred at UTIA, Carver was the absolute best person to step into the roll. After six months of outstanding service, the Board unanimously appointed him as permanent. After an extensive nationwide search, we were all so happy to find that one of our own, Freeman, was clearly the best choice to lead UT Martin. Both have done outstanding jobs in the new roles this year.

ADVOCATING FOR UT

OBTAIN 100% OF DIRECT UT BUDGET FUNDING REQUESTS FOR 2023

From three major capital projects to fully funding the formula to new funding for Substance Misuse and Addiction Resource for Tennessee (SMART) and for UTHSC, it's all hands-on deck to support accomplishing this objective.

RESULTS

While the session began with no lack of challenges for UT budget priorities in particular, the University worked diligently to successfully secure our most significant operating budget needs ($10.7 million recurring for UTHSC) and secure authorization to begin planning the UT Chattanooga Business Building and UTK Chemistry Building. In addition, UT worked with the Administration and members of the Financial Stimulus Accountability Group to secure $12.5 million in stimulus funds for UTIA's Protein Innovation Center (Meats Lab). The return-on-investment of the state government relations team this session was 68:1. This includes GR&A's efforts to amend or defeat legislation with fiscal ramifications to the University, as well as securing key budget outcomes requiring significant gubernatorial and legislative support. GR&A is currently working with the Administration and key stakeholders to find opportunities to support priorities that were not funded in 2023 (such as capital projects).

GROW STATE AND FEDERAL PARTNERSHIPS AIMED AT SOLVING GRAND CHALLENGES AND SUPPORTING AREAS OF STATE AND NATIONAL NEED

Increase direct outreach to state and federal agency leaders to secure partnerships such as:

- In partnership with Tennessee Department of Economic and Community Development (TNECD) and Tennessee Department of Transportation (TDOT), create a new initiative to dramatically accelerate Tennessee's leadership position in electric vehicle research.
- In partnership with the city of Knoxville and TDOT, secure funding for a new pedestrian bridge in Knoxville from the campus to South Knoxville.
- In partnership with Tennessee Department of Environment and Conservation, secure funding for the proposed Water Education and Training Center at Lone Oak Farms, a new $24 million facility to provide training and education to prevent and mitigate flood damage.

RESULTS

The team has been successful in securing several partnerships with state and federal agencies in 2023, including:

- $5 million nonrecurring to the Tennessee Department of Economic and Community Development to launch the Transportation Network Growth and Opportunity (TN GO) Initiative to strategically grow and sustain Tennessee's future mobility innovation economy through research and development partnerships, which will bolster University research efforts.

- $20 million initial state investment in the City of Knoxville Pedestrian Bridge.

- $28 million to construct the WET Center at Lone Oaks Farm

- $5.1 million recurring to sustain the Tennessee Grow Your Own partnership with the Tennessee Department of Education.

- $16 million in additional funding for FY23-24 to expand service opportunities for the Healthy Smiles Initiative led by the UTHSC

- $2 million recurring to sustain the UT Reading Research Center.

ADVOCATING FOR UT

CATALYZE EFFORTS FOR TENNESSEE TO BE THE LEADING STATE FOR TRANSPORTATION AND MOBILITY INNOVATION AND RESEARCH

With key partners, develop policy blueprint and lead advocacy efforts to deliver unprecedented collaboration between industry, universities and state agencies towards mobility research and development goals.

RESULTS

Led partnership development with TNECD yielding a $5 million appropriation to launch the Transportation Network Growth and Opportunity (TNGO) Initiative, which will strategically grow and sustain Tennessee's future mobility innovation economy through research and development partnerships. Worked with TNECD to develop interagency agreement allowing shared personnel resources to support the initiative's launch, with GR&A team member Victoria Hirshberg now leading this state initiative 75% of her time for a six-month period.

PROVIDE UNMATCHED SUPPORT TO GOVERNMENT LEADERS IN POLICY DEVELOPMENT AND ANALYSIS

Preliminary goals include assisting government leaders with developing policy solutions to address talent recruitment of certain high-need occupations in Tennessee's rural and underserved populations.

RESULTS

Worked with legislative leaders and key stakeholder groups to pass legislation authorizing recurring funding ($900,800) for the TN Future Teacher Scholarship Act, which is a tuition reimbursement program for future teachers committing to serve in a targeted, high need setting. Provided policy support to the Tennessee Bureau of Investigation as the Administration considered policy options to grow education pipelines and recruit forensic scientists to high-need areas throughout the state. Positioned key UT entities as a policy resource for state and federal lawmakers, such as the Baker School for Public Policy.

LAUNCH GRAND CHALLENGE INITIATIVE

With our five campuses and two statewide institutes, UT is in a unique position to work together truly make an impact. Tying into Pillar 3 and Pillar 5 of the System strategic plan, we will launch the Grand Challenge initiative to internal and external stakeholders with a systemwide communications and marketing strategy that showcases how UT is addressing grand challenges to benefit all Tennesseans. In addition, we will implement a statewide Grand Challenge Summit in middle Tennessee in the fall of 2024 to leverage talent across the system.

RESULTS

The Grand Challenge initiative was launched with the State of UT address in February 2023 with a focus on addressing three critical areas affecting the state: strengthening rural communities, advancing K-12 education and overcoming addiction. The vision, the future we are aiming to create with this initiative, is system-wide faculty and staff, public and private sector leaders informed on UT's ongoing Grand Challenge related activities and collaborating, cross-networking to meet Tennessee's needs in these areas. To reach this vision, we see our mission as two-fold: Share stories of impact and success and facilitate connections and collaborations. These efforts are being achieved and supported through tools and activities such as the Grand Challenge website, establishment of the Rural Disability Resource Network, Grand Challenge focused winter '23 issue of Our Tennessee alumni magazine, amplification of impact stories through University social media channels and the News Roundup, launch of a specific Grand Challenges quarterly email newsletter, and presentations to various groups across the state. There are more than 80 individuals across the system engaged in planning for the Grand Challenge Summit in fall 2024.

ADVOCATING FOR UT

STRENGTHEN BRAND AWARENESS

Building on the success of the "Everywhere You Look, UT" mural campaign, the UT System Division of Communications and Marketing will secure an additional 15 murals for the campaign in strategic locations across the state to increase impressions by 50,000 a day, with the ultimate goal of having a mural in all 95 counties by 2030. In addition, the team will identify opportunities for a paid advertising campaign to further extend the reach of the campaign to improve brand awareness and opinion of the University of Tennessee as a statewide system of higher education to 85% positive in 2023.

RESULTS

The System Division of Communications and Marketing completed 15 murals this year, taking the mural campaign to 50 total murals in 46 counties with more than 118,000 additional daily views.

The team engaged MP&F Strategic Communications for a statewide research project that will serve as the foundation for the evolution of the campaign. The survey found that 75% of Tennesseans agreed that research, outreach and other programs conducted at UT make a difference in their life. This was an increase from 66% in 2018.

EVOLVE "EVERYWHERE YOU LOOK, UT" MARKETING CAMPAIGN

Develop, evolve and execute an evolution of the "Everywhere You Look, UT" marketing campaign to include an angle that promotes UT's accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign would demonstrate the unique characteristics of each UT campus and encourage prospective students to pick one of our campuses.

RESULTS

The UT System Division of Communications and Marketing engaged MP&F Strategic Communications for a statewide research project to serve as the foundation for the evolution of the campaign. Phase 1 of the evolution rolled out in October 2023 with radio spots highlighting access and affordability options during football, men's and women's basketball broadcasts for UT Knoxville, UT Chattanooga, and UT Martin in addition to a digital campaign aimed at six million impressions between October 2023 and March 2024. Phase 2 planning is underway for 2024.

BONUS ACCOMPLISHMENTS:

Lead efforts for a statewide Value of Higher Education campaign. Pulled together a statewide consortium of marketing professionals from four-year public institutions across Tennessee to develop and launch a statewide campaign to increase knowledge and understanding of the benefits of a four-year degree. The campaign launched in November.

SUPPORT UT FOUNDATION TOWARD NEW RECORD FUNDRAISING YEAR

Work with the development staff across the state in key donor solicitations as requested with the plan of attaining $400 million in private support, which will represent a record year.

RESULTS

We fell short of the best year ever of $400 million in FY23, but still had the second-best year ever! System wide, we raised $342,467,045, beating last year's second best of $315,230,730. We also increased the number of donors to a new record, from 75,510 last year to 86,591 this year. As we move through FY24, our primary goals are to raise $302.7 million and generate gifts from 83,840 donors. Through the end of November 2023, the Foundation has achieved 40% toward the dollar goal and stands at 49% toward the number of donors. In addition, the Foundation will continue to strive toward the aspirational goal of generating $400 million in private support.

BONUS ACCOMPLISHMENTS:

Secured state support for campus safety and security funding. Working with key leaders in state government, we secured a $30 million campus security fund to help meet institutional needs of higher education entities across the state. UT will benefit from these funds which will be competitively awarded in 2024 via State Finance and Administration.

3.1

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024

Committee: Executive

Item: **Establishment, Appointment, Initial Compensation, and other Terms of Employment of a University Officer (Vice President for National Labs)**

Type: Action

Presenter: Randy Boyd, President

Background Information

Pursuant to Article VI, Section 6.2 of the Bylaws of the University of Tennessee Board of Trustees (Bylaws), no system administration position at the level of Vice President or above that will report directly to the President shall be created or filled without the approval of the Board. Further, pursuant to Article VI, Section 6.6. of the Bylaws, the Board shall approve, upon the recommendation of the President, the appointment of other officers of the University and their initial compensation and other terms of employment.

Recommendation

President Boyd recommends the creation of a new position, Vice President for National Labs. If approved, the Vice President for National Labs will serve as the UT System's primary liaison to the Oak Ridge National Laboratory (ORNL), the U.S. Department of Energy, and Battelle Memorial Institute on matters that relate to, among other things, the UT-Battelle management and operations contract for ORNL. President Boyd recommends the appointment of Jeff W. Smith, who currently serves as Special Advisor to the President, as the initial Vice President for National Labs.

Previously, Mr. Smith served as Interim Laboratory Director of ORNL and, for 21 years, he served as ORNL's Deputy for Operations. In between his roles at ORNL, he served as the interim Vice President for Research for the University. Mr. Smith previously served on the board of directors of the Tennessee Valley Authority and as the president of the UT-Batelle Development Corporation.

Mr. Smith served on the White House Transition Planning Office responsible for creating the Department of Homeland Security. In addition, he has served on several Battelle

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

acquisition efforts, supporting successful proposals by Battelle and its partners to manage the Brookhaven National Laboratory, ORNL, the Idaho National Laboratory, and the National Renewable Energy Laboratory. He has also served as the chair of the Chief Operating Officers Working Group in support of the National Laboratory Director's Council and served on numerous Department of Energy-sponsored working groups to address operational challenges facing the Department and its laboratories.

Additionally, before coming to ORNL, he was Deputy for Operations at the Pacific Northwest National Laboratory, acting as principal advisor to the Laboratory Director on operational matters. He also served as the Quality Director at the Pacific Northwest National Laboratory, leading the development of several laboratory management approaches that continue to serve Battelle and the laboratories that it manages today.

President Boyd recommends the appointment of Jeff W. Smith as Vice President for National Labs, with the initial compensation and other terms of employment as set forth in the offer letter attached hereto. The offer has been accepted by Mr. Smith, subject to approval by the Board.

Committee Action

The Chair will call for a motion for consideration and adoption of the following Resolution.

Resolved:

The Executive Committee, on behalf of the Board of Trustees, hereby approves: (i) a new University officer position, Vice President for National Labs, which position will report to the President of the University; and (ii) the appointment of Jeff W. Smith as Vice President for National Labs, effective immediately, with the initial compensation and other terms of employment as set forth in the executed offer letter (a copy of the offer letter shall be attached to this resolution following approval hereof).

THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD
President

January 2, 2024

Mr. Jeff Smith
The University of Tennessee System
400 W Summit Hill Dr. - UT Tower 1256
Knoxville, TN 37902

Dear Jeff,

It is my pleasure to offer you the position of Special Advisor to the President effective January 1, 2024. In this capacity, you will provide advice, serve as a liaison, and provide other services as may be requested to promote and enhance the University's relationship with the Oak Ridge National Laboratory ("ORNL") and federal funding agencies, including advice pertaining to the University's responsibilities under the UT-Battelle management and operations contract. This is a 50% appointment, and your compensation will be $10,833.33 per month ($130,000.00 annualized).

In connection with the Winter 2024 meeting of the Board of Trustees, I will recommend you to serve as the initial Vice President for National Labs at the University of Tennessee, effective March 1, 2024, with initial compensation of $10,833.33 per month ($130,000.00 annualized). The position of Vice President for National Labs will be a 50% appointment, which position is without tenure, without a definite term, is at-will, and serves at the pleasure of the President. The creation of the vice president position, the appointment, compensation, and other terms of employment are subject to approval by the Board of Trustees.

I appreciate your willingness to serve and look forward to continuing to work with you in this new role.

Sincerely,

Randy Boyd
President

c: Human Resources

Jeff W. Smith

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(865) 310-7859 | n876rv@gmail.com

Education

Ohio State University, Columbus, Ohio – B.S., Ceramic Engineering (1981)

Washington State University, Pullman, Washington – Graduate studies
in engineering management (1990–1992)

Experience

Oak Ridge National Laboratory
Oak Ridge, TN 37831

2023   **Interim Laboratory Director, Oak Ridge National Laboratory**
Interim Chief Executive Officer, UT-Battelle, LLC
Led more than 6,500 staff members with an organizational budget of $2.7 billion
to deliver on critical national missions for the U.S. Department of Energy (DOE)
by leveraging Oak Ridge National Laboratory's (ORNL's) world-leading
facilities, tools, and signature strengths in neutron science, high-performance
computing, advanced materials, biology and environmental science, energy
technologies, nuclear science and engineering, isotopes, and national security
research.

2000–2021   **Deputy for Operations, Oak Ridge National Laboratory**
Executive Vice President, UT-Battelle, LLC
Responsible for overall operations and support functions at ORNL. Managed
facility operations; environment, safety, and health (ES&H); business operations;
security; human resources; and communications to enable the delivery of science
and technology for DOE missions. Supported the Laboratory Director in the
planning, integration, and execution of Laboratory-level initiatives. Led a
$750 million modernization project that transformed ORNL into a 21st century
research institution; in this capacity, developed and implemented innovative
funding strategies to leverage federal, state, and private-sector funding.

UT-Battelle Development Corporation
Oak Ridge, TN 37831

2023–Present   **Board Member**
2000–2023   **President**
Managed special-purpose entity established to deliver privately constructed
facilities for support of government-sponsored research and development.

Battelle Memorial Institute
Columbus, OH 43201

2000–2017 **Senior Leader for Laboratory Operations**
Provided oversight and coordination across the system of national laboratories managed or co-managed by Battelle, including leadership of the Battelle Laboratory Operations Council.

Pacific Northwest National Laboratory
Columbus, OH 43201

1998–2000 **Deputy Laboratory Director for Operations**
Integrated activities of more than 1,800 staff in Laboratory operations who provided ES&H, business management, facility operations, security, and communications support to the Laboratory's research organizations.

1994–1998 **Director of Quality Programs**
Directed and managed activities for Integrated Assessment Management System and Standards-Based Management System; implemented management initiatives that enhanced Laboratory productivity, improved operational discipline, and increased customer satisfaction.

1989–1993 **Manager, Process Quality Department**
Managed quality engineering support for all science and technology programs at the Laboratory and associated operational support activities.

1988–1989 **Technical Group Leader for Waste Management Projects**
Led application of quality assurance programs consistent with ANSI/ASME NQA-1, EPA QAMS/005, and other program requirements to projects throughout the Laboratory.

1984–1989 **Senior and Quality Engineer**
Provided quality engineering support for high-level nuclear waste management projects and low-level waste grouting and in situ vitrification technology development efforts.

Anchor Hocking
Lancaster, OH 43130

1981–1984 **Research Scientist, Corporate R&D**
Provided research supporting consumer glassware product development and production, focusing on borosilicate glasses.

Jeff W. Smith   2

Executive Committee (Public Session) - V. Appointment, Initial Compensation, and Other Terms of Employment (University Officers)

3.1

Battelle Contract Management Activities

Member, Brookhaven Science Associates Board of Directors, 2007–2014

Member, Battelle Pacific Northwest Division (PNWD) Board, 2010–2014 (chair, PNWD Operations Committee, 2010–2014)

Member, Battelle Laboratory Operations Council, 2011–present (chair, 2011–2015)

Member, Battelle Energy Alliance (BEA) Board of Managers, 2011–2018 (chair, BEA Operations Committee, 2011–2018)

Member, Alliance for Sustainable Energy (ASE), 2011–2016 (chair, ASE Operations Committee, 2011–2016)

Champion for development and deployment of the Laboratory Operations Management Academy, Laboratory Operations Leadership Academy, and Laboratory Operations Supervisor Academy programs in support of building leadership talent across the national laboratories managed or co-managed by Battelle, 2014–present

Champion for development and application of Battelle's "Safe Conduct of Research" principles in support of building a strong safety culture across the national laboratories managed or co-managed by Battelle, 2013–present

Key contributor to successful proposals by Battelle and partners to manage and operate Oak Ridge National Laboratory (contract awarded in 2000), the National Biodefense Analysis and Countermeasures Center (contract awarded in 2006), Lawrence Livermore National Laboratory (contract awarded in 2007), the National Renewable Energy Laboratory (contract awarded in 2008), the United Kingdom's National Nuclear Laboratory (contract awarded in 2009), and Los Alamos National Laboratory (contract awarded in 2018)

Professional Activities

National Laboratory Chief Operating Officers Working Group (advising the National Laboratory Directors' Council), 2007–2021

Community Activities

Member, Board of Commissioners, Knoxville Metropolitan Airport Authority, 2005–2023

Member, Board of Directors, Halcyon LLC, 2006–2013

Member, Board of Directors, East Tennessee Economic Council, 2007–2021, 2023

Member, Board of Directors, Cherokee Farm Development Corporation/Cherokee Farm Properties, Inc., 2013–2022

Member, Board of Directors, Tennessee Valley Authority, 2018–2022; chair, Nuclear Operations Committee

Member, Tennessee Nuclear Energy Advisory Council, State of Tennessee, 2023–Present

Jeff W. Smith   3

Executive Committee (Public Session) - V. Appointment, Initial Compensation, and Other Terms of Employment (University Officers)

3.1

Jeff W. Smith   4

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date:	January 26, 2024
Committee:	Executive
Item:	**Appointment, Compensation, and other Terms of Employment of University Officer (Vice President for Academic Affairs, Research, and Student Success)**
Type:	Action
Presenter:	Randy Boyd, President

Background Information

Pursuant to Article VI, Section 6.6. of the Bylaws of the University of Tennessee Board of Trustees, the Board shall approve, upon the recommendation of the President, the appointment of other officers of the University and their initial compensation and other terms of employment.

Recommendation

At the June 24, 2022 Annual Meeting of the Board of Trustees, President Randy Boyd announced the appointment of Dr. Bernard Savarese to serve as Acting Vice President for Academic Affairs and Student Success. Subsequent to that appointment, at the February 24, 2023 Winter Meeting of the Board, the Board approved changing the title of the officer position to "Vice President for Academic Affairs, Research, and Student Success" to coincide with the expanded scope of the position, including certain research-related oversight responsibilities, such as fostering excellence in research and scholarship across all disciplines and advancing the research mission of the University.

Since assuming the role of Acting Vice President for Academic Affairs, Research, and Student Success, Dr. Savarese has excelled in this position and has demonstrated his commitment to coordinating and promoting high-quality academic and student experiences tied to key outcomes as well as building and expanding the research mission of the University.

I am recommending removing the acting designation and nominating Dr. Savarese, to serve as Vice President for Academic Affairs, Research, and Student Success. The recommended compensation and other terms of employment are included in the accompanying offer letter, which has been accepted by Dr. Savarese.

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

3.2

Committee Action

The Chair will call for a motion to recommend adoption of the following Resolution.

> **Resolved:**
>
> **The Executive Committee, on behalf of the Board of Trustees, hereby approves the appointment of Dr. Bernard Savarese as Vice President for Academic Affairs, Research, and Student Success, effective immediately, with the initial compensation and other terms of employment as set forth in the executed offer letter (a copy of the offer letter shall be attached to this resolution following approval hereof).**

THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD
President

January 22, 2024

Via Email (bsavares@tennessee.edu)
Dr. Bernard Savarese
Associate Vice President for Student Success
Office of Academic Affairs and Student Success
The University of Tennessee System
400 W Summit Hill Dr. - UT Tower 1261
Knoxville, TN 37902

Dear Bernie,

It is my pleasure to offer you the position of Vice President for Academic Affairs, Research, and Student Success at the University of Tennessee, effective January 26, 2024, subject to approval by the Executive Committee on behalf of the Board of Trustees. Your compensation will be $28,750.00 per month ($345,000.00 annualized).

The position of Vice President is without tenure, without a definite term, is at-will, and serves at the pleasure of the President. As Vice President, you will report directly to me, and I will evaluate your performance annually.

I appreciate your willingness to serve in this capacity and look forward to continuing to work with you in this new role. Please sign and return this letter to us to indicate that you agree to these terms and will accept this appointment.

Sincerely,

Randy Boyd
President

c: Human Resources

ur

THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD
President

ACCEPTANCE: I accept the appointment to serve as Vice President for Academic Affairs, Research, and Student Success at the University of Tennessee System under the terms and conditions outlined above and with the understanding that the offer is not binding until and unless the appointment and compensation are approved by the University of Tennessee's Board of Trustees.

_____   01/22/2024
Bernie Savarese, Ed.D.   Date

800 Andy Holt Tower • 1331 Circle Park Drive • Knoxville, TN 37996 • (865) 974-2241 • (865) 974-3753 fax
www.tennessee.edu

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Bernard J. Savarese, Ed.D.

400 W Summit Hill Dr. │ Knoxville, TN 37902 │ 865.974.3472 │ bsavares@tennessee.edu

Education

Doctor of Education (Ed.D.), Leadership and Innovation
New York University's Steinhardt School of Culture, Education, and Human Development   *New York, New York*
- Dissertation | Beyond First-Year Retention: An Improvement Study on the Persistence of Black Men Through the Second Year of College

Master of Business Administration (MBA)
The Ohio State University's Max M. Fisher College of Business   *Columbus, Ohio*
- Recognized as a Weider Scholar for Distinguished Academic Performance

Master of Arts, College Student Personnel
Bowling Green State University's College of Education and Human Development   *Bowling Green, Ohio*
- Recipient of the President's Award for Distinguished Service

Bachelor of Arts, Political Science
The Ohio State University's College of Arts and Sciences   *Columbus, Ohio*
- Graduated with Honors in the Liberal Arts

University Leadership Experience

The University of Tennessee System   **October 2021 - Present**
The University of Tennessee (UT) System is comprised of campuses in Knoxville, Chattanooga, Pulaski, and Martin; the Health Science Center in Memphis; the Space Institute in Tullahoma; and the statewide Institute of Agriculture and Institute for Public Service. The university has an endowment of over $1.3 billion and research expenditures totaling over $430 million annually. Serving as the state's land grant university system, UT enrolls more than 60,000 students statewide, and awards more than 12,000 degrees annually.

