THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MEETING OF THE BOARD OF TRUSTEES
Monday, June 24, 2024 UT Knoxville
4:00 p.m. (EDT)/3:00 p.m. (CDT) Agriculture and Natural Resources Building

AGENDA

I. Call to Order and Roll Call

II. Opening Remarks by the Chair

III. Request to Address the Board
   [If any, germane to the matters on the agenda, and not heard in a committee or otherwise assigned to be heard at the Annual Meeting of the Board]

IV. Annual Presidential Performance Review — Action ............................................................... Tab 1

V. Appointment of the President of The University of Tennessee System — Action ...................... Tab 2

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

VII. Closing Remarks and Adjournment
MEMORANDUM

TO: Members of the Executive Committee of the Board of Trustees

FROM: John Compton, Chair of the Board

DATE: June 12, 2024

SUBJECT: Annual Performance Review of President Randy Boyd

In accordance with the Policy on Presidential Performance Reviews (BT0027), I have conducted an annual review of President Randy Boyd’s performance. The purposes of the annual performance review are: (1) to enable the President to enhance his performance and leadership; (2) to promote good communications and strong working relationships between the President, the Board of Trustees (the “Board”), and University constituencies; (3) to enable the President and Board to set mutually agreeable goals; and (4) to inform Board decisions on compensation and other terms of employment for the President.

I. The Review Process

A. As required by the Board Policy, President Boyd prepared a written self-assessment statement (See Attachment 1).

B. Additionally, President Boyd shared with the Board the following items:

   - Year-end performance results measured against the 2023 Objectives were presented by the President at the Executive Committee meeting held on January 26, 2024 (See Attachment 2);
   - The 2024 Objectives were presented by the President at the Board’s Winter Meeting held on March 1, 2024 (See Attachment 3); and
   - A summary of 5-year Outcomes, 2018-2023 (See Attachment 4).

C. The views of University constituencies, Chancellors and other senior administrative staff, and Trustees were solicited through an electronic survey. A total of 92 individuals responded to the survey, representing an aggregate response rate of 76%. Approximately 97% of respondents rated President Boyd’s performance as exceeding expectations (See Attachment 5).
Of the categories measured, he received the highest ratings for: (i) providing visionary leadership; (ii) articulating strategic long-term goals for the University system; (iii) demonstrating integrity; (iv) providing leadership to ensure the University maintains highly effective relationships with the state legislature/state officials and Tennessee congressional delegation members/federal agencies; and (v) serving as an effective spokesperson for public higher education in Tennessee. Notably, both the overall approval rating and the highest performance categories have remained generally consistent with previous results during his presidency.

D. Chancellors, Trustees, and Senior administrative staff had an opportunity to request a personal interview.

E. As required under the Board Policy, I discussed President Boyd’s performance with Tennessee Speaker of the House of Representatives Cameron Sexton and Lieutenant Governor and Speaker of the Senate Randy McNally. In both interviews, staunch support was expressed for President Boyd. Legislature support continues to strengthen highlighted by an on-going constructive dialogue among our teams. State budgets will continue to be conservative requiring even more legislative touch points by President Boyd to advance our needed support for capital projects.

F. I met with President Boyd on June 12, 2024, to discuss his performance and goals and Trustees Decosta Jenkins (Chair, Audit and Compliance Committee) and Bill Rhodes (Chair, Finance and Administration Committee) participated as observers in the review process. The Committee Chairs were provided a copy of this report and advised of the opportunity to submit a separate written assessment of the President’s performance.

II. Review Period and Performance

This performance review covers the period from January 1, 2023 through December 31, 2023. In addition to the constituent feedback noted above, President Boyd’s performance was measured against the goals identified in the Strategic Plan 2021-2025 (See https://tennessee.edu/plan/).

III. Evaluation of Overall Performance as Chief Executive Officer of the UT System

The self-evaluation and various reports prepared by President Boyd provide a thorough review of the goals and results achieved in terms of advancing the UT Strategic Plan during the last calendar year. The results are impressive and speak for themselves. For the purposes of this year’s report, I would like to reflect more broadly on President Boyd’s qualities as a leader and the University’s progress since he was appointed as president.
Leadership

It is often said that one of the most important responsibilities of a governing board is selecting the organization’s chief executive officer. Calendar year 2023 marked the fifth anniversary of the Board’s initial appointment of Randy Boyd as President of the UT System. Since being appointed, Randy has assembled an impressive group of senior executives, including four (4) new chancellors (Donde Plowman, UT Knoxville; Peter Buckley, UT Health Science Center; Linda Martin, UT Southern, and Yancy Freeman, UT Martin), who serve along with Steve Angle, UT Chattanooga, in leading our five institutions.

Additionally, President Boyd has recruited and/or promoted a number of talented individuals to serve as members of his executive leadership team including: Brian Daniels (Chief Audit & Compliance Officer); Kerry Witcher (Vice President, Development and Alumni Affairs/President, UT Foundation); Tiffany Carpenter (Vice President, Communications and Marketing); David Miller (Senior Vice President and Chief Financial Officer); Ryan Stinnett (General Counsel); Carey Whitworth (Vice President, Government Relations and Advocacy); Luke Lybrand (Treasurer); Keith Carver (Senior Vice Chancellor/Senior Vice President, UT Institute of Agriculture); Bernie Savarese (Vice President, Academic Affairs, Research, and Student Success); and Jeff Smith (Vice President, National Labs).

Relationships at all levels of the organization — between the Board and the President; among the President and the campus Chancellors; and across the system administration, campuses, and institutes that comprise the UT System — are United and Connected. There is an unprecedented level of alignment and collaboration across the organization, which is contributing to a greater collective impact.

UT System Mission, Vision, and Be One UT Values

In 2020, President Boyd announced his vision for making this the “Greatest Decade in the History of the University.” The following year, he brought forward a new mission statement for the UT System – Serving all Tennesseans and beyond through education, discovery and outreach that enables strong economic, social, and environmental well-being. At the same time, President Boyd revealed a set of core values (Be One UT) for the entire organization. The process for developing these values included conducting more than 13 focus group sessions with representatives including chancellors and cabinets, faculty, staff, students, and volunteer leaders.

The mission statement, vision, values, and strategic plan have set a clear direction for the UT System. As reflected in the Board’s constituency survey, participants agreed that President Boyd provides visionary leadership (97%) and articulates strategic long-term goals for the UT System (98%). Randy’s optimism is contagious – positivity and a shared sense of purpose has spread throughout the entire organization.
In 2023, the University was certified as a “Great Place to Work™” for a second consecutive year. This past year, 74% of employees rated the UT System as a great place to work - 17 points higher than the average U.S. company. Among the top statements garnered from University employees, the survey found that 84% of employees take pride in telling others they work for the University and feel good about the ways the University contributes to community.

Expanding Access to Public Higher Education

In addition to being Optimistic and Visionary, President Boyd has been a driving and instrumental force in nurturing an environment of creative and strategic thinking that encourages others within the organization to think “big.” He sets the standard for the behaviors associated with the UT value of being Bold and Impactful. Two primary examples are highlighted below.

- **UT Southern.** President Boyd identified a unique opportunity to expand access to four-year, public higher education for the residents of southern, middle Tennessee. In June 2021, the Board approved President Boyd’s recommendation that the University acquire Martin Methodist College in Pulaski, Tennessee. During the prior year, Randy and the extended leadership team worked diligently with the Tennessee Higher Education Commission (THEC), Governor Lee, and the state legislature to seek the necessary approvals and critical funding support a tuition discount for in-state students. In May 2021, the state legislature passed the Governor’s budget, which included $5.1 million recurring funding for ongoing support and $1 million nonrecurring funding to assist with one-time acquisition costs. In a brief period of time student enrollment at this campus has grown by over 20% (from 812 students in Fall 2020 to 978 students in Fall 2023), with in-state enrollment increasing by almost 6% (from 74.8% in 2020 to 79.2% in 2023). The creation of UT Southern, with the generous support of the State of Tennessee, provides life-changing opportunities for students and their families residing in what was previously an underserved region of the state.

