THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

EXECUTIVE COMMITTEE	
Friday, January 24, 2025	
9:00 a.m. EST/8:00 a.m. CST	Virtual/Knoxville, TN

AGENDA

I.   Call to Order and Roll Call

II.   Remarks of the Chairperson

III.   President's Update
      A. 2024 Accomplishments .... Tab 1.1

IV.   Planning for Winter Board Meeting – Discussion

V.   Consent Agenda—Action/Roll Call Vote .... Tab 2
      A. Minutes of the Last Meeting .... Tab 2.1
      B. Resolution Appointing a Managerial Group for
        U. S. Government Contracts .... Tab 2.2

VI.   Other Business

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

VII.   Closing Remarks and Adjournment

2024 ACCOMPLISHMENTS

The University of Tennessee System achieved significant milestones in 2024, aligned with its strategic pillars of Enhancing Educational Excellence, Expanding Research Capacities, Fostering Outreach and Engagement, Ensuring Workforce and Administrative Excellence, and Advocating for UT. These accomplishments showcase UT's ongoing impact across education, research, community engagement, and organizational leadership.

EXECUTIVE SUMMARY

Enhancing Educational Excellence

1. Strategic Enrollment Growth
   - Goal: Develop a multi-year systemwide enrollment plan.
   - EOY Update: Established a framework for enrollment planning, achieving a record 62,149 students—up 6% from 2023. Key retention rates saw improvements, with UT Southern increasing by 13%.
2. Streamlined Admissions
   - Goal: Implement the Common Application across all undergraduate campuses.
   - EOY Update: All campuses are live on the Common Application, making it easier for prospective students to apply.
3. UT Promise Expansion
   - Goal: Enhance access and retention through income threshold increases and awards.
   - EOY Update: Applications rose 46%, with over 1,200 students supported by UT Promise. Mentorship efforts recruited 500 new mentors.
4. Mental Health Priorities
   - Goal: Establish systemwide wellness initiatives.
   - EOY Update: Dr. Jessi Gold led the formation of strategic wellness groups and data alignment projects, representing UT in national mental health dialogues.
5. Teacher Apprenticeships
   - Goal: Expand Grow Your Own (GYO) educator programs.
   - EOY Update: Enrolled 153 new apprentices, with 1,178 total participants. Access was expanded to 91 rural districts statewide.

Expanding Research Capacities

1. Innovation and Startups
   - Goal: Launch an Angel Network Fund and Entrepreneurial Fellow's Program.
   - EOY Update: Invested $150,000 in a startup and advanced commercialization of healthcare AI systems developed by the Entrepreneurial Fellow.
2. AgResearch Modernization
   - Goal: Update infrastructure across 10 centers.
   - EOY Update: Progress continued through design and state approvals.
3. DASH Research Modernization
   - Goal: Implement scalable tools for research management.
   - EOY Update: Achieved milestones for Conflict of Interest and Employee Compensation modules, preparing for January 2025 deployment.

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2024 ACCOMPLISHMENTS

Fostering Outreach and Engagement
- Grand Challenge Grants
  - Goal: Distribute $5M for initiatives addressing education, rural communities, and addiction.
  - EOY Update: Awarded 35 grants totaling over $4.6M, with presentations scheduled for the 2025 Grand Challenge Summit.
- Workforce Development
  - Goal: Generate a $2.5B economic impact.
  - EOY Update: Achieved $2.3B to date, with expanded training for economic developers in 90 counties.
- Educational Pathways
  - Goal: Expand 4-H and STEM programs.
  - EOY Update: 4-H for Credit approved, and new STEM initiatives were developed across four centers.

Ensuring Workforce and Administrative Excellence
- ERP System Overhaul (DASH)
  - Goal: Implement a comprehensive ERP for finance and HR.
  - EOY Update: User testing and training are progressing, with the go-live date set for January 2025.
- Efficiency Initiatives
  - Goal: Streamline academic approvals and capital projects.
  - EOY Update: Reduced timelines saved $3.2M in inflation costs across 51 projects.
- Employee Development
  - Goal: Expand leadership and training programs.
  - EOY Update: Rolled out offerings like "Leading from the Middle" and the reimagined Executive Leadership Institute.

Advocating for UT
- Record Fundraising
  - Goal: Surpass $400M in private support.
  - EOY Update: Raised $430.3M from 86,751 donors, advancing the $3B goal for the decade.
- Brand Awareness
  - Goal: Strengthen the UT brand through campaigns and outreach.
  - EOY Update: The "Find Your UT" campaign and "Everywhere You Look, UT" murals added 15 new sites, with 68 murals now in 64 counties.
- Federal and State Partnerships
  - Goal: Develop collaborations to address Tennessee's challenges.
  - EOY Update: Secured $69.5M in federal funding and advanced partnerships with state agencies, including $18M for the Healthy Smiles Initiative.