Acting Vice President for Academic Affairs, Research, and Student Success   **July 2022 - Present**
- Serve as the chief academic, research, and student affairs officer for the UT System; advise the UT System's Board of Trustees and President while working with campus counterparts to coordinate the delivery of the academic enterprise and student experience
- Provide administrative leadership, including the oversight of personnel and the management of fiscal matters, in the offices of academic affairs, research, student success, access and engagement, institutional effectiveness, and the TN Grow Your Own Center for the UT System
- Direct the development of all new academic programs across the UT System; coordinate program proposal submissions to the Tennessee Higher Education Commission and the university's Board of Trustees
- Coordinate the UT System's expansion of mental health and wellness services, including the joint hiring and supervision of its inaugural Chief Wellness Officer, as part of an effort to improve health outcomes
- Support the advancement of the UT System's research ambitions, working in partnership with the campus chief research officers to foster excellence in research and scholarship
- Work in partnership with system colleagues and campus research leaders to promote, support, and enhance sustainable research partnerships with external entities, including business and private industry, economic development groups, foundations, state and federal government, laboratories and agencies, the Oak Ridge National Laboratory, and other public and private institutions of higher education
- Advocate for investments in research infrastructure that build capacity at UT System institutions; promote the research priorities of each of the UT System institutions, including major grant and center opportunities that bring institutions and partners together
- Provide oversight for numerous systemwide grants, including the $20M Tennessee Grow Your Own Center grant, a first-in-the-country teacher apprentice program, and the $5 Million UT Grand Challenges grants

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- Engage in direct outreach and advocacy with state and local government officials regarding legislation, policy, economic development, and related funding opportunities that have the potential to impact the UT System
- Provide leadership and coordination as needed for systemwide strategic planning, enrollment planning, academic policy development, faculty and student handbook revisions, as well as all aspects of shared governance, board policy oversight, and graduation standards
- Lead the assessment of the student and faculty experience; report outcomes annually to the Board of Trustees
- Deliver system-wide professional development efforts for academic and student affairs leaders including dean, department chairs, directors, and other relevant personnel
- Oversee the coordination and delivery of all systemwide data analysis and reporting efforts, include all required state and federal reporting; oversee the development and maintenance of all systemwide dashboards related to enrollment, student success, finances, human resources, and economic impact
- Serve as the staff liaison to the Education, Research, and Service (ERS) Committee of the University of Tennessee Board of Trustees; work closely with the committee chair and fellow trustees to develop and deliver all agenda items, including reports, presentations, and other relevant updates to the academic enterprise
- Serve as staff liaison to the President's University Faculty Committee (UFC) – a committee comprised of faculty senate presidents charged with elevating key issues with a focus on solutions grounded in shared governance
- Represent the UT System to the Tennessee Higher Education Commission, Tennessee Department of Education, Tennessee Board of Regents, Tennessee Independent Colleges & Universities Association, and the Southern Regional Education Board's Academic Common Market

Associate Vice President for Student Success   **October 2021 – Present**
- Advise the University of Tennessee System's Board of Trustees, President and campus leaders on matters related to enhancing student outcomes and elevating the student experience at all campuses and institutes
- Staff and support the Education, Research, and Service (ERS) Committee of the UT Board of Trustees
- Oversee system-wide student success initiatives with the goal of enhancing the student experience and driving key student outcomes, including retention, persistence, graduation, and positive career outcomes
- Direct the UT Promise program – the system's premier access and affordability initiative guaranteeing free tuition and mandatory fees for qualifying Tennessee residents at all UT campuses
- Advance the use of data and actionable evidence to identify strategic opportunities and inform best practice
- Coordinate admissions, academic progress, and community development standards system-wide
- Direct university policy and campus implementation concerning student conduct, rights and responsibilities, and implementation of campus handbooks
- Provide innovative leadership and engage in purposeful collaborations in areas including enrollment management, strategic communications, and assessment of activities that support systemwide goals
- Convene and lead colleagues across the UT campuses to implement and measure student success efforts, particularly in areas that positively affect educational access, student engagement, wellbeing and belonging, affordability, and the use of data and evidence
- Serve as the UT system representative in statewide efforts supporting transfer and articulation policies with the Tennessee Board of Regents institutions
- Represent the UT System on statewide efforts including transfer/reverse transfer, and academic pathways
- Provide input and produce content for proposed legislation affecting students; participates in the preparation for budget hearings with the governor and state legislature
- Supervise system-level student success staff and oversee associated budgets and related resources

Selected Leadership – The University of Tennessee System

Systemwide Enrollment Planning   Spring 2023 – Present
- Lead system and campus colleagues in coordinated enrollment planning activities with a focus on increasing enrollment while delivering on the promises of access, affordability, and inclusive excellence for all campuses

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Common Student Information System (SIS), Academic Executive Sponsor   Spring 2023 – Present
- Serve on the executive committee charged with the selection and successful implementation of a new, common student information system for the UT System
- Responsibilities include establishing strategy, business goals, and guiding principles; setting governance structure and scope consistent with guiding principles; acting as a change sponsor and removing barriers; reviewing and approving significant scope changes that impact project cost

Tennessee Grow Your Own Center   Fall 2022 – Present
- Following the awarding of a historic $20M grant from the Tennessee Department of Education (TDOE), lead the creation and oversee the operations of the Tennessee Grow Your Own (GYO) Center – a team charged with addressing the educator shortage through innovative approaches such as apprenticeships and competency-based education

Tennessee Higher Education Commission – Momentum Year Taskforce Member   Fall 2022 – Fall 2023
- Invited to serve on a statewide taskforce charged with developing recommendations with embedded strategies to increase Tennessee's college-going rate from 52% to 60% by Fall 2024

Search Committee Leadership   Spring 2022 – Summer 2023
- UT Southern: Vice Chancellor for Enrollment Management and Student Affair. Led the development of the role and chaired the search for this newly created position to lead core function at UT's newest campus
- UT System: Associate Vice President for Research, Associate Vice President for Academic Affairs, and Executive Director for Access and Engagement. Led the development of each role and oversaw the search for each key leadership role.

Invited Consulting – Colby College (ME)   December 2021 – July 2022
- Led the development of comprehensive plan for a transformational second-year experience program for the college, aimed at increasing inclusion and belonging, integrating the academic and student experiences, and leveraging high-impact practices to enhance student outcomes

New York University (NYU)   Sept 2017 – Oct 2021

With degree granting campuses in New York City, Abu Dhabi (UAE), and Shanghai (China), NYU is among the largest private universities in the world. NYU enrolls more than 61,000 students and has an endowment of over $5.3 billion and research expenditures totaling over $1billion annually. In addition to its three degree granting campuses, NYU students study away at global academic centers in Accra, Berlin, Buenos Aires, Florence, Madrid, London, Paris, Prague, Tel Aviv, Sydney, and Washington, DC.

Assistant Vice President for Student Success and the Student Experience   Sept 2017 – Oct 2021
- Led a central, multi-unit area charged with coordinating, integrating, and elevating the student experience and enhancing collaboration across schools, units, and campuses at the largest private university in the country
  - Oversaw a team of more than 50 full-time staff, 20 instructors, and 10 graduate assistants
  - Managed operational and personnel budgets totaling over $30 million
- Served as a subject-matter expert and consultative resource to senior leaders in New York, Abu Dhabi, and Shanghai on all matters related to student success and the student experience, including strategies to enhance retention, graduation, inclusion, belonging, and overall engagement
- Guided the university's efforts to assess the student experience; oversaw the campus-wide implementation, analysis, and reporting of the CIRP Freshman Survey, the Your First College Year (YFCY) survey, NYU's Student Voice Series, and the College Senior Survey; co-chaired NYU's Student Experience Survey Committee
- Oversaw NYU's Opportunity Programs – New York state grant-funded access and success efforts providing academic, co-curricular, and financial support to over 1,000 underrepresented and underserved students
- Provided administrative leadership for the Jeffrey S. Gould Student Welcome Center and NYU's Academic Resource Center – spaces dedicated to addressing barriers to engagement, persistence, and success
- Directed the Office of Financial Education and guided the unit's programming, outreach, and counseling efforts in support of NYU's access, affordability, and student success priorities
- Launched the Office of Student Veteran Success, bringing together services and support to enhance the

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transition and overall experience of veteran and military affiliated students

- Oversaw the Office of Student Outreach and Support, a team of case managers leveraging data and partnerships to help students navigate resources, build resilience, and rebound from challenging experiences
- Coordinated NYU's student success efforts across its global network, including the two degree-granting campuses in Abu Dhabi, UAE and Shanghai, China, as well as its 12 global sites spanning five continents
- Directed the ongoing development of NYU's enterprise-wide advising and student success platform, NYU Connect (powered by Starfish/EAB) – a digital engagement tool supporting all students, faculty, and staff
- Oversaw the university's innovative use of the Mongoose Cadence texting platform and the development of NYU's "nudges for success" campaigns informed by behavioral science research

Selected Leadership – New York University

COVID-19 University Leadership   Spring 2020 – Spring 2021
- Co-chaired the development and implementation of the university's Emergency Relief Grant program
- Led operations and support services for students with technology and connectivity needs
- Guided student communication efforts across all university channels during the transition to remote learning
- Oversaw the development and implementation of the "Student Voice Series," a six-part pulse survey designed to empower the university with timely student feedback and drive student outreach and support

Student Success Steering Committee, Chair   Fall 2017 – Fall 2021
- Led colleagues across academic and student affairs in a coordinated and sustained effort to enhance the student experience, drive innovation, and improve student outcomes such as retention and graduation
- Achieved record first-year retention for three consecutive years, reaching 94.4% (Fall 2019); achieved a record graduation rate of 88.4% (Fall 2020)

Martin Luther King, Jr. Scholars Program, Acting Director   Spring 2018 – Spring 2021
- Served as the acting director of the Dr. Martin Luther King, Jr. Scholars Program, an all-university honors program serving over 250 students committed to academic excellence, leadership, service, and advancing Dr. King's legacy

Presidential Taskforce on Student Belonging, Equity, and Inclusion, Co-Chair   Spring 2018 – Fall 2018
- Led campus partners in the creation of shared goals, new initiatives, and strategic research opportunities that advance diversity, inclusion, equity, and belonging across NYU's global network

President's Affordability Task Force   Fall 2017 – Fall 2021
- Invited to serve with fellow senior leaders and charged with spearheading efforts to increase affordability, reduce student debt, and empower students with timely and relevant information related to financial education

Be Together: Student Learning and Experience Taskforce   Fall 2020 – Summer 2021
- Invited to join a team of university leaders charged with articulating values, building campus-wide frameworks, and connecting people and programs that support and advance equity, inclusion, and belonging in all areas of the student experience

Veterans Working Group, Chair   Fall 2017 – Fall 2021
- Directed the university's effort to provide a more coordinated student veteran experience through improved communication, increased resource utilization, and coordinated student advocacy and support

Food Insecurity Task Force, Co-Chair   Spring 2021 – Fall 2021
- In partnership with NYU's Student Government Association and colleagues across Academic and Student Affairs, developed and implemented strategies that addressed hunger and basic needs of NYU students

American Talent Initiative (ATI), Campus Lead   Fall 2017 – Fall 2021
- Represented NYU at national convenings and ensured campus-wide initiatives support the consortium's goals of increased access and success for high-ability, low-income students, ultimately leading to graduation

Invited Consulting
- Southern Methodist University: Quality Enhancement Plan (QEP), "SMU in Four," Lead Evaluator; On-Site Reaffirmation Committee Member (Spring 2021)

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- Ideas42: Ongoing support for the development of educational content that empowers higher education professionals to use behavioral science concepts and insight in their daily practice (Fall 2016 – Fall 2021)
- Syracuse University: Supported continued enhancements to high-impact practices and identified opportunities for organizational improvements related to the university's student success goals (Fall 2017)

The Ohio State University   June 2002 – August 2017

Serving as the state's flagship and land grant university, with campuses in Columbus, Newark, Marion, Mansfield, and Lima, Ohio State University enrolls more than 61,000 undergraduate, graduate, and professional students and awards over 17,000 degrees annually. The university has an endowment of over $7 billion and research expenditures totaling over $1.2 billion annually.