- **Guaranteed Early Admission Policy.** In September 2023, President Boyd and his Chancellors sought the Board’s approval to offer guaranteed first-year admission to all Tennessee high school students meeting certain eligibility requirements. The goals of the initiative include expanding access, recruiting more of Tennessee’s best and brightest students to its campuses, and promoting greater geographic and socio-economic representation from across the state. Although the first-year results of this effort will not be fully known until students matriculate in Fall 2024, we do know that applications, offers, and acceptances for the UT System’s undergraduate campuses have increased, which is a positive indicator for this initiative’s early success.
Affordability and Reducing Student Debt

President Boyd embraces the value of being Nimble and Innovative. He inspires creative and transformational action. He has instilled within the UT System a capacity for change – trying new things, keeping what works, and removing barriers – that allows the University to thrive.

➢ **UT Promise Scholarship Program.** Early in his presidency, he championed the establishment of the UT Promise scholarship program. This innovative scholarship covers a student’s last-dollar amount of tuition and mandatory fees after other financial aid is applied (such as Pell grants, HOPE Scholarship or other institutional scholarships) to students who qualify for HOPE and meet certain income eligibility requirements. Initially, the annual family household income was set at a $50,000 threshold, which was later adjusted to $60,000. Intent on doing more to help families in the State of Tennessee, the income threshold has once again been adjusted to cover those whose adjusted gross income is under $75,000 a year and the minimum award has been raised from $100 to $500 per semester for qualifying students. With this increase, approximately 67% of Tennesseans are eligible for the UT Promise program from an income perspective. Since Fall 2020, over 3,000 students systemwide have received a UT Promise scholarship, with more than a 200% increase in applicants from Class of 2020 to Class of 2024.

➢ **Military-Affiliated Students.** In June 2022, President Boyd brought forward a proposal to classify military-affiliated students (veterans, active-duty military personnel, reservists, Tennessee National Guard members, and Army and Air Force ROTC cadets) attending any UT institution as in-state students for tuition purposes, regardless of their residence of origin. This action would not have been possible without President Boyd’s leadership in working with the Tennessee General Assembly to pass Tennessee Public Chapter 791, which was signed into law by Governor Lee. While the proposal expanded access, it is notable for making a UT education more affordable for individuals, who have exhibited great courage in selflessly serving our country.

➢ **Reducing Student Debt.** Since 2019, for the UT System, the average amount of student debt (bachelor’s recipient borrowers1) has declined by 4.4%. For 2022 (the most recently reported data), for the UT System, approximately 47% of bachelor’s recipients2 had no debt, representing a 12% improvement since 2018.

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1 Students who entered as full-time, first-year student, who borrowed at any time during their enrollment, as reported by the Campus Institutional Research Offices.
2 In-State Students who entered as full-time, first-year student, who borrowed at any time during their enrollment, as reported by the Campus Financial Aid Offices.
Excelling in all We Do

At the center of what we do is our students – so, it is only fitting to look back at what has been accomplished in a very short period of time. From Fall 2019 through Fall 2023, we have seen the following progress:

- Total Enrollment – 13.8% increase;
- 6-Year Graduation Rate – 3.8% increase;
- 4-Year Graduation Rate – 3.0% increase;
- First-Year Retention Rate – 4.2% increase;
- Bachelor’s Degrees Awarded – 9.3% increase; and
- Graduate and Professional Degrees Awarded – 17.1% increase.

For Fall 2023, total enrollment reached an all-time high of 58,726 students, a 4.8% increase over the prior year. UT Knoxville was a key driver of this growth, with more than a 20% increase in total enrollment over the last five years. In 2023, 13,245 degrees were awarded.

For the fiscal year ended June 30, 2023, the University raised more than $342 million in philanthropic support (second highest fundraising year), and the number of donors increased to more than 86,500 (an all-time record). Although we have not yet completed the current fiscal year, the University has had another remarkable year, with more than $346.5 million raised (establishing a new second highest fundraising year). Fundraising is on track to meet the systemwide goal of $3 billion for the Greatest Decade (2020-2030).

Additionally, under Randy’s leadership, Total assets have grown by 27.8% ($6.76 billion as of June 30, 2024), and the University’s Net Position has grown by 45.2% ($4.539 billion as of June 30, 2024). The UT System’s recurring state appropriations have increased by $322 million since FY18.

Everywhere You Look, UT

The University seeks to increase the pipeline of leadership talent ready to compete in a global economy marked by disruptive technologies, emerging industries, and rapid change. With a presence in each of Tennessee’s 95 counties, the University serves and supports all citizens statewide. The University is a catalyst for growth across the state, which can be measured in terms of: 79,400 jobs created; $1.9 billion in total expenditures; and $4 billion in economic impact.

The University’s reputation reflects our ongoing commitment to partnering with the state to address grand challenges. While there is significant work to be done, the UT System is taking a lead role in advancing K-12 education (Grow Your Own), strengthening rural communities (Healthy Smiles), and assisting community leaders in implementing strategies that mitigate damage from substance use disorder and the opioid epidemic (Substance Misuse and Addiction Resource for Tennessee, SMART).
These projects demonstrate just a few of the numerous ways in which the University fulfills its outreach and service mission.

We could also say – Everywhere You Look, Randy Boyd! Whether it is visiting extension offices or high schools, meeting with legislative officials or prospective donors, attending commencement ceremonies, or engaging with industry partners, Randy works tirelessly on behalf of all the campuses and institutes that comprise the entire UT System.

IV. Goals for 2024

2024 Objectives. President Boyd presented the 2024 Objectives to the Board for review and discussion at the Winter Meeting held on March 1, 2024. In addition, in his self-assessment, he has outlined the following priority areas where he plans to concentrate his time and attention:

- Addressing housing needs across most of the UT campuses;
- Resolving parking issues at certain UT campuses;
- Identifying potential options to eliminate barriers (e.g., capital funding restraints) to the University continued growth and expansion; and
- Finding efficiencies and other opportunities to continue to improve affordability of a UT education, while operating in an inflationary environment.

See Attachment 1 for additional information on each of these items.

In addition to the above-listed goals, I have asked President Boyd to focus on long-range planning efforts for the remainder of the “Greatest Decade.” President Boyd has set forth an ambitious goal in terms of UT System enrollment growth (71,000 students by 2030) in support of the University’s land grant mission. The University needs to grow strategically to best serve the interests of Tennessee and allocate its resources to their highest and best use. Assuming we achieve 71,000 students, the number of graduates should be at least 16,000 or a 19% increase over 2023.

As the UT System strategic plan expires in 2025, it should be assessed. Efforts should be made toward the development of a new UT System strategic plan aligned with the enrollment strategy. As part of the planning process, the entire senior leadership team should carefully consider and identify key investments (faculty, staff, academic/research space, housing, transportation/parking, IT infrastructure, equipment, etc.) that will be necessary to successfully achieve and support the increased student capacity.
Opportunities for Improvement:

President Boyd is willing to tackle any challenging task or issue. However, he needs to continue to find opportunities for members of the senior leadership team to grow and share in even more responsibilities. All members of the senior leadership team should continue to be expected to take part in meaningful ways to advance not only their respective campuses/institutes, but the UT System collectively.

During the past five years, he has made great progress building a world-class leadership team. Great leaders continue to raise the bar, and I am confident President Boyd will work to ensure his Team is appropriately staffed for future challenges.

Working collaboratively with the Board is appreciated, and President Boyd has recognized the roles of governance between the Board and the UT System. Occasionally, there will be areas of different points of view. I’m confident President Boyd will continue to allow full discourse before drawing final conclusions.

On behalf of the Board of Trustees, I extend our sincere gratitude to Randy for his unwavering devotion and commitment to serving The University of Tennessee.

Respectfully submitted,

John Compton, Chair

Supporting Materials:

- Attachment 1 – President Boyd’s Self-Assessment (2023)
- Attachment 2 – 2023 Objectives and Results
- Attachment 3 – 2024 Objectives
- Attachment 4 – 5-Year Outcomes, 2018-2023
- Attachment 5 – Constituent Survey Results
Serving as President of the University of Tennessee is the honor of my life. I get to serve my state and my alma mater at the same time, and I get to work with such an incredible group of people.