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2024 ACCOMPLISHMENTS *

ENHANCING EDUCATIONAL EXCELLENCE

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 be in line with the System's vision and goals. Collectively, these efforts will provide a roadmap for sustainable enrollment growth and increases in student success outcomes.

EOY Update: Following the February 2024 Board of Trustees meeting, the UT System contracted with the Huron Consulting Group and convened an enrollment council consisting of enrollment and student success leaders from each campus. The council developed a systemwide enrollment planning framework, which was shared with the Board of Trustees in June. The framework outlined priorities, initiatives, roles, and responsibilities to support enrollment growth and a more coordinated approach to enrollment planning. This Fall, the Enrollment Council worked to establish regular reporting standards and timelines, prioritize systemwide initiatives, and support the development of individual campus enrollment plans in 2025. The Council is also working closely with Vice President Carpenter to support the development and implementation of a statewide campaign to increase awareness of each UT campus and the value of higher education.

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.

EOY Update: As of September 2024, the university's undergraduate campuses in Knoxville, Chattanooga, Pulaski, and Martin were all live and available on the Common Application. As a result, prospective students can now visit this easy-to-use website and find and apply to any or all of our UT campuses using this single national platform.

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

EOY Update: Even with the headwinds associated with the new FAFSA, UT's campuses experienced application growth, and by the Fall, the UT System was able to report another year of record enrollment growth, reaching 62,149 students. This represented a 6% increase from last Fall's record enrollment of 58,726 students. Enrollment growth at our undergraduate campuses ranged from 4% at UT Chattanooga to 8% at UT Martin, putting them well on their way to reaching their Fall 2030 enrollment goals. Multiple campuses also reported record or near-record first-year retention rates. UT Knoxville reported a record-high 92% first-year retention, and UT Martin saw an improvement of almost 4%, reaching 77% first-year retention. UT Southern saw a remarkable 13% increase in first-year retention, from 64% to a record 77%.

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Support Record Growth while Enhancing the UT Promise Experience: The program's recent income threshold 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.

EOY Update: The UT Promise program saw significant enhancements for the 2024-2025 academic year. The program's income threshold was increased from $60,000 to $75,000, making two-thirds of Tennessee families eligible. The minimum award for UT Promise recipients was also increased from $100 to $500 per semester. With these changes, the program received over 13,000 applications for the class of 2024 - a 46% increase from the previous year's total. This Fall, over 1,200 new and continuing students across the UT System received the UT Promise scholarship, matching our largest cohort of students to date. Fall 2023 to Spring 2024, retention increased 3.5% to 64.9%. Given the increased minimum award, we expect this number to increase for Spring 2025. Fall 2023 to Fall 2024 program retention will be calculated in January 2025, and we expect this number to increase. Finally, while we experienced mentor attrition from Fall 2023 to Fall 2024, the team recruited over 500 new mentors for the academic year.

Build the Foundation for the Future Common Student Information System: The Huron Consulting Group will lead the UT System's prep 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.

EOY Update: The DASH Student prep and planning project launched in February 2024. This effort began with mapping data from current/legacy student information systems to the new Oracle Student Management data model. Data mapping is now complete at all five campuses. Partners from the Huron Consulting Group are supporting our efforts to standardize the data definitions in preparation for a test load. The test will be used to identify potential data conversion issues in advance of the implementation project. Socialization of the Oracle financial aid solution is also well underway. The UT System hosted a Student Information Student (SIS) Summit in Fall 2024 to support this effort. It was attended by more than 60 campus leaders, including our partners from Oracle and Huron.

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.

EOY Update: The UT System's inaugural Chief Wellness Officer, Dr. Jessi Gold, joined us in February 2024. Since that time, she has assumed the leadership of the UT Mental Health Task Force, held regular meetings of the newly formed student wellness councils for undergraduate and graduate

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students, and completed multi-day visits to each UT System campuses. This summer, Dr. Gold led a multi-day retreat for mental health and wellness leaders in Nashville. Based on feedback from the retreat, Dr. Gold formed two strategic working groups: the first focused on Substance Use and Prevention, while the other is focused on taking care of our own (i.e., supporting faculty and staff in wellness-related areas). This Fall, Dr. Gold worked with campus leaders to outline a systemwide assessment plan to align data collection and reporting efforts and a mapping exercise to document current state efforts. Nationally, Dr. Gold continues to represent the UT System in talks and keynote addresses across the country, writing for the popular press and regularly making key media and social media mentions.

Solidify 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.

EOY Update: The Tennessee Department of Education (TDOE) extended the existing Tennessee Grow Your Own Center's contract through September 30, 2025, without adding funds. This meant the Center had carryover funding available to enroll a fall cohort of 153 new apprentices. After 2 years, the program has enrolled 1,178 apprentices or pre-apprentices with a 90% retention/completion rate (126 total withdrawals). One hundred sixty-eight new fully licensed teachers have completed, and 884 are actively participating (531 as apprentices and the rest as pre-apprentices). We fully met the access goal for special education: 100% of aspiring apprentices in the state now have access to a no-cost post-baccalaureate pathway to teacher licensure in special education. We fully met our goal for rural school districts: 91 of Tennessee's 109 school districts are now ready to offer apprenticeships for fall 2025.