Director, University Orientation and First Year Experience   August 2012 – August 2017

- Served as the university's senior administrator for new students and students in transition, an area perennially recognized by U.S. News and World Report as a "Top FYE Program"
- Provided leadership for a team of full-time professionals, graduate assistants, and upper-class peer leaders
- Directed the team's comprehensive strategic planning, communication efforts, data-informed program design, and outcomes-based assessment to maximize the success and retention of all new students
- Led the division's support of first-generation, low-income, and underrepresented students through the use of predictive analytics, year-round peer mentoring, and innovative outreach and engagement practices
- Convened and advised the Senior Vice President for Student Life, the Vice President for Strategic Enrollment Planning, the Dean of Undergraduate Education, and the Vice Provost for Diversity and Inclusion on matters pertaining to student transitions, retention, belonging, and graduation
- Oversaw the university's parent and family communications and support for first-year families
- Managed a $5 million annual budget spanning FYE and key university-wide student success initiatives
- Led partners in the planning, implementation, and assessment of key university-wide initiatives, including:
  - University Orientation
  - Pre-Enrollment Programs
  - President's Convocation
  - Columbus Welcome Event
  - Buckeye Book Community
  - First Year Seminars

Director, Campus Visit Experience   June 2015 – August 2017

- While serving as the Director of Orientation and FYE, assumed the leadership of the university's Visit Experience Team, including five full-time staff, two GAs, and over 100 University Ambassadors
- Led the on-campus visit experience for over 55,000 prospective and admitted students and their families annually through campus tours, recruitment events, and yield activities
- Implemented virtual and on-line visit experiences, expanding the reach of the university and its brand

Interim Director, Undergraduate Admissions and First Year Experience   Feb 2012 – Aug 2012

- Following the retirement of the AVP for Undergraduate Admissions and First Year Experience, reported to the Vice President for Enrollment Services and collaborated to provide interim leadership

Associate Director, Undergraduate Admissions and First Year Experience   Nov 2010 – Feb 2012

- Provided leadership for all First Year Experience (FYE) program planning, implementation, and assessment
- Managed and supported a team of full-time staff, graduate assistants, and student staff responsible for university-wide FYE programming, including the President's Convocation, First Year Success Series, Buckeye Book Community, Distinguished Speaker Series, Welcome Week initiatives, and pre-enrollment events
- Directed the university's parent and family communications and support for first-year families
- Oversaw and managed operational and personnel budget totaling over $3 million
- Represented the university in all matters pertaining to new students and their families

Assistant Director, Center for Student Leadership and Service   April 2009 – November 2010

- Provided collaborative oversight for teams in the Keith B. Keys Center for Student Leadership and Service
- Directed BuckeyeThon, the university's dance marathon and premier student philanthropy

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- Led the planning, development, implementation, and associated budgets for all university-wide community service and outreach initiatives, engaging over 20,000 students annually
- Oversaw peer-led service efforts, including those planned by the SERV Team and Pay it Forward initiative
- Supported faculty and community organizations interested in expanding curricular service-learning efforts
- Created and expanded innovative leadership and service initiatives such as Ohio State University's Board Immersion Program, Alternative Breaks Program, and Service in 88 Counties college access initiative

Director of Residential Learning and Development   July 2008 – April 2009
University Housing
- Responsible for the leadership and coordination of the university's 35 residential learning communities, collectively recognized as a "Top 10 Program" by U.S. News and World Report
- Worked with academic partners and residence hall staff to design residential curriculum, including experiential learning opportunities, aligned with departmental goals
- Oversaw all marketing and recruitment efforts in collaboration with the Office of Undergraduate Admissions to ensure that over 3,500 new students were matched with a meaningful residential learning experience
- Supervised 4 Assistant Directors of Academic Initiatives and engaged in shared supervision of over 40 residence hall directors and graduate assistants; served on the department's leadership team
- Aligned practices and support across Ohio State's regional campuses
- Coordinated a de-centralized budget of nearly $1M for residential learning communities
- Led analysis and provided direction related to fundraising strategies for the Office of University Housing

Assistant Director, Residence Life   July 2006 – July 2008
University Housing
- Provided training, leadership and supervision for 10 full-time professionals and 5 graduate assistants
  - 06-07: Oversaw the management and personnel of three traditional undergraduate residence halls, serving over 1,400 students and their embedded learning communities
  - 07-08: Oversaw the management and personnel for all graduate, upper-class, and family housing, including residential operations at Ohio State's three regional campuses, serving over 2,000 students
- Served as a member of the division's leadership team, shaping ongoing strategy and monitoring progress
- Supervised six residential learning communities and managed partnerships with key academic contacts
- Led departmental committees including staff selection, training, and a credit-bearing resident manager course
- Responded to students and communities in crisis, managing high-level conflict and emergency situations
- Served as a campus judicial hearing officer, conducting high-level hearings with intentional outcomes

Residence Hall Director: Siebert Hall | Morrill Tower | Baker Hall East   June 2002 – June 2006
University Housing
- Trained, supervised, and evaluated paraprofessional staffs, ranging in size from 10 to 24 Resident Advisors
- Supervised graduate assistants in alignment with the Higher Education and Student Affairs program goals
- Guided community development efforts aligned with residential curriculum and departmental goals for residential communities ranging in size from 350 to over 1,200 students
- Served as the local judicial affairs officer, adjudicating student conduct hearings with intentional outcomes
- Responded to on-call emergencies and assisted students and communities in crisis
- Participated in departmental committees including staff selection, staff training, and professional development
- Directed community development, programming, and travel experiences for 6 embedded learning communities:
  - African American Learning Community
  - Native American Learning Community
  - John Glenn Civic Learning Community
  - Sports and Wellness Scholars
  - Honors & Scholars Housing
  - Morrill Scholars Program

Selected Leadership – The Ohio State University

University Standing Committee on Student Success and Retention, Co-Chair   July 2014 – August 2017
- Developed proposals, structure, and guiding strategy; led meetings and guided sub-committees
- Managed the development, implementation and assessment of 11 strategic initiatives, including the committee's $1.9 million annual budget, with the goal of increasing first-year retention to 95% by 2020

Undergraduate Co-Curricular Competencies Initiative, Chair   October 2013 – August 2017
- Led proposal development, implementation, and assessment efforts for the initiative
- Worked with Academic Affairs and Student Affairs leadership to ensure adoption and integration into key processes, including the decennial reaffirmation of accreditation and general education curriculum revisions

University Innovation Alliance, Campus Team   June 2016 – August 2017
- Provost-appointed member of Ohio State's University Innovation Alliance team, ensuring the successful execution of new initiatives and continued exploration of solutions to enhance the persistence and graduation of low-income and first-generation students across the 11 member institutions

American Talent Initiative, Campus Team   December 2016 – August 2017
- President-appointed member of Ohio State's American Talent Initiative (ATI) team, a Bloomberg Philanthropies-supported collaboration between the Aspen Institute, Ithaka S+R, and a national alliance of colleges and universities dedicated to expanding opportunity and access for low-income students

Service-Learning Taskforce   July 2016 – August 2017
- Provost-appointed member charged with creating strategic recommendations for expanded service-learning opportunities so that all students have the ability to engage in meaningful service during their enrollment

Provost Selection Committee   January 2016 – May 2016
- Appointed by the President as the sole staff member on the committee charged with identifying, assessing, and recommending top candidates to fill the position of Provost at the university

Office of Student Life – Program Review Team   Fall 2011 – Spring 2012
- Dining Services, Internal Review Team Lead (2012-2013)
- Residence Life/Housing Administration, Internal Review Team Member (2011-2012)

Vice Provost and Dean for Undergraduate Education Selection Committee   Spring 2017 – Aug 2017
- Provost-appointed committee of faculty, staff, and students charged with identifying, assessing, and recommending top candidates to fill the position of Vice Provost and Dean for Undergraduate Education

International Student Experience Implementation Committee   Jan 2015 – Aug 2015
- Provost-appointed committee charged with reviewing, evaluating, and consolidating recommendations regarding the Intensive English Program curriculum and the campus experience of international students

Preferred Pathways Program – Columbus State Community College, Campus Lead (OSU)   2011 - 2015
- Led the development of transfer agreements, joint advising, and support programming, allowing students to complete their first two years, debt free, before transferring to Ohio State to complete their degree

Sophomore Transformational Experience Program (STEP) Steering Committee   May 2011 – August 2012
- Provided guidance and recommendations to the Senior Vice President for Student Affairs for a two-year residential experience, focused on faculty connections and high-impact practices

Bias Assessment Response Team, Founding Member   September 2007 – April 2009
- Developed and implemented a process for reporting bias and hate-based incidents; advised senior leaders on institutional responses to bias and hate-based incidents

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Bowling Green State University   August 2000 – May 2002

Located in Northwest Ohio, Bowling Green State University is a public research university that enrolls more than 19,000 undergraduate and graduate students and awards over 5,000 degrees annually. The university has an endowment of over $155 million and research expenditures totaling over $18 million annually.

Assistant to the Chair   May 2001 – May 2002
College Student Personnel Program
- Represented student needs, interests, and concerns at weekly faculty meetings
- Served as a liaison between students, internship supervisors, and faculty with an emphasis on conflict resolution
- Planned, coordinated, and oversaw the graduate student recruitment and admission process for the program
- Coordinated departmental orientations, as well as ongoing social and academic programming for all students
- Collected, recorded, and evaluated data for student, internship, and program assessment

Residence Hall Director: Kohl Hall; Founders Hall   August 2000 – May 2001
Office of Residence Life
- Promoted, mid-year, to assume the sole leadership of a hall of 330 undergraduate students
- Trained, supervised, and evaluated staffs totaling 28 Resident Advisors and 2 Senior Resident Advisors
- Developed, coordinated, and implemented community development and programming efforts
- Supported and referred students in crisis and conducted student judicial hearings with educational outcomes
- Advised the student government in each hall and managed the organization's budget

Selected Keynote Addresses and Featured Speaker Opportunities

- Keynote, Association of College Honor Societies. Knoxville, TN: Dorothy Mitstifer Lecture: *Burnout in Today's Higher Ed & Honor Society Times* (February 1, 2024)
- Opening Speaker and Featured Presenter, The University of Tennessee System, Academic and Student Affairs Summit on Access & Engagement. Knoxville, TN (November 2023)
- Commencement Speaker, The University of Tennessee at Martin (May 2023)
- Keynote, The University of Tennessee System, Academic and Student Affairs Summit. Knoxville, TN: *Student Success and Strategic Enrollment Management: Beginning with the End in Mind* (November 2021)
- Featured Panelist, Recruitment and Yield Events, New York University (Fall 2018 – Fall 2021)
- International Keynote, Enhancing the Student Experience Conference. Sydney, Australia: *Collaborating to Address Belonging and Student Success at Scale: Delivering on the Promises of Higher Education for Today's Students* (Winter 2020)
- Featured Panelist, Times Higher Education - U.S. Student Success Forum. New York, NY (September 2019)
- Opening Speaker and Featured Panelist, Hobsons Student Success Summit. NY, NY: *Looking at Success through a Unified Lens* (April 2019)
- Keynote and Featured Panelist, The University of Tennessee System, Academic and Student Affairs Summit. Knoxville, TN: *Belonging and Student Success at Scale: Delivering on the Promises of Higher Education* (November 2018)
- Featured Speaker, Innovate Annual Conference. Columbus, OH: *Maximizing At-Risk Student Success Through a Data-Driven Peer Mentoring Model* (May 2017)
- Keynote, First Year Engineering Experience National Conference. Columbus, OH: *Not Leaving Success Up to Chance: Moving from Best Practice to High Impact* (August 2016)
- Keynote, The Ohio State University Alumni Association Speakers Bureau (Spring 2014 – Summer 2017)
- Plenary Speaker, University Orientation, The Ohio State University (Summer 2011 – Summer 2017)
- Featured Speaker, Recruitment and Yield Events, The Ohio State University (Spring 2011 – Summer 2017)
- Keynote, Alpha Lambda Delta/Phi Eta Sigma, Induction Ceremony, Columbus, OH (May 2016)
- Platform Speaker, President's Convocation, The Ohio State University (August 2015)
- Keynote, New Professionals in Transition Conference, Bowling Green State University: *Our Love Affair with Student Affairs* (January 2014)