As we look forward to planning our future initiatives, it is important to reflect on our past efforts and achievements. While not all inclusive, the following summarizes the key accomplishments we have collectively achieved during the last five years. Each milestone reflects the hard work and dedication of our entire team and is truly a testament to the dedication and talent of our team. I am grateful for the opportunity to serve and contribute to our shared goals. While I am proud of what we have accomplished, I am even more energized to think about all the other things we will accomplish together as we make this the greatest decade in the history of the University of Tennessee.

**ENHANCING EDUCATIONAL EXCELLENCE**

- **Enrollment**

  At a time when national enrollment numbers are facing challenges, the UT System has continued to break records during the past five years.

  Since the fall of 2019, the UT System has experienced steady growth in enrollment, graduation rates and increases in the number of degrees awarded. During this time, UT has experienced increases of:

  - 13.8 percent in total enrollment;
  - 3.8 percent in 6-year graduation rate;
  - 3.0 percent in 4-year graduation rate;
  - 9.3 percent in bachelor’s degrees awarded; and
  - 17.1 percent in graduate and professional degrees awarded.
In the fall of 2023, the UT System saw an all-time record enrollment of 58,726 students enrolled in the system’s five campuses, representing a 4.8 percent increase from the previous fall. Student enrollment growth was led by the system’s largest campus, the flagship UT Knoxville campus, which experienced more than 20 percent growth in five years.

- **UT Promise**

We are committed to helping students achieve their dream of obtaining a college degree. Launched in 2019, the UT Promise scholarship was developed to provide a ladder up to middle- and working-class families across Tennessee. This innovative undergraduate scholarship program guarantees free tuition and mandatory fees for qualifying Tennessee residents attending UT’s campuses. Since its inception, we have raised the income threshold from $50,000 to $75,000, making it possible for up to 66.7% of Tennessee families to be eligible to attend UT free of tuition and fees! Additionally, starting in Fall 2024, each UT Promise student will receive a $500 minimum award per semester.

But this scholarship is about more than access. It is also about ensuring success. All eligible UT Promise students are matched with volunteer mentors and complete eight volunteer service hours each semester.

Since Fall 2020, 3,000 students system-wide have received the UT Promise Scholarship. The income level and minimum award increases starting in Fall 2024 will allow UT to serve even more Tennesseans.

UT Promise is an important tool in the state’s Drive to 55 workforce development initiative, which aims to get 55 percent of Tennesseans equipped with a college degree or certificate by the year 2025.

- **Military-Affiliated, In-State Tuition**

With the support of our UT Board of Trustees and the Tennessee General Assembly, military-affiliated students across our country can attend a UT institution of their choosing at the in-state tuition rate, regardless of their residency status. This positions our UT campuses across the state to be among the best places in the country for military-affiliated and veteran students. As these men and women exhibit great courage in selflessly serving our country, I’m thankful that we can do our part to be of service to them.

- **Guaranteed Admissions**

In an effort to keep our best and brightest in Tennessee, we initiated new guaranteed admissions standards that would guarantee first-year admission to all Tennessee high school students who:

- Finish in the top 10% of their high school’s graduating class; or
- Achieve a 4.0 or higher cumulative GPA.

Additionally, UT campuses in Martin, Pulaski and Chattanooga added a third criteria for guaranteed admission:
➢ Achieve a 3.2 or cumulative higher GPA and have an ACT composite score of 23 or higher (or an SAT score of 1130-1150 or higher).

- **Pandemic to Possibility**

  Successfully led the UT System through the global COVID-19 pandemic, helping to ensure minimal disruption to student services. As the world grappled with uncertainty and rapid changes, together we swiftly adapted policies and implemented innovative strategies to maintain the continuity of education and support for all students.

  We quickly embraced a hybrid model of instruction, seamlessly integrating online learning with in-person classes that were safe and effective. This approach not only upheld academic standards but also prioritized the health and safety of our University communities. Key to our success was maintaining an open line of communication with campus and institute administration, students, faculty and staff, providing regular updates and being transparent about the challenges and measures taken, and by all working together as OneUT. The result? An increased sense of community and collective resilience, squarely focusing on keeping the educational mission on track despite the global crisis. The challenges we faced together cemented our OneUT culture.

- **Expanding Access**

  In 2021, we expanded our system with the acquisition of Martin Methodist College, establishing a new UT campus in Pulaski, Tennessee. The addition of UT Southern represented the fourth undergraduate college within the UT System, and the first new campus since UT Chattanooga joined more than 50 years ago. Additionally, UT Southern became the only public, four-year and graduate institution of higher education between Sewanee in the east and Freed-Hardeman in the west, serving a southern Middle Tennessee region of 13 counties near the Alabama border. Governor Bill Lee proposed and the General Assembly appropriated $5.1 million in recurring funds and $1 million in non-recurring funds to support the acquisition and to bring tuition to a more affordable level.

**EXPANDING RESEARCH CAPACITIES**

We continue to push hard to expand our research capabilities, creating a place where new ideas flourish and everyone—students and faculty alike—is encouraged to chase groundbreaking discoveries. This commitment means we are always ready to tackle big global challenges and serve communities far beyond Tennessee.

- **UT-Battelle/ORNL Contract Extension**

  Since 2000, UT-Battelle has successfully managed the Oak Ridge National Laboratory (ORNL), the country’s largest science and energy lab. In 2020, we were successfully awarded an additional five-year extension, ensuring we will continue to manage the lab’s operations until at least 2025.
• **Created the UT-Oak Ridge Innovation Institute**

Created in 2021, the University of Tennessee–Oak Ridge Innovation Institute (UT-ORII) is bringing together UT-ORNL joint faculty and graduate students through cluster hires to accelerate new innovation in four areas of statewide and national importance. These joint convergent research initiatives focus on circular bioeconomy systems, radiopharmaceutical therapies, clean manufacturing and advanced materials, and energy storage and transportation.

UT-ORII and the Science Alliance, which is now part of UT-ORII, have invested an additional $7 million annually in UT-ORNL joint faculty and graduate student research, and upgrades in university technology and equipment. UT-ORII also has doubled the number of new students in its three Bredesen Center UT-ORNL PhD programs and is funding joint UT-ORNL research opportunities for an additional 20 UT graduate students. One way UT-ORII is recruiting students to its joint graduate programs is through its 10-week Student Mentoring and Research Training (SMaRT) internship program that will host 60 undergraduates this summer — its largest group yet.

• **UTK-UTIA Reunification**

In 2019, the UT Knoxville campus and UT Institute of Agriculture (UTIA) were formally brought together, becoming a true comprehensive research-intensive institution with the ability to fully leverage its statewide presence. The reunification has allowed for more collaboration, truly bringing together the three-pronged mission of education, research and outreach to benefit the state of Tennessee.

• **UT Research Foundation**

During the past five years, the UT Research Foundation has generated more than $500 million in economic impact, $482 million in capital raised by UTRF-affiliated companies, 42 startup licenses and 574 patents filed with 160 issued.

**FOSTERING OUTREACH AND ENGAGEMENT**

• **Serving Tennessee: The UT Institute for Public Service**

The UT Institute for Public Service (IPS) averaged more than $1.7 billion in customer-reported economic impact over the last five years with a record impact of $2.82 billion in 2023. Offering training and consulting services for local and state government, law enforcement and business and industry, IPS saw a five-year average of 66,160 requests for assistance, 20,700 training participants and 500,000 contacts.

• **Tackling the State’s Grand Challenges**

Launched in 2023, the Grand Challenges initiative tackles complex, interconnected issues affecting the lives of Tennesseans, the Grand Challenges are focused on three areas of significant statewide need:
Advancing K-12 Education. Thanks to a $20 million investment from our partners at the Tennessee Department of Education, the Grow Your Own Center was established to grow the educator pipeline through Tennessee’s Teacher Apprenticeship model.

Overcoming Addiction. Established in 2020, the Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative guides community leaders in implementing evidence-based, cost-effective strategies that mitigate damage from substance use disorder and the opioid epidemic. In addition to examining and communicating data and policies related to substance use disorder, the SMART initiative seeks to empower communities and local governments to combat the overdose epidemic.