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.

EOY Update: The UT System Office of Academic Affairs, Research, and Student Success held a systemwide academic department heads training in Nashville in April 2024. The event was an opportunity for attendees to enhance leadership skills, network, exchange insights, and strengthen their impact within the university system. Plenary sessions included a keynote workshop, sessions on legal and legislative considerations, and an expert panel on best practices for conducting faculty evaluation for tenure and promotion. The event received very positive evaluations from all attendees. On October 3, UT System academic leaders and colleagues from the Office of General Counsel traveled to UT Martin to co-host a professional development event for the institution's deans and department heads. The next systemwide department head event for Spring 2025 in Nashville is in development.

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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.

EOY Update: A committee of systemwide academic leaders delivered their final report and recommendations to President Boyd and the Chancellors in February 2024. Their findings revealed that our undergraduate campuses already have aligned starts to the academic year, and other than UT Knoxville (which recently implemented a Winter Mini-Term), the System's remaining campuses end their academic years at the same time each spring. The committee's report also revealed that there were no other peer systems with more aligned calendars than the UT System. The UT campuses will work to maintain this alignment and look for additional opportunities to align systems and processes, adding value (e.g., implementing a common student information system).

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.

EOY Update: Campus access and engagement officers were convened monthly during the 2024 calendar year to ensure efforts were aligned, measurable, focused on enhancing access for all, and in compliance with state and federal laws. Jeffery Danso filled the vacant Executive Director for Access & Engagement role in September. Jeff joined the team after leading similar efforts at the University of Florida. This Fall, Jeff has been actively engaging in regular meetings with campus counterparts to develop an understanding of their current operations, goals, and future opportunities. This engagement has included travel to multiple UT campuses. In addition to campus partner engagements, Jeff has also been actively engaged with colleagues to identify key metrics to help us track our progress. These metrics include increasing the number of applicants to UT campuses from the state's college-going student population; increasing first-year retention of all students on each of our campuses as well as student persistence to graduation; reducing the percentage of students who have federal student loans as well as the average amount of student loan debt; and increasing the reported outcomes related to civility in the biennial UT/Gallup Climate Survey.

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EXPANDING RESEARCH CAPACITIES

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.

EOY Update: UTRF is working with UT Knoxville's Office of Research, Innovation, and Economic Development and the Office of Advancement to develop the first draft of 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. The draft blueprint will be shared with colleagues at UT Health Science Center, UT Chattanooga, UT Martin, and UT Southern for their input.

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.

EOY Update: The UTRF Accelerate Fund has invested $150,000 in Orion Therapeutics, Inc. as a convertible note and is conducting due diligence on two other startups for potential investment by December 31, 2024. UTRF launched the Entrepreneurial Fellow's program and hired Tanner Hobson as the first Entrepreneurial Fellow at UT Knoxville's Tickle College of Engineering. Tanner has developed an AI-driven visualization and analytics system for the healthcare industry. This System has now been licensed to Vizualize AI, a startup formed by Tanner and two others.

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. It will start the implementation of the Grants and Agreements and Institutional Review Board modules.

EOY Update: DASH Research continues to make progress as planned. Implementation of Conflict of Interest (COI) and Employee Compensation Compliance (ECC) are moving forward with user acceptance testing and training activities in preparation for the January 2025 go-live along with DASH. The Grants and Agreements go-live date has been shifted from July 2025 to September 2025 to enable a more successful launch. Meeting the July date is not feasible given the National Institute of Health (NIH) peak activity and deadlines that need to be met in July and August. A fourth project was launched in September to move Institutional Review Board (IRB) activities from legacy systems, such as iMEDRIS, to the Huron IRB module with a go-live date of July 2025.

Complete AgResearch Infrastructure Modernization Plan: UTIA will complete implementation of modernization plan for the 10 AgResearch Centers.

EOY Update: UTIA is on track and moving forward with the implementation of the modernization of all 10 AgResearch Centers. All projects have moved through the concept stage, State Building Commission (SBC) approval, and design phase.

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FOSTERING OUTREACH AND ENGAGEMENT

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.

EOY Update: There was tremendous interest in the Grand Challenge Collaboration Grants, with 73 Type 1 proposals (up to $100K) and 40 Type 2 (up to $500K) applications submitted. A total of of $4.6 million of funding was awarded, including 27 Type 1 proposals and four Type 2 proposals.

The grant winners will attend UT Day on the Hill reception on February 12 and present at the Grand Challenge Summit on February 13-14 in Murfreesboro. Ninety-one submissions were received as possible presenters at the Summit. The committee was able to narrow it down to 60 presentations for the Summit.

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.

