



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE WINTER MEETING OF THE BOARD OF TRUSTEES March 1, 2024

The University of Tennessee Board of Trustees met at 9:45 a.m. (CT) on Friday, March 1, 2024. The meeting was held in the Warren-Wilson Hall Room in Martin Hall, located at the University of Tennessee Southern, in Pulaski, Tennessee.

Trustees Present: John C. Compton, Chair; Bradford D. Box; Decosta E. Jenkins; Shanea A. McKinney; Christopher L. Patterson; William (Bill) C. Rhodes III; Donald J. Smith; David N. Watson; T. Lang Wiseman; Woodi H. Woodland (Student Trustee); and Jamie R. Woodson.

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

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

Opening Remarks by the Chair

Chair Compton opened the meeting and welcomed Rodney Hawkins, Associate/Discipleship Pastor of the First Baptist Church of Pulaski, who provided the invocation.

Chair Compton began his remarks by offering his thanks to the University leadership for the work performed leading up to the Board meeting. He recognized the members of the UT Southern Advisory Board in attendance. Chair Compton also praised the efforts of Interim Chancellor Linda Martin and her team for their efforts since UT Southern joined the UT System, particularly as they work to increase enrollment and retention at the campus.

Requests to Address the Board

Chair Compton announced that no requests to address the Board were received prior to today's meeting.

President's Update

President Boyd began his presentation by expressing his gratitude to Cynthia C. Moore (Secretary and Special Counsel to the Board of Trustees), Chancellor Martin, and members of the UT Southern campus community for their efforts to ensure that the Board meetings and related activities were

a success. He also thanked the University Chancellors, senior leaders, and the Trustees for their continued efforts and support of the University.

First Five Years. Before presenting the University's 2024 Proposed Goals and Objectives, President Boyd reviewed the University's progress over the first five years of what he hopes will come to be known as the "Greatest Decade in UT History," as organized under the five pillars of the UT System Strategic Plan:

- ***Enhancing Educational Excellence.*** There are three principal initiatives that speak to the progress the University has made over the past five years: (i) establishing the UT Promise; (ii) merging Martin Methodist College into the UT System to create UT Southern; and (iii) launching the Institute for American Civics. During that same time period, the University has seen increases in enrollment (13.8%), retention (4.2%), and four-year and six-year graduation rates (3.1% and 3.8%, respectively).
- ***Expanding Research Capabilities.*** Over the last five years, the University has seen a 13.7% increase in research expenditures, rising from \$426 million to \$484 million. Three critical components of the University's research efforts over this time period include: (i) extending the partnership with Battelle to manage the Oak Ridge National Laboratory (ORNL) for the U.S. Department of Energy; (ii) establishing the UT-Oak Ridge Innovation Institute (UT-ORII)¹ to assist in leveraging the University's partnership with ORNL; and (iii) the reunification of the UT Institute of Agriculture (UTIA) with UT Knoxville, which has had a significant impact on UTIA's ability to recruit faculty and students and secure research funding.
- ***Fostering Outreach and Engagement.*** Over the past five years, the University has continued its efforts to improve the lives of all Tennesseans through significant programs, including, but not limited to: (i) securing funding from the state to support the hiring of additional extension agents to serve Tennessee's agriculture sector and to modernize a large number of extension offices; (ii) establishing the Grow Your Own Center to create an apprentice program to address the shortage of teachers in the state; (iii) launching the Substance Misuse and Addiction Resource for Tennessee (SMART) Initiative to assist leaders in rural counties in determining how best to use funding received as part of the National Opioid Settlement; and (iv) founding the Healthy Smiles Initiative, which received funding from the state create a network of dental clinics to provide free or next to free dental care to underserved people throughout our state, particularly in rural areas.
- ***Ensuring Workforce and Administrative Excellence.*** President Boyd listed the talented leaders who were either promoted or joined the University over the past five years and who have made incredible contributions to its progress and to creating a culture that supports students, faculty, staff, and the community.
- ***Advocating for UT.*** In November 2018, one of President Boyd's first actions was the introduction of the "Transparent UT" website, which has made it easier for users to learn

¹ The University received \$80 million from the state to establish UT-ORII.

more about the University. Advocacy also includes the University's work with state leaders to secure historic funding. Additionally, the University has also received incredible support in terms of fundraising, which has reached \$1.34 billion from a record number of donors.