Strengthening Rural Communities. In 2023, established the Rural Disability Resource Network – a unique collaboration of faculty and staff from every University campus and institute and government agencies designed to assist Tennessee families with children with intellectual and developmental disabilities.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

- **Creation of the Be One UT Values**

To be successful, organizations need four things—a compelling mission that is both inspiring and aspiring; a strategy to get there; great people; and a set of values that define it and its culture. Values should underscore the “why” in what it does and provide guidance day in and day out.

I talked to our alumni, faculty, staff, students and administrators on each campus and asked them to describe the traits that make UT what it is—and what it should be. Their feedback helped to create a list of seven values that fit into a memorable acronym: **Be One UT**.

- **B** – **Bold and Impactful**: Serving the state by tackling grand challenges;
- **E** – **Embrace Diversity**: Respecting our individual and organizational uniqueness that makes us stronger;
- **O** – **Optimistic and Visionary**: Empowering courageous leadership;
- **N** – **Nimble and Innovative**: Inspiring creative and transformational action;
- **E** – **Excel in All We Do**: Committing to continuous improvement and outstanding performance;
- **U** – **United and Connected**: Collaborating internally and externally for greater collective impact; and
- **T** – **Transparent and Trusted**: Fostering integrity through openness, accountability and stewardship.

Be One UT is a little phrase with a lot of meaning. It underscores the importance of working as a team to bring our values to life.
• **Leadership Hires**

One of the most important jobs a president has is hiring the best leadership possible. Since joining the UT System in 2018, 16 new hires or promotions have occurred. Of note, four campus leaders (UT Knoxville, UT Martin, UT Southern and UT Health Science Center) and one institute leader (UTIA) were hired. Each one of these leaders have made a significant difference thus far and will continue to have a tremendous impact in their respective communities.

• **Enterprise Resource Planning**

Because of the generous funding from Governor Lee and our Tennessee General Assembly, $170 million in non-recurring funds were invested to assist all public universities across our state with implementing new Enterprise Resource Planning (ERP) systems. The new cloud-based human resources and finance system, called DASH within the UT System, will provide a competitive edge by enhancing operational efficiency, reducing costs to operate, ensuring accountability, increasing transparency and improving customer service.

I recognize that investing in our new ERP system may not capture the imagination like some of our other initiatives, but I assure you, it is absolutely crucial. This system is the backbone that supports our operations, enabling us to function more efficiently and effectively. By modernizing our infrastructure, we are ensuring that our administrative processes keep pace with the dynamic needs of our educational environment. This investment, though understated, is vital for enhancing our capabilities and supporting our mission of education, discovery and outreach.

• **Transparent UT**

Three days into my presidency at the UT System, I established Transparent UT, which is committed to providing greater and easier access to information for UT’s faculty, staff, students and the communities it serves. The Transparent UT website represents some of the most frequently requested information by UT constituencies, and information is continually added as needed.

• **Great Place to Work**

The University of Tennessee system was designated as a Great Place to Work® in 2022. Great Place to Work is the global authority on workplace culture, employee experience, and the leadership behaviors proven to deliver market-leading revenue, employee retention and increased innovation.

**ADVOCATING FOR UT**

• **Legislative Outreach/Success**

During the past five years, working together with our talented government relations and capital projects teams (and countless others!), UT has secured $771.5 million in capital
outlay and maintenance to fund critical, high-impact projects, as well as funding for other key initiatives. Examples include:

- $80 million in extraordinary funding for UT-ORII;
- $170 million for higher education for a new ERP system;
- $83 million for a new business building at UT Knoxville;
- $66.4 million for the Fletcher Hall expansion at UT Chattanooga;
- $11.2 million to renovate the Nash Building at UT Health Science Center;
- $56.8 million to replace the nursing building at UT Knoxville;
- $55.9 million for a new nursing building at UT Chattanooga;
- Completion of the Latimer-Smith Engineering and Science Building at UT Martin;
- $29.6 million for a new Gross Anatomy Lab at UT Health Science Center;
- $18 million for the TEST Hub at UT Martin;
- $22.2 million to renovate the Nash Vivarium Basement at UT Health Science Center;
- $38.4 million to renovate 540 McCallie at UT Chattanooga;
- $81.5 million for the UTIA Energy & Environmental Science Education Project;
- $2.9 million (recurring) to support faculty recruitment and retention and to increase student enrollment at the UTIA College of Veterinary Medicine;
- Completion of the Delta Dental of Tennessee Building at UT Health Science Center;
- $20 million for a pedestrian bridge in the City of Knoxville to provide a new access point for UT Knoxville;
- $12.5 million for a new UTIA meat lab facility focused on workforce development, education, research and training;
- $4 million (recurring) and $2 million (non-recurring) to support the Institute for American Civics at UT Knoxville;
- Over $50 million for a Healthy Smiles initiative operated by UT Health Science Center;
- Approximately $2.2 million (recurring) for 32 additional agriculture extension agents in rural and distressed counties
- $4 million to support Graduate Medical Education;
- $50 million for AgResearch facilities from the American Rescue Plan for infrastructure and equipment improvements;
- $5.1 million (recurring) to sustain the UT Grow Your Own partnership with the Tennessee Department of Education; and
- $5 million (nonrecurring) for the Transportation Network Growth and Opportunity Initiative.

Additionally, UT has seen success in state policy proposals such as allowing for in-state tuition for certain military affiliated students regardless of their residency, providing new opportunities and protections for student athletes regarding the use of their name, image, and likeness, and streamlining state processes for certain higher education capital projects.

- **Fundraising**

I firmly believe in the transformative power of philanthropy. The generosity of our donors plays an important role in enabling us to reach new heights in academic excellence, research and community service. Due to the extraordinary support of our philanthropic community, we have enjoyed record-breaking fundraising numbers during the past five
years. As we reflect on these achievements, it is clear that each act of giving has a profound impact on our ability to serve our students and the wider community, continuing to advance the UT System as a leader in higher education.

- Record Fundraising – $1,340,046,674 (as of December 31, 2023) – on our way to $3 billion!
- Record Number of Donors – 86,591, up from 64,573 in FY18, an increase of 34%.

**Strengthened Brand Awareness**

Quantitative research conducted in late summer 2023 found that 75% of Tennesseans agreed that research, outreach and other programs conducted at UT make a difference in their life. This was up from 66% in 2018. One component of the brand campaign is the innovative “Everywhere You Look, UT” mural campaign. While UT is a household name among Tennesseans, that is not the case for residents relocating from other parts of the country. This shifting demographic landscape, combined with the broader challenges faced by higher education marketers nationwide, underscores the necessity for innovative marketing approaches. Everywhere You Look, UT murals are redefining outdoor advertising and demonstrating the power of mobilizing ambassadors to engage communities. Since launching in 2018, the campaign has flourished, boasting more than 50 murals on buildings, barns, grain bins, water towers and even a helicopter hangar visible to 43,300 travelers a day.

**Advocating for Higher Education**

Amidst shifting landscapes and skepticism, higher education faces a critical juncture. In 2023, we pulled together leaders of the four-year public institutions in Tennessee to coordinate efforts for a value of higher education campaign. It marked the first time the public universities in Tennessee came together for a coordinated marketing effort.

**ADDITIONAL RESPONSIBILITIES**

In addition to all the specific team accomplishments that I have outlined, other key responsibilities of being the UT System president is serving on boards and visiting our campuses, donors and government partners. I was curious and decided to try to quantify both. Regarding boards, I am on or attend 18! Of those, nine are required in my role as UT System president. It is also essential that I visit our students, faculty and staff across the state, visiting our campuses, institutes, Extension offices, AgResearch centers and ORNL, and a significant amount of time is spent in Nashville and Washington D.C. working with our government partners.

Last year, I was on the road 113 working days! I spent the most time in Nashville at 53 days, but there were also 16 trips to Chattanooga, 12 to Memphis, 7 to Martin and 4 to Pulaski. Attached are indexes for both travel and Boards. Additionally, to date, I have been involved with 43 of commencements across our five campuses.
LOOKING AHEAD

While there has been much to celebrate and while we have many exciting opportunities before us, there are some important issues that we are working to solve in the short term. Here are just a few of the top priorities.