EOY Update: The economic impact for 2024 is $2.3 billion. This should increase as final quarter numbers become available. The economic impact is a lagging indicator as customers submit reported sales, investments, and productivity improvements months after projects are completed and evaluated. CIS continues to expand work with defense suppliers and other manufacturers in securing government contracts, strengthening cybersecurity, investing in automation, and achieving key quality certifications. CIS also continues to increase economic and workforce development courses and enrollment, providing training and assistance to economic developers in 90 counties in 2024. CIS has provided training to 287 economic developers in 2024. This number should increase as CIS rolls out new economic development training modules.

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 the summer of 2024, with a future goal of year-round deliveries like the NFA.

EOY Update: LEIC expects to pilot this program in Spring 2025 to complement new mid-level commend academies for the Memphis Police Department and Tennessee Highway Patrol. All major departments, including the Department of Safety and Tennessee Bureau of Investigations, are committed and will continue contributing to this project.

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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.

EOY Update: Throughout 2024, MTAS worked with stakeholders and staff to draft a new, three-year strategic plan that included revised mission, vision, and values statements. The final draft was shared with the agency at a team meeting on December 9 and by email on December 10, 2024. The new plan has three broad goals, nine subgoals, and 30 objectives within those nine subgoals.

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.

EOY Update: UTIA's Dean of Extension is in conversations with K-12 officials to discuss workforce development and career readiness opportunities in schools across the state. The 4-H for Credit has been approved by the UT Knoxville Faculty Senate. The Animal Science Department (ANSC) and Agricultural Leadership, Education, and Communications (ALEC) are pursuing courses for credit opportunities for 4-H'rs. Additionally, the STEM initiatives are a priority at all four 4-H Centers across the state and programming is currently in development.

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ENSURING WORKFORCE & ADMINISTRATIVE EXCELLENCE

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.

EOY Update: As reported to the board, UT leadership determined that a go-live of July 1 would not give staff adequate time for testing and training. Therefore, a new go-live date of January 6, 2025, was set. The project is on track to make that date, and the project is currently in user acceptance testing (UAT). All UT employees will be trained in DASH, and ongoing support will be provided.

The University successfully moved all DASH modules to user acceptance testing (UAT), effective September 9, 2024. The University is currently conducting "train the trainer" sessions in addition to UAT. The DASH project is moving forward steadily and is on track to go live across all modules on January 6, 2025. The timeline extension from go-live on July 1, 2024, to January 6, 2025, provided numerous positive benefits, including:

- The ability to ensure comprehensive user education and hands-on training.
- Allows for more time to implement business-process improvements.
- The Payroll team has sufficient time to close out 2024 tax filings and issue applicable tax documentation to employees.

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.

EOY Update: Through advocacy efforts, UT has been a leading voice in increasing efficiency of state processes and eliminating arbitrary barriers that negatively impact the University of Tennessee. This year, these efforts have resulted in commitments from the Tennessee Higher Education Commission (THEC) to streamline the academic program approval process from up to a year to 120 days, as well as eliminating the capital projects submission cap that limited the UT System to 3 projects per year, despite having 5 campuses. In addition, UT significantly expedited state government processes required for the approval of the UT Knoxville Housing P3, allowing the project to move forward on a timeline necessary to meet the Knoxville campus' needs.

The impact of the new authority secured by UT's 2023 legislation has been significant. Approvals under this new authority include 51 projects valued at $168,260,350. Five projects saved at least 15 months each waiting for the annual THEC disclosure process – collectively, these projects avoided 75 months of wait time, and $2,405,255 in inflation costs have been avoided. Forty-five projects saved 4 months each waiting for the quarterly THEC disclosure process, amounting to 180 months of wait time avoided and $800,000 in inflation costs avoided. Additionally, since the legislation, UT has independently executed 39 projects.

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UT staff participated in several working groups this year with the Office of the State Architect to develop process improvements. The initial round of changes implemented into SBC policy focused on real property enhancements. Policy changes established the ability for UT to procure and manage our own due diligence for property acquisitions, reduced the required steps involved in advance of public advertisement for leases, and delegated some property transactions from the State Building Commission to the Office of the State Architect.

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.

EOY Update: This work has progressed as planned. Among other projects, the system Privacy Director has worked with system and campus colleagues on the following items: (1) updating the UT website required by the GDPR privacy regulations; (2) updating and creating uniformity in the definitions used in campus student directories; (3) working with an external vendor that will provide an assessment of covered components under HIPAA at UT; (4) developing a new system policy on records retention and destruction; and (5) developing a training video for department heads on the Tennessee Public Records Act. Future activities will include the drafting of new and revised System HIPAA and FERPA policies.

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.

EOY Update: The Office of the Board Secretary and the Office of the General Counsel have drafted several new and revised Board policies. At its October meeting, the Board approved the following policies: (1) a new policy on accreditation, (2) a new policy on research security, and (3) a revised policy on related foundations. Work is ongoing on a new policy on artificial intelligence and revisions to other existing Board policies, including the policy on settlement of claims and litigation, the policy on intellectual property, and the policy on oversight of athletics, and we anticipate that these revised policies will be presented to the Board for its consideration in 2025.