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Selected Presentations and Panel Discussions

Times Higher Education and Inside Higher Ed present StudentSuccess.US (Los Angeles, CA)
- Featured Panel: *Two Plus Two Isn't Four: Ensuring Transfer Student Success.* November 2023

Tennessee Association for Student Success and Retention – 12th Annual Conference (Memphis, TN)
- *These Are Some Interesting Data! So, What Are We Going to Do with Them?* October 2022

American Association of Collegiate Registrars and Admissions Officers (AACRAO) – 31st Annual Strategic Enrollment Conference (Toronto, Canada)
- *Listening, Collaborating, and Innovating for Student Success.* November 2021

Times Higher Education - U.S. Student Success Forum (New York, NY)
- *What About Gen-Z?* September 2019

Hobsons/EAB Summer Institute (Marco Island, FL)
- *Student Success (and its Implementation) is Everyone's Business: Harnessing the Power of the Campus Community.* July 2019

American Council on Education, 101st Annual Meeting (Philadelphia, PA)
- *Understanding Your University's Capacity to Improve Student Success.* March 2019

Common Solutions Group (Pittsburgh, PA)
- *Student Success and Student Information Strategy.* May 2018

College of Food, Agriculture, and Environmental Sciences - Price Chair in Teaching, Learning, and Advising Symposium: Enhancing the Learning Experience (Columbus, OH)
- *Advising Through the Eyes of First-Year Students.* August 2017

36th Annual Conference on the First Year Experience (Atlanta, GA)
- *Maximizing At-Risk Student Success through a Year-Round Peer Mentoring Model.* February 2017

University Innovation Alliance – University of Central Florida Convening (Orlando, FL)
- *Driving Collaborations for Student Success.* October 2016

Focusing on the First Year Annual Conference (Columbus, OH)
- *Retention and Student Development Theory: Implications for New Students.* February 2014

The College Board Forum (Las Vegas, NV)
- *The Role of Off-Campus Orientation Programs in International Students' Success.* October 2014

National Orientation Director Association Conference (Las Vegas, NV)
- *Conversations for Seasoned Professionals: Keeping Up with Communication and Tech Innovation.* October 2012

Great Lakes Association of College and University Housing Officers (Midland, MI)
- *How the Poor Get to College: Working with Students Who Are Working.* November 2003

American College Personnel Association (Boston, MA; Washington, D.C.)
- *Developing Leadership through Community Service-Learning.* April 2000; March 2001

Selected Teaching, Advising, and Training Experiences

Teaching

- Instructor, *First-Year Seminar,* The University of Tennessee, Knoxville (Fall 2022)
- Instructor, *The Inter-group Dialogue Course,* New York University (Fall 2021)
- Instructor, *First-Year Seminar,* Dr. Martin Luther King, Jr. Scholars, NYU (Spring 2019 – Spring 2021)
- Instructor, *Strategic Planning for your FYE Program,* The National Resource Center for the First Year Experience and Students in Transition, The University of South Carolina (Spring 2013)
- Instructor, *Leadership in the Public and Nonprofit Sectors,* The Ohio State University (Winter 2012 & 2013)
- Instructor, *The Inter-Group Dialogue Course,* The Ohio State University (Fall 2010; Spring 2011)
- Instructor, *Resident Advisor/Resident Manager Courses,* The Ohio State University (Spring 2002 – 2008)

Advising

- Dr. Martin Luther King Jr., Scholars Program, NYU (Spring 2018 – Fall 2021)
- Student Advisory Committee – the Division of Student Success, NYU (Fall 2017 – Fall 2021)
- Teach for America, The Ohio State University (Fall 2010 – Spring 2017)
- SERV Team, The Ohio State University (Spring 2010 – Fall 2011)
- Black Student Association (BSA), The Ohio State University (September 2003 – June 2006)
- Residence Hall Advisory Councils: Siebert Hall, Morrill Tower, and Baker Hall East (July 2002 – June 2006)

Trainings and Institutes

- Global Inclusive Leadership and Management Institute, New York University (Fall, 2020)
- Mental Health First Aid Training, Certified, New York University (January 2020)
- Belonging Zone Training, Certified, New York University (December 2019)
- Enrollment Leadership Academy, The College Board (Fall 2018 – Spring 2019)
- Harvard Summer Institute on College Admissions, Harvard University (Summer 2017)
- Implicit Bias Training, Ohio State Univ.'s Kirwan Institute for the Study of Race and Ethnicity (2015, 2017)
- Gallup (Clifton) Strengths, Certified (Spring 2012)
- Multi-University Intergroup Dialogue Institute, Certified, The University of Michigan (Summer 2010)

Selected Awards, Recognition, and Board Service

Board Service

- National Advisory Board, The National Resource Center for the First-Year Experience and Students in Transition, The University of South Carolina (January 2022 – Present)
  - Reviewer, Paul P. Fidler Research Grant
- Board of Directors, The Ohio State University Alumni Association (September 2019 - Present)
  - Board Chair (Fall 2023 to Present)
  - Vice Chair, Board Executive Committee (Fall 2021 to Fall 2023)
  - Additional Committee Leadership/Membership: Board Governance Committee, Chair (2021 to 2023), Member (2020 to 2021); Board Finance Committee, Member (2023 to Present); Board Selection Committee, Chair (2022 to 2023), Member (2021 to 2022); Alumni Experience Committee, Vice Chair (2020-2021), Member (2019-2020); Diversity, Equity, and Inclusion Committee, Member (2019 – 2023); Board Audit Committee, Member (2019 to 2020)
- Common Reading National Advisory Board, Penguin Random House (Spring 2016 – Present)
- Student Success Innovation Council, Education Advisory Board (EAB) (May 2021 – May 2023)
- Strategic Advisory Board, Starfish/Hobsons (December 2020 – May 2021)
- Board of Directors, Neighborhood Services Food Pantry, Inc. (August 2009 – August 2013)
  - Vice President (August 2012 - August 2013); Board Secretary (August 2011 – August 2012)
- Collegiate Recovery Advisory Board, The Ohio State University (Fall 2009 – Spring 2012)
- Board of Directors, Stadium Scholarship Program Alumni Society (June 2002 – June 2006)
  - Board President (June 2004 – June 2006); Board Secretary (June 2003 – June 2004)

Awards and Recognition

- President's Making a Difference Award, New York University (Fall 2018)
- Forty Under 40, Columbus Business First (May 2016)
- Enrollment Services Innovation Award, The Ohio State University (December 2015)
- Faculty and Staff Excellence Award, Sphinx and Mortar Board Senior Class Honoraries, The Ohio State University (Spring 2005, 2008, 2010, 2015, 2016)

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- Honorary Member, Student Alumni Council, The Ohio State University (Spring 2015)
- Honorary Member, Bucket and Dipper Sophomore Class Honorary, The Ohio State University (Spring 2014)
- Outstanding Achievement Award, The Ohio State University Office of Student Life (December 2008)
- Outstanding New Professional, Great Lakes Association of College and University Housing Officers (Fall 2004)
- President's Award for Distinguished Service, Bowling Green State University (Spring 2002)

Selected Interviews: Radio, Web, and Print Media

- Life in Higher Ed – Podcast (Spring 2024)
- The Interview USA by Good Course: *Leaders and Chang-Makers Share Their Stories* (November 2023)
- ASCEND to Higher Retention Rates: *Practical Strategies for Increasing Student Retention, Completion and Student Success* – Podcast (May 2023)
- The Skull Session: A Student Alumni Council Podcast (October 2021)
- The Ohio State University Alumni Magazine, *Good fortune paid forward* (Spring 2021)
- Times Higher Education, *Influencing International Student Success* (Fall 2019)
- U.S. News and World Report, Best Colleges 2016 Guidebook, *Headed for Success* – Featured Interview (Fall 2016)
- National Public Radio (NPR), The Sound of Ideas, *The College Sendoff and First-Year Retention* (August 2016)
- USAToday.com, *Heed These Tips for College Success* (September 2015)
- USNews.com, *Colleges Take Aim at Improving Student Success* – Featured Interview (September 2015)
- The Columbus Dispatch, *Reading 'Common Book' Links College Students* (October 2015)
- Higher Education Center for Alcohol and Other Drugs, *Prescription Drug Misuse and Prevention in the First Year* – Podcast (July 2015)
- WOSU's All Sides with Anne Fisher, *Surviving the First Year of College* – Live Interview (April 2015)
- The Newark Advocate, *So What Do You Want to Be When You Go to College?* (September 2015)
- The Ohio State University Alumni Association Magazine, *Success Starts Here* – Cover Story (January 2013)

Selected Conference Leadership and Planning Experiences

- Academic & Student Affairs Summit, The University of Tennessee System, Convener (Annual; 2021 – Present)
- Mental Health Summit, The University of Tennessee System, Convener (Annual; 2023 – Present)
- Data Analytics Summit, The University of Tennessee System, Convener (Annual; 2023 – Present)
- Student Success Campus Forums, New York University, Convener (Quarterly; Fall 2017 – Summer 2021)
- American College Personnel Association, National Planning Team, Special Events Chair (2013-2014)
- Focusing on the First Year Conference, The Ohio State University, Conference Lead (2011 – 2017)
- International Student Pre-Departure Orientation Programs in Shanghai, Beijing, and Guangzhou, China, The Ohio State University, Program Lead (2013 – 2017)
- Annual Conference on Leadership & Civic Engagement, The Ohio State University, Chair (2009-2010)
- Big Ten Conference on Black Student Leadership, Founder and Co-Advisor (September 2004 – January 2008)
- Images of You – Multicultural Conference for Students, Co-Chair (Fall 2002 – Summer 2004)

4

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024

Committee: Executive

Item: **Consent Agenda**

Type: Action

Presenter: John C. Compton, Chair of the Board and Committee Chair

Background Information

Items on the Consent Agenda are not presented or discussed in the Committee unless a Committee member requests that an item be removed 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 Secretary before the meeting.

Committee 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**

MINUTES OF THE EXECUTIVE COMMITTEE
May 5, 2023

The Executive Committee of The University of Tennessee Board of Trustees met at 9:00 a.m. (EDT) on Friday, May 5, 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: Bradford D. Box; Christopher L. Patterson; David N. Watson; and T. Lang Wiseman.

University Officers: President Randy Boyd; Cynthia C. Moore, Secretary and Special Counsel; Chancellor Steve Angle (UTC), Chancellor Peter Buckley (UTHSC), Interim Chancellor Philip Cavalier (UTM), Interim Chancellor Linda Martin (UTS), and Chancellor Donde Plowman (UTK); and other University officers.

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 Chair

Board Chair John Compton, who also serves as Chair of the Executive Committee, opened the meeting by offering his congratulations to the record number of students earning their undergraduate and graduate degrees from the University. He also announced the following Trustee appointments: (i) Lang Wiseman, as a member of the Board's Audit and Compliance Committee and as the Board's designee to the Board of the UT Research Foundation; (ii) Shanea McKinney, as the Board's designee to the Board of the UT Foundation; and (iii) Chris Patterson, as a member of the Project Review Committee for Cherokee Farm.