- **Student Housing.** Across the UT System, we have both shortages in housing and housing that needs to be improved. We have 59,000 students with a goal of 71,000 by 2030 so we have a lot of work to do in growing our facilities in order to accomplish this growth responsibly. Last year’s approval of a public-private partnership (P3) project was a breakthrough for our state and for UT. UT Knoxville is building three new residence halls with approximately 1,900 new beds expected to come on line in the fall of 2025 and another 1,000 available by the fall of 2026. We expect roughly another 1,000 beds each year after that, but some will be to replace older buildings. In addition, the private sector is building approximately 3,300 beds on Cumberland and another 600 beds on the South waterfront. In Chattanooga, a new 900-bed facility was just approved by the Board, and we hope to have that on line by the fall of 2027. We are still developing strategies for both UT Martin and UT Southern. Both have very old facilities that hurt them in student recruiting, and they do not have the capacity needed to keep up with their projected growth plans.

- **Parking.** Like housing, parking is also being addressed. UT Knoxville just completed a study by a national university parking consulting firm (yes, this is not just a UT issue if there are consulting firms that specialize in this subject!). Unlike housing, there are other solutions besides just creating new parking lots. Priority parking premiums, restrictions on first-year parking on campus, lower costs for distance parking and spreading classes out over a longer day so there is not such a concentration of demand are just some of the possible solutions being considered. Our other campuses may follow UT Knoxville’s lead in more adaptive parking solutions. I should mention that in the case of the UT Health Science Center, more security around parking areas is also a concern being addressed.

- **Resolving Capital Constraints.** The University can solve for parking and housing with its own resources. However, there are constraints associated with building our own academic buildings, which are funded by the state. Across UT’s campuses, there are 1,012 buildings with an average age of 67 years (298 of those buildings are over 60 years old, and 60 buildings are over 100 years old!). More than $3.4 billion in capital outlay needs have been identified across our University of Tennessee campuses for the next 10 years, along with $900 million in maintenance. Just to maintain the current enrollment will require a significant increase in capital maintenance and far greater investment in new capital outlay to replace aging buildings. When you add the growth to plans, developing a new funding strategy is paramount. We are working through various options now to share with the state administration. More on this later during the summer.

- **Maintaining Affordability.** UT campuses have held tuition increases to an average of 0.8% per year for five years, including the proposed increases this upcoming fall. Thus, relative to inflation (Consumer Price Index of 5.2% during the same period), a UT
degree is an even greater value than it was just five years ago. With the UT Promise, 66.7% of all Tennesseans are eligible to come to UT free of tuition and fees. As a result, 47% of our students graduated last year with ZERO debt. Of those that did have debt, the average was $26,000, which is down 4.5% from five years ago. How have campuses done this? UT campuses control operational costs, reallocate efficiency savings into higher priorities and have grown enrollments. We have also benefited greatly from strong state support. We will continue to be laser focused on making our University more accessible and affordable to all Tennesseans.

CONCLUSION

In concluding my self-evaluation, I must reiterate that serving as president of the UT System is the honor of my life. The progress we have achieved together thus far inspires great confidence and enthusiasm for what lies ahead. As we approach the second half of what will be the greatest decade in UT history, I am filled with anticipation and eagerness to continue our journey. There is much work to be done, and I am committed to harnessing our collective strengths and potential to further advance our campuses and institutes. I look forward to the continued privilege of leading such a dynamic university system toward even greater achievements.

Attachments:
- List of Boards
- Summary of Travel
## President Boyd

### List of Board Service

<table>
<thead>
<tr>
<th>Name</th>
<th>Type</th>
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<tr>
<td>UT-Battelle</td>
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<td>College Promise (national)</td>
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President Boyd
2023 Travel

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2023 OBJECTIVES AND RESULTS
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.
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.

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.

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.
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.
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.
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.
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.
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.

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.

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.
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.
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.
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).

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.

Providing 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.
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.
2024 OBJECTIVES
Launch Strategic Enrollment Plan and Identify Opportunities for Increased Coordination

With the support of a nationally recognized firm and active participation from each campus, develop a multi-year, systemwide strategic enrollment plan along with the necessary infrastructure for long-term, coordinated action. The System’s plan will guide subsequent campus enrollment plans that will dovetail with the System’s vision and goals. Collectively, these efforts will provide a roadmap for sustainable enrollment growth and increases in student success outcomes.

Launch National Common Application at all Undergraduate Campuses

The University’s campuses (Chattanooga, Southern and Martin) will join UT Knoxville in adopting the National Common Application by August 2024, which will make it easier for students in Tennessee and beyond to apply to any UT campus.

Increase UT’s Educational Footprint while Enhancing Student Outcomes

Grow total enrollment by 2,274 students systemwide—increasing total enrollment from 58,726 to a record 61,000 students; increase fall-to-fall retention of first-year undergraduate students from 85.1% to 85.6% systemwide

Support Record Growth while Enhancing the UT Promise Experience

The program’s recent income threshold enhancements and minimum award enhancements have delivered record application numbers. Support this growth by increasing fall-to-spring retention of new UT Promise recipients by 20%, increasing year-to-year persistence of current recipients by 15%, and increasing mentor retention by 25% through improved communication and support.
Build the Foundation for the Future Common Student Information System

The Huron Consulting Group will lead the UT System’s preparatory and planning work for a new student information system starting in early 2024. This will include creating a common set of data definitions and identifying UT-specific requirements. Additionally, Huron will socialize the Oracle Financial Aid Model with the financial aid community so they can experience the product before implementation. The UT System will also begin its engagement with Oracle’s Early Adopter Program in 2024 to shape the direction of the Oracle student product.

Establish Systemwide Mental Health and Wellness Priorities

In February, the University will welcome its inaugural chief wellness officer as part of an ongoing effort to enhance mental health and wellness systemwide. In this first year, dedicated time will be spent on each campus with key stakeholders to develop a set of priorities and an associated action plan to guide this work into the future.

Solidify the Tennessee Grow Your Own (GYO) Center as a National Leader in Educator Pipeline and Apprentice Education

Facilitate 600 teacher apprenticeship opportunities annually; increase access to GYO teacher apprenticeship programs from 60% to 90% statewide; equip educator preparation programs to employ at least one of seven cost-reduction strategies to improve the sustainability of GYO teacher apprenticeships; ensure 90 of Tennessee’s 109 rural school districts offer at least one teacher apprenticeship opportunity annually.
Launch Systemwide Training for Department Heads and Chairs

Building on 2023 campus feedback and participation, the UT System will continue to develop resources and deliver department head and chair training in several key areas, including annual evaluations, promotion, tenure and free speech; budget management; roles and responsibilities; and mental health and wellbeing. In 2024, the system will lead a two-day convening in Nashville in the Spring semester and on-campus engagements during the Fall semester, as well as the release of six online training video modules for the calendar year.

Implement Recommendations to Standardize the UT System's Undergraduate Academic Calendars

Based on the 2023 systemwide planning committee recommendations, develop a timeline and associated action items/scaffolding for a common systemwide undergraduate academic calendar by fall 2026. When fully implemented, these changes will better align business processes, data collection and reporting methods across our campuses while also improving the campus transfer experience and enhancing the ability of students and faculty to take and teach courses online systemwide.

Execute a New Vision for Access and Engagement Across the UT System

Work with campus leaders to ensure access and engagement efforts are measurable, focused on broad access and engagement for all, student-centered and in compliance with relevant state and federal laws.
Create a $30 Million Angel Network Fund

The UT Research Foundation (UTRF) will work with the UT Foundation and campus development leadership to develop a process blueprint for a UT Angel Network that facilitates connections between startup companies and prospective investors to foster a pervasive entrepreneurial culture across the state.

Launch an Entrepreneurial Fellow’s Program

UTRF will work with the campuses to launch an entrepreneurial fellow’s program and close a minimum of two investments in 2024.

Implement First Wave of Critical Modules in DASH Research

The DASH Research program is implementing the Huron Research Suite (HRS) of tools for more modern, scalable, cloud-based solutions for managing the business of research. In 2024, the program will finish implementing the Employee Compensation Compliance (ECC) and Conflict of Interest (COI) modules and will start the implementation of the Grants and Agreements and Institutional Review Board modules.