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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.

EOY Update: The compensation team has successfully completed the RFP process and issued an intent to award Huron as the finalist to implement a comprehensive compensation study for UT systemwide. Initiation of the study is scheduled for Fall 2024, and a completion date is expected to be identified in the coming 2025 calendar year. UT will continue utilizing our current compensation benchmarks through the three surveys listed: CUPA-HR in January, Chronicle in June, and CompData in November. We have instituted a Comp Analyst tool to improve our ability to base compensation decisions on reliable market data. We are expanding opportunities for employee recognition and engagement through DASH as a part of our ongoing retention efforts.

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 architectures and technology from Microsoft, thus maximizing our investments in these tools and standardizing training and knowledge sharing among the institutions. Also, creating a standard data architecture model is needed for enhanced reporting from DASH, DASH Research, and the upcoming SIS.

EOY Update: The Security Operations Center went live at the beginning of September and is monitoring all systems that have been registered for protection. It will take several months to get all assets under management. The project is going very well and, at this early stage, can be described as a resounding success.

The IAM project has kicked off, and work has begun to move the System to Microsoft's Identity Management System (MIM). This is a multi-year project that will take nearly a year to complete the first phase. Creating a standard data architecture model is underway in partnership with Huron, and the initial phase is scheduled to be completed in January 2025.

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.

EOY Update: The Department of Employee Engagement and Organizational Development (EEOD) continues to align programs to offer all employees progressive training and professional growth opportunities. In 2024, laddered offerings include Leading from Where You Are, Emerging Leaders, Supervisory Foundations, Leading from the Middle, and the Leadership Institute. EEOD will unveil a

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reimagined Executive Leadership Institute for advanced professionals Fall 2024. EEOD provides a wide range of customized development programs tailored to customer needs. In addition, EEOD has augmented and expanded our online offerings with Open Sesame through K@TE, allowing employees to learn at their own pace and providing supervisors with a menu of options for staff development. EEOD will also unveil a new performance management process and improved learning opportunities through DASH after "Go-Live" in 2025 that enhance and support UT employee learning and development through an additional My Experience (ME) module through Oracle HCM.

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.

EOY Update: Each of the six ideas is in various stages of the implementation process. Some of the recommendations will be implemented as part of DASH, such as eliminating certain paper forms and replacing them with electronic processes

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.

EOY Update: Due to the DASH extension, the University's target timeline for implementing data-entry consolidation was extended to the Fall. All campuses are implementing projects to consolidate data entry. The largest stakeholder for this change is UT Knoxville, followed by UT Health Science Center. UT Southern, UT System Administration, Institute for Public Service, and UT Martin are small enough to have mostly consolidated data entry due to their small size. UT Chattanooga plans to shift data-entry tasks for requisitions and contracts to the UT Chattanooga Procurement Office for departments that enter fewer than 5-7 contracts or requisitions per year. UT Knoxville plans to take steps to identify the individuals/departments affected by early June. UT Health Science Center is staffing its shared-services operation.

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.

EOY Update: UT System Administration Procurement team has reviewed spending patterns from multiple sources and identified several opportunities to leverage greater buying power by utilizing competitively bid agreements with several major suppliers, including Novogene, Best Buy, and McMaster Carr. A new single University agreement with Novogene is now in place that allows researchers to get their RNA sequencing services faster, which saves time and effort for departments,

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saves money with the negotiated pricing, and saves time for contract specialists to work on new strategic contracts. The UT System Administration Procurement team has led an effort to organize quarterly meetings with the procurement and contract offices across the System to share best practices, discuss strategies to combine/consolidate spending, and leverage existing work process templates and guidelines.

Over the summer, the UT System Administration Procurement team leveraged an intern to assist in spend data analysis. For example, the data analysis drove UT System Administration Procurement to conduct a catering bid for the Knoxville-area. It awarded contracts to seven new restaurants, which resulted in better pricing and a greater number of contracted restaurants for the University to utilize.

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.

EOY Update: The implementation of banking realignment is progressing well. To utilize the advanced banking tools in DASH, UT had to consolidate all accounts to larger regional financial institutions - First Horizon, Regions Bank, and Bank of America. This move required UT to close accounts with 81 smaller banks. To support community banks around the state, UT created a new deposit program through which the university will deposit up to $100,000 through certificates of deposit. As of June 1, 2024, 21 banks have expressed interest in the program. Fourteen financial institutions participated in UT's certificate of deposit program, which cost $100,000 each, for a total of $1.4 million invested in rural communities.

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.

EOY Update: Treasury Operations has implemented a new detailed multi-year forecast to track and predict cash activity. The refined forecasting process was built from the methodology developed in 2023 and extended out for five years to provide greater insight into cash flows in future years. The forecasting framework centers around specific liquidity needs and compliance with policies and objectives. For the remainder of 2024, Treasury Operations will further evolve the forecasting process to include sensitivities to capital flows, interest rates, and market dislocations.

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.