President's Update

President Boyd began his update by summarizing the recent legislative session, which included an overview of major investments in the State's $52.6 billion budget that will benefit the University. He provided an update on certain FY 23-24 Capital Projects, including: $30 million in state funding for capital maintenance for projects across the UT System; the authorization of $5 million in institutional funds to plan an addition to Fletcher Hall at UT Chattanooga's (UTC) Rollins College of Business; the authorization of $6.5 million of institutional funds to plan a new chemistry building at University of Tennessee, Knoxville (UTK); $12.5 million in stimulus funds to construct the Protein Innovation Center at the UT Institute of Agriculture (UTIA).

4.1

The state budget also included \$10.7 million in recurring operating funds for UT Health Science Center (UTHSC), along with approximately \$563,000 in recurring operating funds for UTIA's College of Veterinary Medicine. The state budget also provided for an 8.1% total operating increase for the UT System, including a 5% salary pool increase, full funding of the higher education formula, and new investments in employee health insurance and 401k contributions.

The state budget also provided funding for a number of projects affiliated with the University including: \$5 million nonrecurring funds for the Transportation Network Growth and Opportunity Initiative; \$5.1 million in recurring funds for the UT Grow Your Own partnership with the Tennessee Department of Education; \$3.8 million in nonrecurring funds to expand service opportunities for the Healthy Smiles Initiative led by UTHSC; a \$20 million initial investment to construct the City of Knoxville Pedestrian Bridge; and \$28 million to construct the Tennessee Water Education and Training Center at UTIA's Lone Oaks Farm.

President Boyd expressed his thanks the University's Office of Governmental Relations and Advocacy for their efforts to secure this historic and valuable funding support from Governor Lee and the legislature. He also provided an overview of other legislative actions that will impact the UT system.

President Boyd reminded the Committee members that, in 2019, he and Brian Daniels, Chief Audit and Compliance Officer, toured the University's campuses to assess the safety and security infrastructure of the campuses. President Boyd, Mr. Daniels, and other members of the UT System administration will be conducting a second safety and security trip later this month.

President Boyd briefly discussed other upcoming initiatives, including:

- ➢ Launching a statewide "Value of Higher Education" campaign to promote earning a college degree;
- ➢ Identifying priorities for the next budget cycle; and
- ➢ Successfully completing the searches for the Chancellor of UT Martin and the Director of the Oak Ridge National Laboratory. It is hoped that both of these searches will be concluded by July 1, 2023.

President Boyd concluded his presentation by discussing the University's fundraising efforts. It is anticipated that by the close of the current fiscal year, the University will have completed its second-best year in terms of institutional support. Building on his theme of "the greatest decade in UT history," President Boyd reported that, to date since the start of FY 2020, the University has raised \$1.087 billion. It is hoped that, by the end of the decade, fundraising will reach the \$2.7 billion goal.

Board Chair Compton expressed his gratitude the Governor and the General Assembly and thanked President Boyd and the Government Relations team for their ongoing efforts to build upon the already strong relationships with members of the executive and legislative branches that have been critical to advancing the University, a sentiment that was echoed by the other members of the Executive Committee.

4.1

Appointment of the Student Member of the Board

Chair Compton recognized Student Trustee Hayden Galloway, whose term is expiring in June, for her outstanding service to the Board and for her engagement with students across the University system. He noted that each year a student is to be appointed as a non-voting member of the Board of Trustees and as a voting member of the Education, Research, and Service (ERS) Committee. This year's nominee is from the UT Health Science Center. Chancellor Peter Buckley nominated Ms. Woodi Woodland, who earned her undergraduate degree from UT Knoxville and is completing her third year of studies in the College of Medicine. In addition to her outstanding academic record, Ms. Woodland has served in multiple leadership and service roles while a student at UTHSC. Ms. Woodland's letter of interest, resume, and letters of recommendation were included in the meeting materials sent in advance of the meeting (Tab 1).

Chair Compton called for a motion to appoint Ms. Woodi Woodland, as the student trustee to the Board, for a term beginning on July 1, 2023, and ending June 30, 2024. Upon motion duly made and seconded, *Resolution 026-2023* passed unanimously by roll call vote.

Appointment of a Faculty Member to the Education, Research, and Service Committee

Chair Compton extended the Board's gratitude to Dr. Andy Puckett, whose term as the faculty representative to the ERS Committee is expiring in June. Similar to the student appointment, a faculty member of the University is to be appointed as a voting member of the ERS Committee annually. For the upcoming year, the faculty member is to be selected from the UT Martin campus, and Dr. Philip Cavalier, Interim Chancellor, nominated Dr. Sean Walker to serve in this role. Dr. Walker is a full-time, tenured Professor of Behavioral Management and Interim Chair of the Department of Management, Marketing, and Information Systems in the College of Business and Global Affairs. Dr. Walker has also served as Chair of the University Faculty Council. Dr. Walker's full curriculum vitae and letter of recommendation were included in the meeting materials (Tab 2).

The Chair called for a motion to appoint Dr. Sean Walker, as voting member of the ERS Committee, for a term beginning on July 1, 2023, and ending June 30, 2024. The motion was seconded, and *Resolution 027-2023* passed unanimously by roll call vote.

Planning for the Annual Board Meeting

Chair Compton reviewed key topics planned for the upcoming meetings of the Board and its Committees, which meetings will be held at the UT Health Science Center in Memphis, on June 29 and 30, 2023. Among other things, the agenda for the Board meeting will include President Boyd's annual performance review and review of the UT Health Science Center Strategic Plan. He reminded the chairs of the standing committees that a review of the committee charters is to be performed annually and that this work should be undertaken in advance of the upcoming Annual Meeting of the Board.

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 Committee (January 20, 2023), and (ii) the Resolution Appointing a Managerial Group for U.S. Government Contracts (***Resolution 028-2023***)

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

Attachment(s)

PowerPoint Presentation: Igniting the Greatest Decade

**THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES**

4.2

AGENDA ITEM SUMMARY

Meeting Date: January 26, 2024

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 a new University officer position (Vice President for National Labs) and to remove the "acting" designation for the Vice President for Academic Affairs, Research, and Student Success.

[Resolution in the Required Form is attached.]

The University of Tennessee
Board of Trustees

Resolution ___-2024*

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
   Vice President for Academic Affairs, Research, and Student Success
   Vice President for National Labs
   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

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* Number will be inserted after adoption.

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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

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

Members of the Board of Trustees

Name	Title
Bradford D. Box	Trustee
John C. Compton	Trustee, Board Chair
Charles Hatcher	Tennessee Commissioner of Agriculture, Ex Officio
Decosta E. Jenkins	Trustee
Shanea A. McKinney	Trustee
Christopher L. Patterson	Trustee
William C. Rhodes III	Trustee
Donald J. Smith	Trustee
David N. Watson	Trustee
T. Lang Wiseman	Trustee
Woodi H. Woodland	Student Trustee (non-voting)
Jamie R. Woodson	Trustee

Effective this 26th day of January, 2024.

**THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES**

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AGENDA ITEM SUMMARY

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Meeting Date: January 26, 2024

Item: **Items from the Education, Research, and Service Committee**

Type: Action

Education, Research, and Service (ERS) Committee agenda items approved by the ERS Committee, on January 26, 2024, and coming forward to the Executive Committee on the Consent Agenda are in the meeting book of the ERS Committee and not repeated here. These items include the following:

1. Proposed Academic Program Modifications:

   A. Changing the Degree Designation for the Bachelor of Science in Business Administration, Public Administration Major, to a Bachelor of Science in Public Affairs, UTK

   B. Change in the Degree Designation and CIP Code for the Master of Public Policy and Administration in order to offer a Master of Public Policy and Master of Public Administration, UTK

University of Tennessee Health Science Center College of Medicine

Annual Institutional Review Executive Summary

Academic Year July 1, 2022 – June 30, 2023

Submitted to the University of Tennessee Board of Trustees

Date approved by GMEC: October 30, 2023

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On September 11, 2023, the College of Medicine's Graduate Medical Education Committee (GMEC) including the DIO, Graduate Medical Education (GME) administration, hospital partner representation, Program Directors, Program Coordinator representative and resident/fellow representatives conducted the College of Medicine's Annual Institutional Review (AIR). Consistent with Accreditation Council for Graduate Medical Education (ACGME) requirements, the AIR is an annual evaluation of the College of Medicine as a sponsor of ACGME- accredited graduate medical education programs considering certain performance indicators.

The AIR for academic year 2022-2023 included an investigation of the College of Medicine's performance based on the following indicators identified by the GMEC (*indicates ACGME-required performance indicators):

- Institutional accreditation and results of most recent institutional self-study or site visit *
- Most recent ACGME institutional letter of notification *
- ACGME survey results for residents, fellows and faculty *
- ACGME-accredited programs' ACGME accreditation information, including accreditation and recognition statuses and citations *
- Institutional dashboard
- Results from program site visits
- Special reviews
- Program Director effectiveness summary
- GME policy changes summary
- GMEC responsibility grid
- CLER site visit report
- Clinical and educational work hour data, summaries and trends
- Diversity data
- Wellness data and GME counselor utilization
- 2022-2023 Match data and UTCOM post-match survey
- 2023 Retention data
- Progress update on 2022-2023 AIR Action Plan and planning for the year ahead

A summary of the College of Medicine's performance based on the above indicators is presented in this Executive Summary, on pages 5-11. Of significance, an ACGME Institutional site visit was completed on August 16, 2022. In communication from the ACGME on October 21, 2022, the College of Medicine was informed of an updated accreditation status of Continued Accreditation. All prior citations were resolved, no new citations were issues and no areas for

improvement were identified. As per the letter of notification from the ACGME, UTHSC COM was commended for demonstrated substantial compliance with ACGME Institutional Requirements. There has been an overall improvement in accreditation statuses of our ACGME-accredited programs when compared to last academic year, with 70 programs with Continued Accreditation statuses and 1 program with Warning status. Our newest program, Cardiology Nashville, moved from Initial Accreditation to Continued Accreditation.

Review of 2023 ACGME institutional resident/fellow survey data shows that the UT COM, as the Sponsoring Institution, performs at or above the national mean for all areas assessed with full compliance in all areas, as determined by scoring at or above the 70% metric. Our Sponsoring Institution (SI), UTHSC COM, scores above the national average in the areas of Clinical Experience and Education, Diversity and Inclusion, Educational Content, Faculty Teaching and Supervision, Resources and Patient Safety and Teamwork. UTHSC COM scores at the national mean in the areas of Evaluation and Professionalism.

As required by the ACGME, this Executive Summary includes the College of Medicine's Action Plan. The Action Plan outlines in greater detail the GMEC's oversight priorities for Academic Year 2023-2024. The Action Plan, including performance monitoring procedures, was reviewed and adopted by the GMEC on October 30, 2023.

If the Board of Trustees has any questions regarding this report, the Action Plan or the College of Medicine's accreditation status, please feel free to contact me or any member of the GMEC (listed below in table).