Complete AgResearch Infrastructure Modernization Plan

UTIA will complete implementation of modernization plan for the 10 AgResearch Centers.
Stimulate Collaboration and Facilitate New Connections Around Grand Challenges

In alignment with Pillar Three of the UT System strategic plan, the university will launch Grand Challenge Collaboration Grants, a series of grants totaling $5 million, to stimulate collaboration, drive innovation and facilitate the development of sustainable solutions around UT’s Grand Challenges (i.e., Advancing K-12 Education, Strengthening Rural Communities and Overcoming Addiction). The UT System also will convene leaders, faculty, staff and students from across the campuses and institutes to create networking and knowledge-sharing opportunities and sustain momentum from the grants.

Enhance Statewide Workforce Development and Economic Impact

The Institute for Public Service’s Center for Industrial Services (CIS) will assist businesses in achieving a customer-reported economic impact of $2.5 billion. CIS will accomplish its goal of training and assisting economic developers in all 95 counties. CIS will provide economic and workforce development training to 300 economic developers.

Develop the National Academy for Leadership in Law Enforcement

This program will be a sister program of the Law Enforcement Innovation Center’s National Forensic Academy (NFA). The goal is to have a three-week elite training program for law enforcement executives. The initial delivery will be in summer 2024, with a future goal of year-round deliveries similar to the NFA.
Develop a Strategic Plan to Align with UT’s Goal of Fostering Outreach and Engagement

The Municipal Technical Advisory Service will develop its new strategic plan focusing on intentional outreach; best-in-class, customer-focused education; and technical assistance for Tennessee’s 345 cities.

Increase Educational Pathways for Lifelong Learning to Help Tennessee Communities Thrive

UT Extension will expand educational opportunities to reach more Tennesseans in the areas of agriculture, natural resources, health, nutrition, and other areas important to our communities. Specifically for youth, we will continue developing UT Extension’s 4-H for Credit, 4-H Next Chapter, k-12 classroom education, clubs, camps, and STEM programs to foster increased workforce skills, leadership development, career readiness, and access to higher education.
Complete Implementation of the Oracle ERP (DASH) System and Go Live

Implementing an ERP system may be one of the most significant investments of time, money and resources an organization can undertake. It is often a once-in-a-generation activity. A typical ERP implementation plan can be divided into six phases, each with specific objectives, involving hundreds of individuals and thousands of hours and tasks. The UT System has completed the first three phases and, by July 1, 2024, will go live with all critical modules of the DASH Enterprise Resource Planning (finance) and Human Capital Management cloud-based operating system. All UT employees will be trained in DASH and ongoing support will be provided.

Advance Measures that Improve UT Efficiency and Effectiveness

Work with government partners to streamline or eliminate processes that are barriers to higher education innovation and efficiency, especially for academic program approval and capital project delivery. Continue advocacy and administrative efforts facilitating greater innovation in capital projects (i.e., public-private partnerships) and real estate transactions.

Establish and Implement a Systemwide Privacy Program

The Office of the General Counsel and the Office of Audit and Compliance will collaborate with campus partners to create comprehensive policies on topics such as HIPAA, FERPA, GDPR and other data privacy issues to ensure compliance with applicable laws and consistent application of best practices. This program will also address appropriate standards for data retention and destruction. The offices will develop and provide training for University employees working with information subject to the privacy program.
Evaluate and Propose Updates to Key Board of Trustees Policies

The Office of the Board Secretary and the Office of the General Counsel will review and propose updates to key Board policies for consideration and approval by trustees for approval. These policies will include the Statement of Policy on Patents, Copyrights and Other Intellectual Property; the Policy on Oversight of Intercollegiate Athletics; the Policy on Related Foundations; and Policy on Settlement of Claims and Litigation.

Ensure UT’s Ability to Recruit and Retain Highly Qualified Faculty and Staff

The UT System will participate in at least three salary surveys to keep its access to external compensation survey data updated and relevant. It will complete a compensation analysis of critical job families and conduct an updated compensation market study to maintain competitiveness.

Create a Unified Information Security Operations Center and Strengthen IT Security Systemwide.

Leverage our investment in Microsoft and our strategic partnership with Dell to create an information security operations center for the entire UT system managed by Dell using Microsoft’s tools. We will also build a new Identity and Access Management System to replace a homegrown identity and access management system that is over two decades old.

Identity and Access Management (IAM) is a framework used in business processes that facilitates the management of electronic or digital identities. This effort will also construct a Unified Analytics Platform by Leveraging Common Architectures and Technologies. We will enhance our analytics capabilities by standardizing on architectures and technology from Microsoft, thus maximizing our investments in these tools and standardizing training and knowledge sharing among the institutions. Additionally, creating a standard model for data architecture is needed for enhanced reporting from DASH, DASH Research, as well as the upcoming SIS.
Expand Employee Development Programs and Enhance Employee Evaluation

To support a well-trained workforce, the UT System will align leadership development to include the reimagined Leadership Institute (LI) and fully align the LI and Executive Leadership Institute programs. It also will expand the development of a leadership learning program for middle managers. To enhance employee evaluation, it will implement a new annual performance evaluation instrument and process for use in 2025.

Develop a Roadmap for Each of the Six Winning 2023 Innovation Challenge Initiatives

Working groups for each initiative will create a roadmap to pursue the implementation of each of the six winning ideas.

Streamline Procurement and Contracting Systemwide

UT System is working with each campus and institute to consolidate end-user/departmental data entry for contracts and requisitions. Currently, hundreds of end users across the UT System enter fewer than five contracts or requisitions per year, creating consequences such as unnecessary entries, duplicate entries and errors. The goal is to have this change in place by May 1, 2024, to make the DASH implementation as smooth as possible.

Implement Phase Two of Strategic Sourcing

Identify spending patterns and opportunities for category overlaps to pinpoint areas of high negotiation potential. Strategic sourcing managers will leverage these outcomes to prioritize their efforts and craft targeted sourcing strategies. Continue to align contract and procurement processes toward best practices across the university.
Fully Align Banking Operations with DASH Guiding Principles

This project will reduce financial risk by enabling the University to implement business process improvements and utilize current technologies more efficiently. It will reduce time spent on University-wide bank reconciliation and accounting related to the application of cash transactions. It will improve internal controls and reduce workload across the System.

Deepen Financial Modeling Capabilities

The UT System will extend 12-month cash flow forecasting to multi-year forecasting through industry-leading techniques to create greater insight into long-range financial risks and improve strategic decision-making.

Develop a Comprehensive Strategy to Meet the Demand for Student Housing at Each Campus

UT System Capital Projects will work with each campus to develop strategies for new student housing and renovations to meet the growing demand while maintaining affordability.
Strengthen Brand Awareness

To elevate brand awareness and understanding of the ways the UT System impacts Tennesseans through education, research and outreach, the Division of Communications and Marketing will embark on several key strategies in 2024, including:

- Value of Higher Education Campaign: Continued involvement in statewide consortium/campaign to increase understanding of the value of a four-year degree among Tennesseans.

- Public Opinion Research: Gather qualitative research (to supplement quantitative research conducted in fall 2023) by conducting focus groups in winter 2024 to deepen understanding of public and alumni sentiment regarding uniqueness, affordability and campus attributes.

- Integrated Marketing Strategy: Research findings will fuel the creation of a comprehensive marketing strategy and plan designed to increase brand awareness, emphasizing access and affordability.

- Everywhere You Look, UT Campaign: Continued focus on adding murals in 15 new counties in 2024. Expanded campaign scope to include an angle that promotes UT’s accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign will demonstrate the unique characteristics of each UT campus and encourage prospective students to explore all of UT’s campuses. It will target various audiences, including high school students, parents, guidance counselors and teachers, and business and community leaders.

- UT Alumni Ambassadors: Intensified focus on informing and engaging UT alumni to serve as brand ambassadors.

- Website Evolution: Reimagine and transform Tennessee.edu to better serve the needs of target users and utilize the site as a tool for achieving the business goals of the organization.
Support UT Foundation Efforts Toward the Greatest Fundraising Decade in History

Work with development and alumni staff across the System on key donor solicitations and events as the foundation seeks to establish a record year of $400 million in private support from 86,750 donors. This will also serve as another building block toward the goal of generating $3 billion in private support by the close of 2029.