EOY Update: The four UT campuses with student residential needs are in various stages of development. UT System has assisted each campus in developing tailored solutions. UT Chattanooga has obtained approval to build a new residence hall with approximately 780 beds through the traditional delivery method. UT Knoxville has begun construction on two new residence buildings with 1,920 beds and has obtained approval to begin a third building providing approximately 1,050 beds. All three

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buildings are through a public-private partnership. UT Martin is in final design of a new residence hall, and UT Southern is currently completing its campus master plan to include projections of housing needs. Currently, plans are underway to complete renovations to existing halls at UT Southern.

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ADVOCATING FOR UT

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.**

EOY Update:

- Phase 1 of the "Four the Future" Value of Higher Education wrapped up in July. The campaign saw 22.3 million impressions across all digital ad platforms and 757,000 visitors to the website. Several of our locally-governed institutions (LGI) partners could not commit to Phase 2 financially; however, we will continue meeting quarterly to discuss opportunities to partner in affordability messaging. The UT System Communications and Marketing team has since rolled out the "Find Your UT" campaign in coordination with UT campuses to continue awareness activities around the value of a degree as well as accessibility and affordability of a UT degree.
- Focus groups on affordability, campus differentiators, and uniqueness wrapped up in April. Results have been incorporated into the Integrated Marketing Strategy, shaping the "Find Your UT" campaign.
- The "Everywhere You Look, UT" mural campaign will have a mural in all 95 counties by the end of 2026. We added 15 murals in 2024, raising our total to 68 murals in 64 counties.
- The Communications and Marketing team is meeting with various internal and external alumni-related groups to identify opportunities to utilize UT alumni as ambassadors.
- Great progress has been made on building a SharePoint intranet for employees, which will allow internal content to be migrated off the external website by mid-January. The reimagined Tennessee.edu website is making great progress and will launch in March 2025.

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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.

EOY Update: The mission of the UT Foundation is to raise private, public, and political support for the University of Tennessee. As we look back upon the 2024 year and consider these three areas, a case can be made that it was the most successful year of advancement since the university was established. During the year, 86,751 donors made commitments to support the people and programs across the UT System, the highest number of donors on record. In addition, these gifts totaled $430.3 million, the first time that private support has surpassed the $400 million mark. More than 296,000 alumni are engaged with the university in some manner, and we have more than 9,400 people signed up for the Advocacy Network. Both of these numbers are all-time highs. The UT Foundation has recorded more than $1.6 billion in gifts and commitments toward the $3 billion goal as part of the greatest fundraising decade.

Advance UT Top Capital Priorities. Though a challenging state budget year, successfully advance the University's top three capital priorities: the UT Chattanooga Business Building, UT Knoxville Chemistry Building, and UT Health Science Center Gross Anatomy Lab. This will likely require more creative approaches to capital and significant grassroots advocacy from UT alumni and friends.

EOY Update: Two capital priorities were secured in 2024 for a combined $96 million in state funding: the UT Chattanooga Business Building and the UT Health Science Center Gross Anatomy Lab. Efforts are ongoing to secure the full state investment of $165 million for the UT Knoxville Chemistry Building, which received a rare authorization in 2024, allowing UT to proceed with design work through construction documents and begin early site work. The Government Relations team has led multiple site visits by key leaders, including the Governor and members of his cabinet, generated formal industry support and broad legislative support, and significant grassroots advocacy from UT alumni and friends. The project is THEC's top-ranked public higher education capital project for the next appropriations cycle.

Establish Recurring Support for UT's Nonformula Units. With no funding formula of their own, they continue working with the state to avoid large episodic needs for increases and advance a more stable approach to sustained funding.

EOY Update: Secured small operating increases for UT non-formula units totaling $899,000 recurring. The Office of the Chief Financial Officer and UT Government Relations continue to collaborate with the state budget office, THEC, and ETSU in developing a new model for medical non-formula units. General consensus exists over cost drivers to contain in a newly proposed formula. This effort is supported by key legislative leaders.

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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.

EOY Update: New state funding was secured to strengthen existing state partnerships and pave the way for developing new ones. UT succeeded in efforts to extend existing partnerships such as Grow Your Own and the Reading Research Center. Additional examples include:

- $2.5 million nonrecurring for Transportation Growth and Opportunity (TNGO), housed at the TN Department of Economic and Community Development (TNECD). This funding supports R&D for mobility-related projects in Tennessee. Recently, UT entities received $1.09 million in awards from TNGO.
- $1.5 million to launch a nuclear minor and a statewide technical assistance hub through UT KNOXVILLE
- $2.5 million in state-funded cost-share to support a fast neutron source at UT Knoxville
- $1 million to launch a nuclear supply chain readiness program through UT's Center for Industrial Services (UTCIS)
- $150,000 in-kind through TNECD to support a state match for the federal Manufacturing Extension Partnership (MEP) program. This match allows UTCIS to broaden its service to Tennessee manufacturers
- $600,000 to launch the Tennessee Safety Net Research Consortium in partnership with the Department of Human Services
- $18 million in state funding to support the Healthy Smiles Initiative, of which UT Health Science Center will receive approximately 75 percent of the funds to operate dental clinics and training in rural regions of the state.
- $6.5 million nonrecurring in partnership with the City of Kingsport to support dental equipment for the Healthy Smiles clinic servicing the Appalachian Highlands.