Proposed 2024 Goals and Objectives. President Boyd provided a high-level overview of the Goals and Objectives for the coming year, again, organized under the five pillars of the UT Strategic Plan (Tab 1.1):

- ***Enhancing Educational Excellence.*** The University will continue its efforts to achieve academic excellence through a number of new programs and initiatives, including: (i) instituting a systemwide enrollment plan; (ii) promulgating the use of the Common Application (Common App)² throughout the UT System; (iii) offering support to all campuses to continue increasing enrollment and retention; (iv) moving onto the second phase of the development of a cloud-based student information system; (v) working with the UT Health Science Center to establish a systemwide approach to address the mental health needs; and (vi) working to standardize academic calendars throughout the UT System.
- ***Expanding Research Capabilities.*** The University is setting a goal to reach \$600 million in research expenditures by working to secure large scale grants. Other research initiatives include: (i) establishing a \$30 million Angel Network Fund to support the commercialization of research by University faculty, staff, and students; (ii) creating an Entrepreneurial Fellows Program to train outstanding recent graduate students for careers focused on innovation, technology development, commercialization, and entrepreneurship; and (iii) investing \$50 million under the American Rescue Plan Act of 2021 (ARP) to modernize equipment and facilities at the ten AgResearch Centers throughout the state.
- ***Fostering Outreach and Engagement.*** The University intends to expand outreach and engagement through innovative programs, such as: (i) investing \$5 million to launch the Grand Challenge Collaboration Grants, to encourage cross-campus collaboration to solve the challenges facing the State; (ii) expanding UT Extension's 4-H for Credit program that allows students to earn credits that can be used if they attend UT and developing similar credit programs for adults; (iii) continuing to assist business through the Institute for Public Service's Center for Industrial Services, while also working to train and assist economic development officers in all 95 counties; and (iv) supporting the Law Enforcement Innovation Center as it launches a new National Academy for Leadership in Law Enforcement.
- ***Ensuring Workforce and Administrative Excellence.*** The most visible goal in this area will take place when DASH (Dynamic Administrative Systems for Higher Ed) goes online. The University is also working to: (i) reposition its athletics programs for the future; and (ii) institute a University-wide centralized/standardized procurement system.

² Through the Common App platform first-time and transfer applicants can apply to multiple institutions by completing a single application.

- ***Advocating for UT.*** The University will continue its advocacy efforts through a number of programs, including: (i) continuing work on the joint campaign with Tennessee’s locally governed institutions to underscore the value of higher education; (ii) developing a new campaign, “Pick UT,” to expand awareness of the options and choices available at UT; (iii) adding 15 “Everywhere You Look, UT” murals across the state; (iv) working with state government to secure funding for the University’s top capital projects, along with recurring revenue for the UT Health Science Center; (v) expanding fundraising efforts to reach \$400 million in donations; and (vi) reaching out to state agencies to create more partnerships to utilize the resources and strengths of the University.

Following President Boyd’s presentation, the Trustees complimented him and his team on the progress the University has made and expressed their support for the 2024 Goals and Objectives. Trustees Jamie Woodson and Brad Box described President Boyd as an example of a servant leader and a role model for the University community. During discussion, President Boyd announced his interest in continuing to serve as president in order to complete the “Greatest Decade in UT History.” Following discussion, Chair Compton asked Board Secretary Moore to begin the process of exploring what actions need to be taken to extend President Boyd’s term to June 2030.

Committee Reports

Audit and Compliance Committee. Committee Chair Decosta Jenkins provided a brief report on the Committee meeting held on February 29, 2024. At the meeting, the Committee reviewed and approved both the 2024 Internal Audit Plan and the 2024 Institutional Compliance Plan. The Committee also received an update on campus safety, which included crime statistics for each campus as reported in the Annual Safety Report as required by the Clery Act and learned more about the Crime on Campus Report prepared by the Tennessee Bureau of Investigation pursuant to the Tennessee College and University Security Information Act. There were no action items brought before the Committee that require further action by the Board.

Mr. Jenkins advised the Board members that at the nonpublic meeting held on that same day, the Committee was advised that following completion of the state’s audit of the University’s Annual Financial Statements for the Fiscal Year ending June 30, 2023, the University received an unqualified audit opinion. The Division of State Audit also completed two additional engagements: (i) an agreed upon procedures engagement required by the NCAA, which noted two minor exceptions; and (ii) an audit of federal grants, which found a total of three findings that fit the threshold for reporting but were not considered material. The Committee Chair reported that the University’s responses to the findings and the planned corrective actions were appropriate.