Advance UT Top Capital Priorities

Though a challenging state budget year, successfully advance the University’s top three capital priorities: the UTC Business Building, UTK Chemistry Building and UTHSC Gross Anatomy Lab. This will likely require more creative approaches to capital and significant grassroots advocacy from UT alumni and friends.

Establish Recurring Support for UT’s Nonformula Units

With no funding formula of their own, continue working with the state to avoid large episodic needs for increases and advance a more stable approach to sustained funding.

Develop or Renew Five Key Partnerships with State and Federal Agencies to Solve Grand Challenges Facing Tennessee and the Nation

From advancing additional funds for the Transportation Network Growth and Opportunity (TNGO) initiative to extending partnerships such as Grow Your Own and developing new federal partnerships, the government relations office will continue to support this important effort, aligning UT with state and national needs.
5-Year Outcomes

President Randy Boyd  |  2018-2023
2019

Introduced the **UT Promise**, providing free tuition and fees to students with a family income under $50,000. (The eligibility has since been raised to students with $75,000 family income).

Launched **Transparent UT** to provide greater and easier access to information for UT’s faculty, staff, students and the communities it serves.

Passed legislation authorizing UT campuses to sell beer and alcoholic beverages at our arenas and stadiums.

Launched **“Everywhere You Look, UT”** mural campaign.

Created the **UT-Oak Ridge Innovation Institute** to bring UT and Oak Ridge National Laboratory’s multitude of partnerships under one organization to better align and coordinate and to provide a platform for additional funding for new centers of excellence.

Re-unified **UT Institute of Agriculture** with UT Knoxville to elevate the impact and reputation of UTIA and UT Knoxville in relation to other leading and globally competitive research institutions.

Secured state funding for the largest capital project in the UT Institute of Agriculture’s history—$81.5 million for the **Energy and Environmental Science Education Research Center**.

Introduced and approved a new System **strategic plan**.

Sold **Eugenia Williams home**, which was donated to UT in 1998. Funds from the sale were directed to cover UT Promise scholarships at UT Knoxville.

Hosted the **Summit for Opioid Addiction and Response (SOAR)**, with more than 700 participants from across the state.

Established the **One UT Collaboration and Innovation Grants**, a $1.5 million grant program to promote collaboration across units, campuses and institutes.

**Leadership Hires:**

- UTFI President **Kerry Witcher**
- UT Knoxville Chancellor **Donde Plowman**
- General Counsel **Ryan Stinnett**
- Vice President for Communications and Marketing **Tiffany Carpenter**
2020

Successfully secured a four-year sunset extension.

Led the UT System through the COVID-19 pandemic outbreak and successfully transitioned campuses back to on-campus learning.

Negotiated a 30-year lease at $1 per square foot for the UT Tower to move system administration to downtown Knoxville.

Became the first president to visit all 95 Extension offices.

Created the Substance Misuse and Addiction Resource of Tennessee (SMART) to transform the University of Tennessee’s approach to combating the current opioid epidemic.

Announced plans to acquire Martin Methodist College.

**Leadership Hire:**

- Vice President for Government Relations and Advocacy Carey Whitworth
2021

Secured recurring funds to support 32 new Extension agents across the state in at-risk and distressed counties, the first increase in staffing for Extension in over a decade.

Received legislative approval to acquire Martin Methodist College, creating the first new campus in the UT System in over 50 years with UT Southern.

Developed and launched the BeOneUT Values.

Launched statewide dental clinics, as part of the Healthy Smiles initiative.

Secured nearly $57 million in state funding for the UT Knoxville Nursing Building.

Secured $8 million in seed funding from the state for the UT-Oak Ridge Innovation Institute.

Received the largest single gift in UT Martin history - Wildwood Farm in Germantown, Tenn, valued at more than $79 million.

Increased UT Promise eligibility income level from $50,000 to $60,000.

Worked with the Law Enforcement Innovation Center (LEIC), to develop and offer Cultural Competency training for UT’s undergraduate safety departments.

Initiated and launched “Four the Future,” a statewide value of higher education campaign in conjunction with five locally governed institutions.
2022

Moved UT System Administration into the UT Tower.

Received historic funding for major projects: $72 million for UT-ORII, $50 million for ERP, $50 million for AgResearch; $55.9M for the UTC Health Sciences building, $18M for the UT Martin TN Entrepreneurial Science and Technology Hub; and $83M to expand the UT Knoxville College of Business facility.

Created the Institute of American Civics on the UT Knoxville campus.

Secured $2.9 million new recurring funding to support faculty recruitment and retention at the UT College of Veterinary Medicine.

Secured key Name, Image, and Likeness legislative provision that prohibited the NCAA from imposing sanctions (such as a postseason ban) that prohibits student athletes’ ability to earn money for their name, image and likeness.

Secured legislation to authorize in-state tuition for military-affiliated students, no matter their place of residency.

Incorporated SMART into the UT Institute for Public Service to expand their statewide reach.

Initiated development of DASH, a new enterprise resource planning (ERP) platform to unify and standardize all finance, administrative and human resource management systems in conjunction with Tennessee’s locally governed institutions.

Formed the Grow Your Own Center with a $20 million investment from the Tennessee Department of Education to support statewide scale for innovative education pipeline work through Tennessee’s Teacher Apprenticeship model.

Leadership Hire:

• UTHSC Chancellor Peter Buckley
2023

Passed the **State Building Commission Modernization Act**, which streamlines and speeds up building projects.

Secured $10.7 million in critical new operating funding for **UT Health Science Center**.

Extended eligibility for **UT Promise** to students with an adjusted gross household income of $75,000 or less, making a UT education free for 213 of Tennessee families.

Established **guaranteed first-year admissions** standards for all UT undergraduate campuses.

Reached 50 “**Everywhere You Look, UT**” murals in 46 counties toward our goal of 95 murals by 2030.

**Leadership Hires:**

- Senior Vice President and Senior Vice Chancellor for UT Institute of Agriculture **Keith Carver**
- Chancellor for UT Martin **Yancy Freeman**, the first African-American chancellor in the history of the UT System.
- Director for Oak Ridge National Labs **Stephen Streiffer**.
Enrollment Growth
Fall 2018: 50,810 → Fall 2023: 58,726
(Change: +15.6%)

Retention and Graduation Growth
1-Year Retention Rate:
Fall 2018: 81.2% → Fall 2023: 85.1%
(Change: +3.9%)

4-Year Graduation Rate:
Fall 2018: 43.7% → Fall 2023: 49.6%
(Change: +5.9%)

6-Year Graduation Rate:
Fall 2018: 61.1% → Fall 2023: 64.8%
(Change: +3.7%)
**Growth in Funding**

Total investment by the state for capital projects since FY 18

- **$621.7 million** in capital outlay and capital maintenance since FY 19

**Budget growth**

- FY 18 - $2.41 billion → FY 23 - $3.29 billion

**Number of Donors**

- Total for 5 Years
  - FY 18 - **64,573** → FY 23 - **86,591**

**System-Wide Fundraising Totals**

- December 1, 2018 → November 20, 2023 = **$1.448 billion**
Fall 2018-Fall 2023: Athletic championships and accolades (all campuses)

Total –
- 3 national championships
- 20 conference championships
- 9 conference tournament championships

UT Knoxville –
- 4 conference championships
- 4 conference tournament championships

UT Chattanooga –
- 5 conference championships
- 2 conference tournament championships

UT Southern –
- 3 national championships (1 soccer; 2 clay shooting)

UT Martin –
- 11 conference championships
- 3 conference tournament championships
BE ONE

BOLD AND IMPACTFUL
EMBRACE DIVERSITY
OPTIMISTIC AND VISIONARY
NIMBLE AND INNOVATIVE
EXCEL IN ALL WE DO
UNITED AND CONNECTED
TRANSPARENT AND TRUSTED
# 2023 Presidential Performance (Aggregate)

2023 Presidential Performance Review Constituency Survey

Q9 - Overall: President Boyd's overall performance during 2023 exceeded expectations:

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AGENDA ITEM SUMMARY

Meeting Date: June 24, 2024

Item: Recommendation regarding the Appointment of a President of The University of Tennessee System

Type: Action

Presenter: John Compton, Chair of the Board of Trustees

Background Information

Under Tennessee Code Annotated § 49-9-209, the Board of Trustees has the responsibility of appointing a chief executive officer of The University of Tennessee system (the “UT System”), who shall serve as president.