Natascha S. Thompson, MD, FACP

Associate Dean for GME and Designated Institutional Official

Chair, Graduate Medical Education Committee

The University of Tennessee Health Science Center

Graduate Medical Education Committee Academic Year
2023-2024

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Role	Name	Title/Area
Chair	Natascha Thompson, MD	Associate Dean for GME, Designated Institutional Official, Med-Peds Faculty
GMEC Secretary	Bran Smith	Assistant Director of GME Accreditation, Assistant Designated Institutional Official
GME Administration	Mark Bugnitz, MD	Assistant Dean of Program Improvement, Chair of Program Improvement Subcommittee, Pediatric Critical Care Faculty
	Aaron Haynes	Assistant Dean of GME, Associate Designated Institutional Official
	Mark Petzinger	Assistant Dean of Academic Success
Peer Selected Resident Representatives	Alex Addington, MD	Internal Medicine, PGY3
	Tori Alexandar, MD	Medicine-Pediatrics, PGY3
	Sehar Babar, MD	Neurology, PGY4
	Vivek Batra, MD	Neurology, PGY4
	Kristen Capito, MD	Pediatric Emergency Medicine, PGY6
	Emily Mylhousen, MD	Emergency Medicine, PGY3
	Meghan Kramer, MD	Internal Medicine Nashville, PGY2
	George Atkins, MD	Family Medicine Nashville, PGY1
Hospital Representatives (one vote per hospital)	Geoffrey Smallwood, MD	Ascension Saint Thomas, Chief Academic Officer and OB-GYN Faculty
	Martin Croce, MD	Regional One Health, Chief Medical Officer
	Robin Womeodu, MD	Methodist Le Bonheur Healthcare, SVP and Chief Academic Officer, Designated Institutional Official
	Anne Sullivan, MD	Baptist Healthcare, Designated Institutional Official
	Gina Raymond, MD	VA Medical Center, Associate Chief of Staff for Education/DEO
	Angelina Kuo	St. Jude Children's Research Hospital, Director of Clinical Education and Training Office
Program Directors	Bindiya Bagga, MD	Pediatrics PD, Chair Wellness Subcommittee, Pediatric Infectious Disease Faculty
	Jaclyn Bergeron, MD	Internal Medicine PD
	Grant Studebaker, MD	Family Medicine - Jackson PD and WTHC Rep
	Ashley Matthews, MD	Family Medicine - Saint Francis PD
	Ramona Phinehas, MD	OB-GYN PD
	Alex Feliz, MD	General Surgery PD and Peds Surgical Critical Care Fellowship PD
	Brian Green, MD	Radiology PD and MRPC Rep
	Colleen Hastings, MD	Nephrology and Pediatric Nephrology Fellowship PD
	Dan Wells, MD	Medicine/Pediatrics PD

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	Lauren King, MD	Pathology PD and Chair of Clinical and Education Work Hours Subcommittee
	Anand Dorai Raju, MD	Pediatric Radiology PD
Coordinator Representative	Amanda Roberts	Internal Medicine
Other Voting Members	Kim Huch, MD	Physician Consultant and Chair of Internal Review Panel
	Cheri Lowe, MSN, RN	UT GME Quality Improvement/Patient Safety Officer
	Elisha McCoy, MD	Quality Improvement/Patient Safety - Le Bonheur and Med-Peds Faculty
	Claudette Shephard, MD	Associate Dean of Diversity and Inclusion and OB-GYN Faculty
	Kayla Ingram	Regional One Health, Medical Education Coordinator (alternate hospital rep)
	Kent Lee, MD	Baptist Healthcare, Associate Designated Institutional Official (alternate hospital rep)
	Tristin Casteel	Director of Medical Education, Ascension St. Thomas (alternate hospital rep)
	Lori Kessler, PharmD	Methodist Le Bonheur Healthcare, Director of Education (alternate hospital rep)
Non-Voting Attendees	Casey Montgomery	GME Business Manager
	Travis Brooks	Associate Director GME
	Kathleen Pierce	Accreditation Specialist
	Miranda Sealey	Accreditation Specialist
	Meredith Serna (thru 10/23)	Accreditation Specialist
	Haley Smith (starting 10/23)	Accreditation Specialist

Summary of Findings from 2022-2023 Annual Institutional Review (AIR)

Institutional Letter of Notification and Result of Site Visit	An ACGME Institutional site visit was completed August 16, 2022. The COM was notified of an accreditation status of ***Continued Accreditation*** by the ACGME on 10/21/22. **0** citations and **0** areas for improvement (AFI) **Commended** for demonstrated substantial compliance with ACGME Institutional Requirements
Number of Residents/Fellows	**897**, inclusive of trainees in ACGME-accredited and non-standard programs (compared to 902 in AY '22-'23 and 937 in AY '21-'22; overall decline in the number of trainees since AY '19-'20) **Internal Medicine** (Memphis and Nashville) **Family Medicine** (Memphis, Nashville, Jackson), and **Pediatrics** (Memphis) continue to be the COM's largest ACGME-accredited training programs.
ACGME 2023 Survey Results for Residents/Fellows and Faculty	**Resident/Fellow Survey Results (institutional level data):** • **89%** residents/fellows have a **positive** overall evaluation of their program (no change from last year). • **7%** residents/fellows have a **neutral** overall evaluation of their program. • **5%** of residents/fellows have a **somewhat negative or very negative** overall evaluation of their program. • SI is **above the national average** in 6 assessed areas: Resources, Patient Safety/Teamwork, Educational Content, Clinical Experience/Education and Faculty Teaching/Supervision. • SI is **at the national** average in the areas of Evaluation and Professionalism. • There were no areas in which the SI scored below the national average. • Total percentage of compliance by category demonstrated relatively stable scoring over the past 3 academic years in all areas assessed. **19** programs demonstrated answers consistent with full compliance in all surveyed areas (stable from AY '21-'22 and improved from 13 programs in AY '20-'21). The following **programs** had the **highest number of non-compliant areas on the resident/fellow ACGME survey** (* indicates survey response concerns the prior academic year); the SI considers a response non-compliant if a response is below 70% on the program compliance metric in any specific area): • Family Medicine St. Francis • Vascular Neurology • Child Neurology * • Rheumatology • OB/GYN • General Surgery • Adult Pulmonary Critical Care • Peds Critical Care * • Psychiatry Overall **areas** with the largest number of non-compliant responses: • Satisfied with faculty members' feedback (stable when compared to last AY) • Satisfied with process for dealing confidentially with problems or concerns (improved from last AY)

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	• Able to raise concerns without fear of intimidation or retaliation (improved from last AY)
	Faculty Survey Results (institutional level data): • **95%** of faculty have an overall positive evaluation of their program. • **4%** of faculty have a neutral evaluation of their program. • **1%** have a somewhat negative evaluation of their program (no change when compared to past 2 AY). • SI is **at the national mean** in the areas of Resources, Professionalism, Patient Safety and Teamwork, and Educational Content • SI is **slightly below the national mean** (by 0.1%) in the areas of Faculty Teaching and Supervision + Diversity and Inclusion. • Total percentage of compliance by category demonstrate an **increase** in scoring over the past 3 academic years in Professionalism, Patient Safety and Teamwork, Faculty Teaching and Supervision, Educational Content and Diversity and Inclusion. • Total percentage of compliance by category demonstrate relatively **stable** findings in the area of Resources over the past 3 academic years. **Programs** with the **highest number of non-compliant answers on the faculty survey** include the following: • Family Medicine St. Francis • Child Neurology • Vascular Neurology Overall **areas** with the largest number of non-compliant responses include the following: Faculty members satisfied with process for evaluation as educators: • 83% in 2023 • 86% in 2022 • 87% in 2021 Interprofessional teamwork skills modeled or taught: • 89% in 2023 • 86% in 2022 • 87% in 2021 Process to transition patient care and clinical duties when residents/fellows fatigued: • 90% in 2023 • 89% in 2022 • 87% in 2021
ACGME-Accredited Programs Accreditation Statuses and Citations	<u>**Overall Data:**</u> • **71** accredited programs: • **70** programs with *Continued Accreditation* • Radiation Oncology status moved from *Continued Accreditation* to *Continued Accreditation with Warning* • Peds Heme Onc moved from *Probationary Accreditation* to *Continued Accreditation* • Cardiology Nashville, Pediatric Hospital Medicine and Pediatric Surgical Critical Care moved from *Initial Accreditation* to *Continued Accreditation* • Overall improvement in accreditation status of program when compared to 2021-2022 AY

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	• No program closures
	
	2022-2023 ACGME Site Visits:
	• Pediatric Hospital Medicine 7/19/22
	• Sponsoring Institution 8/16/22
	• Pediatric Surgical Critical Care 12/20/22
	• Pediatric Hematology Oncology 1/10/23
	• Maternal Fetal Medicine 1/17/23
	• Anesthesiology 1/24/23
	• Cardiology Nashville 3/23/23
	
	2022-2023 Self Studies: none
	
	Citations and Areas for Improvement (AFIs) resulting from ACGME site visits, survey results, and program submissions to ACGME:
	
	• Total of 33 citations in 16 programs (vs. 30 citations in 12 programs in AY' 21- '22)
	• Over half of the citations are associated with 4 residency and fellowship programs:
	   o Anesthesiology (5)
	   o Pediatric Hospital Medicine (5)
	   o Pathology (4)
	   o OB/GYN (4)
	• The 3 citation categories with the largest number of citations includes:
	   o Educational program/procedural experience
	   o Responsibilities of faculty
	   o Evaluation
	• **43** identified Areas for Improvement in **16** programs (when compared to 33 AFIs in 18 programs last AY)

Results from Program Site Visits	**Pediatric Hospital Medicine:** • 7/19/22 site visit • Accreditation status changed from *Initial Accreditation* to *Continued Accreditation* • 5 new citations; 3 AFIs **Pediatric Surgical Critcal Care:** • 12/20/22 site visit • Accreditation status changed from *Initial Accreditation* to *Continued Accreditation without Outcomes* • 2 new citations **Pediatric Hematology-Oncology:** • 1/10/23 site visit • Accreditation status changed from *Probationary Accreditation* to *Continued Accreditation* • 7 resolved citations; 1 extended citation **Maternal Fetal Medicine:** • 7/19/22 site visit • Accreditation status unchanged – *Continued Accreditation* • 1 new citation; 3 resolved citations; 3 AFIs **Anesthesiology:** • 1/24/23 site visit • Accreditation status unchanged – *Continued Accreditation*

	• 5 new citations; 3 AFIs **Cardiology Nashville:** • 3/23/23 site visit • Accreditation status changed from *Initial Accreditation* to *Continued Accreditation* • Detailed LON Pending
Other Institutional Metrics	**GME/GMEC Oversight Priorities by Program for AY '23-'24:** • General Surgery Memphis • Radiation Oncology • Pathology • Anesthesiology • OB/GYN Memphis • Family Medicine St. Francis • Neurology • Peds Nephrology • Hematology-Oncology **18** programs reported <100% compliance on the **80-hour work week** question (Family Medicine St. Francis, Ophthalmology and Pediatric Critical Care Medicine reported the lowest rates of compliance). **Special Reviews** conducted by the GMEC Program Improvement Subcommittee: **12 (up from 8 the prior AY)** • General Surgery Memphis – July 2022 • Emergency Medicine Nashville – August 2022 • Peds ENT – September 2022 • Endocrinology – December 2022 • Family Medicine St. Francis – January 2023 • Radiation Oncology – April 2023 • Child Neurology – May 2023 • Vascular Neurology – June 2023 • Pathology – June 2023 • OB/GYN Memphis – June 2023 • Pediatric Nephrology – June 2023 • General Surgery Memphis – June 2023 Number of **Internal Reviews** conducted as a mechanism for routine oversight and review of GME programs: **21** (currently in cycle 2 of Internal Reviews for all ACGME-accredited programs) Number of **Program Director changes**: **14** (compared to 12 for AY '22-'23 and 9 for AY '20-'21)
Program Director Summary	**ACGME Faculty Survey:** • 91% institutional compliance on program director effectiveness (unchanged from prior academic years) • 11 programs with less than 80% scoring in this category (compared to 6 the prior AY) **PD Report Card:** • Average score is 88% (down from 93%) • Majority of scores (32) above 90% • 29 scores in the 80's% range • 10 scores less than 80%