Education, Research, and Service Committee. Committee Chair Jamie Woodson provided an overview of the action items being brought forward for the Board’s approval as set forth on the meeting’s Consent Agenda. The Committee also heard presentations on: (i) recent trends in the college-going rate of Tennessee high school graduates; (ii) the University’s admit, yield, and retention rates; (iii) the development of a systemwide strategic enrollment planning framework,

including having all campuses participate in the Common App process; and (iv) the Grow Your Own Center.

Finance and Administration Committee. Before beginning his report, Committee Chair William Rhodes expressed his gratitude to Board Chair Compton for his leadership of the Board over the last five years. Committee Chair Rhodes then provided highlights from the Committee's meeting that morning, including: (i) a report on the University's financial performance for the first two quarters of FY 2023-24, compared to that same period in FY 2022-23; (ii) a review of the results of the recent Staff Engagement Survey; (iii) an update on the enterprise resource planning project; and (iv) a report on budget modifications associated with capital projects in excess of \$20 million.

Mr. Rhodes concluded his report by advising that the Committee is recommending two action items for consideration and approval by the Board (Tabs 2.3.1 and 2.3.2) that are on the main agenda, as well as six items that were included on the Consent Agenda (Tab 4.3). In discussing the items included on the Consent Agenda, Committee Chair Rhodes called specific attention to the Resolution approving the naming of UT Martin's ROTC Center in honor of Retired Lt. General Dennis D. Cavin. Mr. Rhodes advised the Trustees that this action will recognize Lt. General Cavin's service to his country and his dedication and support of UT Martin.

Upon motions duly made and seconded, the Board of Trustees unanimously approved the FY 2023-24 Revised Operating Budget (*Resolution 007-2024*) and the FY 2024-25 State Budget Amendment Request (*Resolution 008-2024*).

Proposed Strategic Plan, UT Southern

Prior to beginning her formal presentation, Interim Chancellor Martin expressed her thanks to the UT Southern faculty, staff, and students who contributed to planning and hosting the Board meetings over the past two days, she noted, in particular, that Kim Harrison, Executive Administrative Assistant, played a central role in coordinating the Trustees' visit.

Dr. Martin directed the attention of the Trustees to the UT Southern Strategic Plan: 2023-2028 – Igniting Excellence ("Strategic Plan" or "Plan"), a copy of which was included with the meeting materials (Tab 3) and distributed at the meeting. She noted that if approved, this will be the inaugural plan for the UT's newest campus, which marks a historic occasion for the campus and the University. Dr. Martin described the Strategic Plan as presenting a vision that will guide UT Southern toward a goal of becoming a destination campus through purposeful growth and positive transformation.

Dr. Martin described the process that went into drafting the Plan, which included a committee of 24 members comprised of faculty, staff, students, and administrators led by an external facilitator. The committee collected input from internal and external stakeholders, as well as from peer and aspirational peer institutions. The Plan identifies current and future challenges facing higher education, as well as UT Southern's strengths, chief among which are the people who make up the campus community.

The foundation of the Strategic Plan is built upon five values, which align with the Be One UT values:

- Integrity and Transparency: Promoting ethical choices; honoring commitments; and fostering trust, honesty, and openness.
- Excellence and Distinctiveness: Pursuing quality; establishing ambitious benchmarks; and exceeding expectations.
- Respect and Civility: Promoting professionalism; extending kindness and empathy; and valuing diverse perspectives.
- Connectedness and Collaboration: Serving with purpose; building partnerships; and inspiring others.
- Innovation and Transformation: Thinking big; being bold; and inspiring others.

These values feed into the Mission and Vision of the campus, as articulated in the Plan.

The Plan draws on the rich history of the campus, which began as Martin Methodist College, to continue its 150-year legacy of serving Southern Middle Tennessee by educating students to meet the current and future workforce needs of the region and the state. A symbol of that history can be found in the three columns on the east end of the campus green. Those columns served as the inspiration for the three pillars of the Strategic Plan. Each pillar has three objectives – with each objective having strategies designed to meet the articulated goals – and five metrics that will be used to measure progress. The three pillars are as follows:

- Pillar One: Enhance Academic Excellence & Promote Innovation;
- Pillar Two: Create Transformational Student Experiences & Foster Student Success; and
- Pillar Three: Establish Greater Connectedness & Facilitate Campus and Community Engagement.