In Washington, UT secured a record $69.5 million in plus-up funding to enable UT partnerships with federal defense agencies, including:

- Accelerated Material Development for High Mach Capabilities (Hypersonics): $10 million
- High-Density eVTOL Power Source: $10 million
- Advanced Materials and Manufacturing for Modernization: $20 million
- Advanced Manufacturing of Energetic Materials: $13.5 million
- Rapid Applied Materials Processing Lab Development: $6 million
- Pathfinder Air Assault: $10 million

The UT System is also poised to secure as much as $68 million for the upcoming fiscal year in plus-up funding to continue UT partnerships with defense and health agencies, including:

- Advanced Materials and Manufacturing for Modernization - as much as $20 million
- High-Density eVTOL Power Source – as much as $15 million
- Advanced Manufacturing of Energetic Materials – as much as $8.5 million
- Degradable Orthopedic Implants – as much as $5 million
- Rapid Applied Materials Lab Development – as much as $6 million

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- Assured AI-Based Autonomous Rescue Missions – as much as $10 million
- Regional Biocontainment Lab – as much as $3.5 million

UT Government Relations has facilitated a new UT Chattanooga partnership with the National Institute of Standards and Technology (NIST) by securing $3.5 million in federal earmark funding to develop the UT Chattanooga Quantum Center. This partnership will likely expand with an expected additional $3 million in federal earmark funding for the UT Chattanooga Translational Research Program in the upcoming fiscal year.

The Office of Federal Relations has worked across the UT System to expand federal agency partnerships through non-traditional funding sources (e.g. DoD Medical Technologies Consortium), facilitated new relationship-building opportunities between UT researchers and federal agency program managers, and increased faculty proficiency in identifying novel federal funding opportunities by hosting workshops on federal research and development priorities with participation from federal agencies. In 2024, these workshops delivered training to 143 principal investigators across the UT System.

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 24, 2025

Committee: Executive

Item: **Consent Agenda**

Type: Action

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

Background Information

Items on the Consent Agenda are not presented or discussed in the Committee unless a Committee member requests that an item be removed from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Chair will ask if any member of the Committee requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the Secretary before the meeting.

Committee Action

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion to omit the reading of the minutes of the prior meeting and to approve the items on the Consent Agenda.

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EXECUTIVE COMMITTEE
SPECIAL MEETING
November 20, 2024

The Executive Committee of The University of Tennessee Board of Trustees met at 8:00 a.m. (EST) on Wednesday, November 20, 2024. The meeting was held virtually with all Committee members participating electronically or by telephone. The meeting was hosted from the University of Tennessee, Knoxville campus.

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

<u>Others in Attendance</u>:
Trustees: Christopher L. Patterson; and T. Lang Wiseman.

University Officers: President Randy Boyd and Board Secretary and Special Counsel Cynthia Moore were present.

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

Remarks of the Chair

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

Approval of the Minutes of the Last Meeting

Chair Compton noted that the minutes of the September 13, 2024, meeting were included in the meeting materials (Tab 1). He asked for any corrections to the minutes. Hearing none, the minutes were accepted as presented.

Update and Recommendations of the President

President Boyd began his remarks by reminding the members of the Committee that Dr. Linda Martin will be concluding her service as Chancellor at the University of Tennessee Southern (UT Southern) at the end of the current academic year. Additionally, Dr. Steve Angle has announced that he will be concluding his service as Chancellor at the University of Tennessee at Chattanooga (UT Chattanooga) on December 31, 2024, and he will be serving in a full-time, tenured faculty position at UT Chattanooga. President Boyd indicated that he has appointed Dr. Robert Dooley as Interim Chancellor of UT Chattanooga, effective January 1, 2025.

<u>Chancellor Searches – UT Chattanooga and UT Southern</u>

President Boyd announced that he has determined that it is in the best interest of the University to proceed with an external, national search for filling each chancellor vacancy. He provided an overview of the timeline and key steps associated with the search process, which approach is consistent with the methodology used in connection with the University's most recent chancellor searches (UT Health Science Center and UT Martin). President Boyd will be naming the members of the search committees by the end of the year, with the work of the committees to start in January 2025. The goal is to have chancellor nominations to present to the Board for its consideration no later than the next, regularly scheduled Annual Meeting of the Board (end of June 2025). President Boyd stated that he has come to appreciate the value of having such a robust search process that includes representatives of various University constituent groups, including faculty, staff, students, alumni, and many others.