On September 25, 2018, the Board appointed Randy Boyd to serve as interim president of the UT System, with a term beginning November 22, 2018. Less than two years later, on March 27, 2020, the Board appointed him to serve as president of the UT System, with a term extending up to June 30, 2025.

At the Winter Meeting of the Board of Trustees held on March 1, 2024, President Boyd expressed his willingness to continue to serve the University to complete the “Greatest Decade in the History of the University.” By unanimous roll call vote, the Board authorized me, in my capacity as Board Chair, to explore the reappointment of Randy Boyd.

Since that time, I have sought input from a variety of constituent stakeholders, including:

(i) representatives of faculty, student, staff and alumni leadership, Chancellors and other senior administrative staff, and Trustees, through the holistic, 360-degree survey utilized for the 2023 Annual Presidential Performance Review (Annual Review), along with a number of other direct conversations;

(ii) members of the General Assembly, including Lieutenant Governor and Speaker of the Senate Randy McNally and Tennessee Speaker of the House of Representatives Cameron Sexton, in connection with the interviews required under the Annual Review process and as part of the University’s most recent sunset hearing before the Joint Committee on Government Operations; and

(iii) Governor Bill Lee.
As noted in my memorandum to the Board, dated June 12, 2024, pertaining to President Boyd’s Annual Review (Tab 1 of the meeting materials), there is measurable evidence of the University's remarkable progress since his appointment as president less than five years ago. Further, there is overwhelming support for the Board’s consideration of Randy’s reappointment as president.

According to the American Council on Education’s latest survey of presidents, the average tenure of a college president has declined to 5.9 years, down from 6.5 years in 2016, and 8.5 years in 2006. Of the 1,075 respondents to the survey, one in four presidents (25%) indicated that they plan to step down within the next year or two and thirty percent (30%) intend to do so in the next three to five years. Among the presidents who plan to step down within the next five years, the next steps they were considering included retiring and holding no other position (39%). While seasoned and successful presidents are departing their institutions, we are in the fortunate position of having a president who is not only willing, but excited to continue to serve.

Today’s American college president is leading a complex enterprise during a period marked by various institutional challenges and dynamic change. With the enrollment cliff converging on the nation’s campuses and the value of higher education being questioned by many, there will be no shortage of additional stressors on the organization, and leadership tests will continue to exist like no other moment in recent history. Across all stakeholders, Randy is highly regarded as a visionary leader who demonstrates integrity. His optimism, enthusiasm, and innovative thinking are among his strongest qualities, which traits are well-suited for navigating the current landscape and leading the University in the years to come.

**Recommendation**

The success of higher education institutions depends heavily on presidential leadership, and one of the governing boards’ most important duties is hiring, supporting, and retaining dynamic presidents. It is my recommendation that the Board consider the reappointment of Randy Boyd as president, without undertaking a national search for the position. This recommendation is based on several important considerations, including the positive momentum of the University, the strategic initiatives underway, and, most notably, the favorable feedback received from and widespread alignment among key stakeholders, internally and externally.

**Board Action**

The proposed resolution for the reappointment of Randy Boyd, as president of the UT System is attached.
The University of Tennessee
Board of Trustees

Resolution ___ - 2024
Appointment of the President of
The University of Tennessee System

WHEREAS, pursuant to Tennessee Code Annotated §49-9-209 and the Bylaws of the University of Tennessee Board of Trustees (the “Bylaws”), the Board is authorized to appoint a chief executive officer of The University of Tennessee system (the “UT System”), who shall serve as the president; and

WHEREAS, Randy Boyd was appointed by the Board to serve as interim president of the UT System on September 25, 2018, and he assumed the role effective November 22, 2018;

WHEREAS, on March 27, 2020, President Boyd was appointed to serve as president of the UT System through the fiscal year ending on June 30, 2025;

WHEREAS, President Boyd has expressed an interest in continuing to serve as president;

WHEREAS, based on the favorable performance review, the positive momentum of the University, the importance of the strategic initiatives that are ongoing, and the overwhelming stakeholder support for Randy Boyd, the Chair of the Board has recommended that the Board reappoint Mr. Boyd to serve as chief executive officer and president of the UT System in accordance with the terms set forth below; and

WHEREAS, Mr. Boyd has agreed to serve in such capacity and has requested that he receive no salary for his service;

NOW, THEREFORE, BE IT RESOLVED:

1. Term of Appointment. The Board of Trustees hereby appoints Mr. Randy Boyd to serve as chief executive officer and president of the UT System effective immediately. The term of appointment shall extend for up to the next six (6) fiscal years, through the fiscal year ending on June 30, 2030.
2. **Duties as President.** The duties of the chief executive officer and president shall be those stated in the Bylaws as they now exist or as amended from time to time, along with such other duties as may be assigned by the Board or a Committee thereof, or imposed under the laws of the State of Tennessee, University policies and procedures or may otherwise be customary for university presidents generally. Without limiting the foregoing, the position description, which was previously adopted in July 2010 and attached hereto, is hereby reaffirmed.

3. **Salary and Other Benefits.** Mr. Boyd shall receive no salary for his service as chief executive officer and president. The University shall provide Mr. Boyd with a stipend in the amount of $10,000 per year to cover costs related to enrollment in the state group health insurance plan during his term of service.

4. **No Employment Contract.** Notwithstanding the foregoing, Mr. Boyd’s service as chief executive officer and president shall be at the will and pleasure of the Board.
POSITION DESCRIPTION
PRESIDENT – THE UNIVERSITY OF TENNESSEE SYSTEM

Position Summary

The President of the University of Tennessee System is one of that state's most visible leaders and is its most prominent spokesperson for higher education. Working closely with the UT Board of Trustees and with political and economic leadership across the state, the President sets an agenda that ensures and augments UT's status as institutions of choice for students and a sought-after source of research and scholarship.

Roles and Responsibilities

The President of the University of Tennessee System is a leader of unquestioned integrity with the personal and professional qualities and experience necessary to head a large, complex, and highly diversified consortium of higher education entities. In particular, the ability to interface productively with external audiences that include governmental and corporate leadership, and private philanthropists is required. The President is the face of UT and one of the most recognizable citizens of Tennessee, with responsibility for advocating for higher education in general and for UT in particular. The President builds and maintain productive partnerships within state government, especially with the Governor of Tennessee, leadership of the Tennessee Senate and House of Representatives, and government and political leaders across the state. The President plays a leading role in the development and securing of grants, contracts, and private philanthropic support for the system and for each of its constituent units; serves as the “face and voice” of public higher education for the State of Tennessee; educates the state’s citizenry about the need for well-educated citizens and advocating on behalf of UT in the furtherance of its central missions.

The President is the chief executive officer of the University of Tennessee System and exercises complete executive authority over all component parts of the University, subject to the direction and control of the UT Board of Trustees. The University’s bylaws outline specific duties and responsibilities of the President. In addition, the President has the following principal duties:

- Lead and administer the University of Tennessee System under policies prescribed by the Board of Trustees and laws enacted by the State of Tennessee;
- Advise the Board on the formulation of policies, ensure that the Board’s policies are executed, and support the Board’s consideration and study of new policies;
- Recommend the system-wide budget to the Board, the Tennessee Higher Education Commission, the Governor of the State of Tennessee, the Tennessee Department of Finance and Administration, and the Tennessee General Assembly, and review/recommend the addition or discontinuation of academic programs to meet the needs of the student population and the State of Tennessee;
Recommend to the Board appointment of chancellors, system officers, and other leaders as appropriate for UT’s constituent institutions;

Through a comprehensive assessment procedure evaluate and manage the performance of those chancellors and University officers/leaders;

Administer the office of the President, establish UT-wide business procedures, and oversee the overall maintenance and enhancement of the physical plants and security at all institutions;

Lead the finalization, execution, and coordination of strategic and master plans for the system, ensuring that those plans coordinate with the plans and activities of the constituent units;

Lead and execute fundraising and alumni relations programs; and

Perform other duties as assigned by the Board.