Dr. Martin explained that Pillar Two of the Plan contained a specific reference to athletics to emphasize the fact that UT Southern wants its student athletes to be as successful in the classroom as they are on the field, especially since student athletes make up 41% of UT Southern’s student body.

Dr. Martin concluded her report by thanking the Board for their support of the University’s newest campus. Following her report, Chair Compton asked James W. Granbery, Chair of the UT Southern Advisory Board, if he would like to say a few words. Mr. Granbery, who had served as Vice Chair of the Board of Martin Methodist College, stated that the creation of UT Southern has had a transformational impact on the campus and the 13 counties that surround it. He thanked President Boyd for his visionary leadership and expressed his appreciation to Governor Lee and the Tennessee State Legislature for their support of the merger that created UT Southern.

Upon motion duly made and seconded, the Board of Trustees approved The University of Tennessee Southern Strategic Plan (*Resolution 009-2024*).

Consent Agenda

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

Other Business

At the request of Chair Compton, and upon motion duly made and seconded, the Board of Trustees approved **Resolution 028-2024** adding a new item to the meeting agenda. Upon approval of that action, Chair Compton introduced a resolution authorizing him to begin exploring the necessary steps needed to formally extend Randy Boyd's term as President of the UT System. Upon motion duly made and seconded, a roll call vote was taken, and the Board of Trustees approved **Resolution 029-2024** formally endorsing and recommending that the Board Chair explore extending President Boyd's term until June 30, 2030. Following approval of the resolution, Chair Compton made a commitment to keep the Trustees informed as he begins discussions with stakeholders and with President Boyd.

Closing Remarks and Adjournment

In his closing remarks, Board Chair Compton made the following announcements: (i) on March 11 and 13, 2024, he, along with members of the University administration will be in Nashville for Sunset Hearings and other meetings with elected officials; (ii) the investiture ceremony for Chancellor Yancy Freeman will be held at UT Martin on March 15, 2024; (iii) the Executive Committee will meet on May 10, 2024; and (iv) the Annual Meeting of the Board and Board Committees will be held on Monday and Tuesday, June 24 and 25, 2024. Chair Compton concluded his remarks by thanking Board Secretary Cynthia Moore and members of her team (including Beth Gladden, Jack Holden, Mike Gregory, and Natalie Keener) for all of the effort that they devoted to making the Board's visit to UT Southern an outstanding success.

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

Respectfully Submitted,

/s/Cynthia C. Moore

Cynthia C. Moore
Secretary and Special Counsel

Approved Consent Agenda Items

- Items from the Board of Trustees:
 1. Minutes of Prior Meeting
- Items from the Education, Research, and Service Committee
 1. Proposed Changes to the UTK Faculty Handbook
 2. Proposed New Academic Programs, UTK:
 - Bachelor of Science in Data Science
 - Bachelor of Science in Applied Artificial Intelligence
 - Bachelor of Science in Innovative Transdisciplinary Studies
 - Bachelor of Science in Environmental Engineering
 3. Proposed Academic Program Modification:
 - Doctor of Engineering in Industrial Engineering, UTK
 4. Proposed New Academic Units:
 - Department of Applied Leadership and Learning, UTC
 - Department of Biomedical Engineering, UTK
 - Department of Applied Engineering and Technology, UTK
 5. Proposed New Off-Campus Centers:
 - UTM-Springfield Center
 - UTHSC College of Pharmacy-Knoxville and Nashville
 6. Grant of Tenure upon Initial Appointment
- Items from Finance and Administrative Committee:
 1. New Student Housing, UTC
 2. Public Private Partnership (P3) -Student Housing, Lake Loudoun Site, UTK
 3. Proposed Nonprofit Foundation
 4. Honorary Naming of ROTC Center: Dennis D. Cavin ROTC Center, UTM
 5. Acquisition of Property by Gift for Institutional Use, UTM
 6. Utility Easement to Ben Lomand Communications, LLC, UTK/UTSI

(See Resolutions 010-2024 through 027-2024)

Attachments

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

- President's PowerPoint Presentation: The Greatest Decade
- UT Southern Strategic Plan: 2023-2028 - Igniting Excellence