<u>Title, Compensation, and Terms of Employment of a Former Officer</u>

The second recommendation brought forward by President Boyd was for the title, compensation, and other terms of continued employment of Dr. Steve Angle as a faculty member. President Boyd highlighted advances made by UT Chattanooga under the leadership of Chancellor Angle – growth in enrollment, philanthropy, and campus improvements.

Members of the Committee expressed their support for the President's recommendation and expressed their gratitude to Dr. Angle for both his service as Chancellor of UT Chattanooga and his continued commitment to serving students.

Action Items

Chair Compton reminded the Committee members that by state law and the University's Bylaws, when the President deems it appropriate to fill a vacancy in a chancellor position by an external search, the search process, timeline, and statement of qualifications for the position must be presented to the Board for its consideration and approval. Upon motion duly made and seconded, a roll call vote was taken, and the Executive Committee, on behalf of the Board of Trustees, unanimously approved ***Resolution 089-2024*** approving the search process, timeline and statement of qualifications for each chancellor position (as presented in <u>Tab 2</u> of the meeting materials).

Additionally, Chair Compton advised that, pursuant to the Bylaws, when a chancellor of the University retires or otherwise leaves office, the title, compensation, and other terms and conditions of any continued full-time employment by the University must be presented to the Board or the Executive Committee for approval before the employment can begin. If the officer holds tenure in an academic department and leaves office to assume full-time faculty duties, the Board of Trustees sets the faculty salary in accordance with the provisions of the Board Policy on Setting Faculty Salaries upon Conclusion of Administrative Appointments. However, in this instance, Dr. Angle's hire letter precedes

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the date of the Board Policy. As such, the provisions of his original hire letter apply. As approved by the Board in 2013, following his administrative appointment, Dr. Angle's initial salary as a full-time tenured professor shall be set at 75% of his final base salary as chancellor. Upon motion duly made and seconded, a roll call vote was taken, and the Executive Committee, on behalf of the Board of Trustees, unanimously approved *Resolution 090-2024* approving the title, compensation, and other terms of employment for Dr. Steve Angle (as presented in <u>Tab 3</u> of the meeting materials).

Other Business and Adjournment

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

Respectfully Submitted,

/s/Cynthia Moore
Cynthia C. Moore
Secretary and Special Counsel

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 24, 2025

Committee: Executive

Item: **Resolution Appointing a Managerial Group for U.S. Government Contracts**

Type: Action

Background Information

The Department of Energy, Department of Defense, and other federal agencies with which the University has contracts impacting national security, require the Board to appoint a Managerial Group and delegate to that group responsibility for negotiation, execution, and administration of U.S. government contracts. Only members of the Managerial Group will receive security clearance to access classified information related to these contracts.

Committee Action

The recent appointment of Dr. Robert Dooley, as Interim Chancellor of UT Chattanooga, and the change in title for Dr. Linda Martin, as Chancellor of UT Southern, requires an update to the Board's standard resolution pertaining to the appointment of the Managerial Group.

[Resolution in the Required Form is attached.]

The University of Tennessee
Board of Trustees

Resolution ___-2025

Appointment of the Managerial Group for Contracts between
The University of Tennessee and the United States Government
Pursuant to the National Industrial Security Program Operating Manual

BE IT RESOLVED BY THE EXECUTIVE COMMITTEE, ON BEHALF OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF TENNESSEE, THAT:

1. Those persons occupying the following positions at The University of Tennessee shall be known as the Managerial Group, having the authority and responsibility for the negotiation, execution, and administration of U.S. Government contracts as described in the National Industrial Security Program Operating Manual:

    President
    Chief Financial Officer
    General Counsel
    Vice President for Academic Affairs, Research, and Student Success
    Associate Vice President for Research
    Vice President for National Labs
    Chancellor, The University of Tennessee, Knoxville
    Vice Chancellor for Research, The University of Tennessee, Knoxville
    Executive Director, The University of Tennessee Space Institute
    Facility Security Officer
    Insider Threat Program Senior Official

2. The Chief Executive and the members of the Managerial Group are cleared, or will be processed for clearance, to the level of The University of Tennessee's facility clearance. If uncleared, pending issuance of the requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.

3. The above-named Managerial Group is hereby delegated all of the Board's duties and responsibilities pertaining to the protection of classified information and/or special nuclear material released to The University of Tennessee.

4. In the future, when any individual is appointed to the Managerial Group as an additional member or replacement member, such individual shall immediately be processed for an access authorization at the same level as The University of Tennessee's facility clearance. Pending issuance of this requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.

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5. The following named officers and members of the Board of Trustees of The University of Tennessee shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to The University of Tennessee and do not occupy positions that would enable them to affect adversely the policies or practices of The University of Tennessee's performance of classified contracts for the U.S. Government:

Officers

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

Members of the Board of Trustees

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

Effective this 24th day of January, 2025.

<u>Certificate</u>

I hereby certify that the above Resolution was adopted by the Executive Committee, on behalf of the Board of Trustees of The University of Tennessee, on the date set forth above.

_____
Cynthia C. Moore
Secretary and Special Counsel