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GME Charters and Policy Changes	**Newly developed and implemented policies:** • GME #125 – Professionalism • GME #170 – Non-Standard Training Program **Review and modification of policies:** • GME #112 – Outside Match/Off-Cycle Match Appt • GME #115 – Agreement of Appointment • GME #210 – Resident Salary • GME #220 – Leave • GME #330 – Policy Against Sexual Harassment and Other Discrimination • GME #340 – Accommodation for Disabilities • GME #350 – Grievance • GME #410 – Resident Supervision
ACGME Clinical Learning Environment Review (CLER) Site Visits	Last 2 CLER visits: September 19, 2017 (at Methodist University Hospital) and July 31, 2023 (at Regional One Health); meeting with DIO and ROH leadership team August 30, 2023 to discuss CLER report, shared priorities and action plan.
Clinical and Educational Work Hour Data	**Work hour trends over past 3 academic years:** • Downward trend in total violations: 113 in AY '22-'23, 308 in '21-'22, 274 in '20-'21 • 24+, short break and day off violations account for 86% of total recorded violations • Continued decline in 80-hour work week violations over the past 3 AYs: 5 total violations for AY '22-'23 • LBCH and ROH account for the majority of work hour violations
Diversity Data	**GME Office Diversity:** • Female 79% • Male 21% • Black 38% • White 56% • Hispanic 4% • Asian 2% **Resident and Fellowship Diversity:** • Female 53% (7% higher than national avg) • Male 47% • White 70% • Black 9% • Asian 21%
Wellness Data and GME Counselor Utilization	**Wellbeing and burnout as per ACGME survey:** Highest wellbeing scores by residency: • Urology • Neurosurgery • Surgery Nashville • Family Medicine Jackson • Orthopeadic Surgery Lowest wellbeing scores by residency: • Family Medicine St. Francis • Child Neurology • General Surgery Memphis Highest wellbeing scores by fellowship: • Pediatric Infectious Disease • Pediatric Emergency Medicine • Hematology Oncology • Hospice and Palliative Medicine

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	Lowest wellbeing scores by fellowship
	• Rheumatology
	• Pediatric Hematology and Oncology
	• Nephrology
	• Plum Critical Care
	• Pediatric Cardiology
	
	Highest burnout scores by residency:
	• Urology
	• Neurosurgery
	• ENT
	• Neurology
	
	Highest burnout scores by fellowships:
	• Cardiology
	• Peds Emergency Medicine
	• Pulmonary Critical Care
	• Hospice and Palliative Medicine
	• Child and Adolescent Psychiatry
	
	GME Counselor Utilization:
	• Top program utilizers of counselor services: Medicine-Pediatrics, Pediatrics, Emergency Medicine
	• 20 programs have residents utilizing GME counseling services (an increase over the past 2 AYs)
	• Peak resident/fellow appointments:
	   ○ August
	• Types of appointments in order of frequency:
	   ○ Counseling>>>>board preparation
	• Referral sources in order of frequency:
	   ○ Self-referral>Program Director>Chief Resident>Other Resident

2022-2023 Match Data, UT COM Post-Match Survey and Retention Data	16 unfilled positions across 5 programs (6 positions in Family Medicine, 5 positions in Emergency Medicine and 5 positions in Pediatrics); all positions subsequently filled in the SOAP (11) or post-match (5). 46% of the incoming class is female; 7/9 General Surgery Memphis interns are female and 1/8 incoming Orthopedic interns is female. **UT student matches within our state:** • 56 (35%) UT students matched to TN programs • 46 (29%) UT students matched to UT residencies statewide • 42 (22%) UT students matched to UT programs in Memphis, Nashville and Jackson **Selection of specialties by UT students:** • 44% UT students went into primary care • 23% UT students went into surgical subspecialties • 33% UT students went into non-primary care specialties **Top 5 Factors for Rank Position by UT students:** 1. Geographical Location 2. Personality/Culture of Program 3. Interaction with Faculty 4. Interaction with Residents 5. Experience on Rotation of Specialty Choice

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	UT Student Post Match Analysis: • UT COM rank is lower than past 3 AYs (9.25) • Number of programs ranked per student is higher than past 3 AYs (15.7) • Number of residency interviews is higher than past 3 AYs (15.1) **Residency Graduate Data:** • Overall, **34%** of trainees graduating from UT programs remain in TN to practice or remain in TN for fellowship training (upward trend over 3 years) • **16%** fellowship in TN (up from 5% in 2022 and 9% in 2021) • **33%** fellowship other (29% in 2022 and 41% in 2021) • **18%** practice in TN (15% in 2022 and 18% in 2021) • **24%** practice outside of TN (23% in 2022 and 22% in 2021) • **9%** of graduating trainees were undecided
UTHSC Continuing Medical Education (CME) Statewide Program Summary (for reporting year end 2022) – Chattanooga, Knoxville, Memphis	**Total statewide CME Activities in 2022 = 140** (Includes Enduring Materials (SVMIC), Live Activities, and Regularly Scheduled Series - RSS) **Total statewide Learners by Profession in 2022 = 60,360** **16,080** Allied Health Professionals **44,280** Physicians (MD & DO) **UTHSC is the joint provider of CME for all live activities and enduring material (online) educational courses offered by SVMIC to physicians in the state of Tennessee and the surrounding states.** **Total statewide Learners by Profession in 2022 = 2,357*** **399** Allied Health Professionals **1,958** Physicians (MD & DO) *This amount is included in the total statewide learners by profession in 2022.

UTHSC GME/GMEC Action Plan for AY '23-'24

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
Resident satisfaction with safety and health conditions at clinical learning environments **IR III.B.7.d) 5**. The Sponsoring Institution must ensure a healthy and safe clinical and educational environment that provides for: safety and security measures appropriate to the clinical learning environment site (Core) **CPR I.B.3.** The program must monitor the clinical learning and working environment at all participating sites. (Core)	New	ACGME resident/fellow survey	Increased awareness by trainees and GMEC of hospital safety initiatives and security contacts at each participating site via the following mechanisms: (a) annual reporting of hospital safety stats and initiatives by participating sites to GMEC (b) annual update of hospital safety initiatives to trainees via GME Global Retreat (c) listing of security contacts at each participating site distributed to trainees via email, GME website and Global Retreat	Assessment of progress February 2024 and September 2024
Transitions of Care – IR III.B.3.b) The SI must in partnership with its ACGME-accredited programs, ensure and monitor effective, structured patient hand-over processes to facilitate continuity of care and patient safety at participating sites.	Continued	Spot check of residency program compliance with handoff policies at Regional One Health (Cheri Lowe)	Completion of GME observed handoff for Internal Medicine, OB-GYN, ED, General Surgery, Orthopedic Surgery, Neurology at Regional One Health via standardized check list and feedback to Program Director (Cheri Lowe)	Completion by July 2024

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UTHSC GME/GMEC Action Plan for AY '23-'24

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
80 Hour Work Week - CRP VI.F.1. Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting.	Continued	NI Duty Hour Logging Quarterly monitoring of programs via the GMEC CEWH subcommittee ACGME Resident/Fellow Survey	100% compliance with the 80-hour work week on New Innovations logging 100% compliance on 80-hour work week question on ACGME resident/fellow survey	Quarterly monitoring via the GMEC CEWH Subcommittee – 5 total 80-hour work week violations (decline from 14 the year prior) Assess Spring 2024 on release of ACGME survey results – 92% compliant, down from 95% compliant

HEALTH SCIENCE CENTER.

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UTHSC GME/GMEC Action Plan for AY '23-'24

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
Supervision – IR III.B.4.a).(1) and IV.J.2. The SI must oversee supervision of residents/fellows c/w institutional and program-specific policies. The SI must ensure that each of its ACGME-accredited programs establishes a written program-specific supervision policy c/w the institutional policy and the respective ACGME Common and specialty-specific Program Requirements.	Continued	Program Handbooks (GME/GMEC review of all programs in conjunction with APE review) PD Report Card (added element)	100% of programs have program-specific supervision policies that adhere to GME and ACGME requirements (Program Directors, GME Office and GMEC)	GMEC review of finalized program supervision policies October 2023 in conjunction with APE review

UT HEALTH SCIENCE CENTER.

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UTHSC GME/GMEC Action Plan for AY '23-'24

Area for Improvement	Status	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party	Timeframe
Faculty Development **Transitions of Care:** The Sponsoring Institution must facilitate professional development for core faculty members and residents/fellows regarding effective transitions of care (III.B.3.a).	Continued	PD Reporting on Annual Program Evaluation	Target audience = any program faculty listed in Web ADS	Anticipated 18-24 months timeline
Fatigue Mitigation: The Sponsoring Institution must oversee an educational program for residents/fellows and faculty members in fatigue mitigation (III.B.5.a.3).		ACGME Resident/Fellow	Take inventory of hospital education efforts for staff in the listed faculty development areas (GME Office)	Starting October 2022
Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate residents/fellows and faculty members, concerning the professional responsibilities of physicians, including their obligation to be appropriately rested and fit to provide the care required by their patients (III.B.6.b).		ACGME Faculty Survey	Take inventory of Department education efforts in the listed faculty development areas (GME Office)	Starting October 2022
Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must have a process for education of residents/fellows and faculty members regarding unprofessional behavior, and a confidential process for reporting, investigating, monitoring and addressing such concerns in a timely manner (III.B.6.d.1).			Engage Faculty Affairs in a faculty development strategy and potential tracking mechanism (DIO and Assistant/Associate DIO)	Starting October 2022
Well Being: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate faculty members and residents/fellows in identification of the symptoms of burnout, depression, and substance abuse, including means to assist those who experience these conditions. The responsibility includes educating residents/fellows and faculty members in how to recognize those symptoms in themselves, and how to seek appropriate care (III.B.7.b).			Engage Chairs in a faculty development strategy and unified process for evaluation of faculty as educators during the annual faculty evaluation period, beginning with the inaugural Chair retreat (DIO and Associate DIO)	Starting October 2022
Feedback: 12 programs non-compliant on ACGME resident/fellow survey and lowest scoring item on the ACGME faculty survey			Greater level of detail on APE reporting for each listed faculty development item (GME Office and Program Directors)	October 2023

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UT HEALTH SCIENCE CENTER.

UTHSC GME/GMEC Action Plan for AY '22-'23

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party	Timeframe
Resident/Fellow Appointments – IR IV.B.1. The SI must have written policies and procedures for resident recruitment, selection, eligibility, and appointment c/w ACGME Institutional and Common Program Requirements and must monitor each of its ACGME-accredited programs for compliance.	Continued	GME Policy #110 – Resident Selection Guidelines	Review and Revise GME Resident Selection Policy (GME Office and GMEC)	By July 2024
Non-Standard Program Management	Continued	New Policy Development and Implementation	Develop GME Non-Standard Program Policy via GMEC Non-Standard Program Work Group (GME Office and GMEC) Determine need for GMEC Non-Standard Program Subcommittee	Starting October 2022 with anticipated 18-24 months timeline

UT HEALTH SCIENCE CENTER.

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UTHSC GME/GMEC Action Plan for AY '23-'24

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
CLE - ROH/UT Collaboration	New	2023 CLER report		
		Patient safety event reporting by trainees	Increase patient safety event reporting by trainees at ROH by 50% over the next 2 academic years	Quarterly assessment of patient safety event reporting by trainees at ROH via GMEC
		Participation of trainees in patient safety event investigations and hospital QI initiatives	Address current barriers to resident participation in patient safety analyses at ROH; goal is new policy for PD and trainee guidance	New policy development and implementation by January 2024
		Engage trainees in ROH system-based improvement initiatives; one such initiative may include identification of best practice teaming strategies within ROH and implementation in highest risk hospital settings	Increase resident participation in ROH committees through marketing/advertisement (via email, GME website, GME Global Retreat)	Annual assessment of resident participation in ROH committees

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