



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE FALL MEETING OF THE BOARD OF TRUSTEES October 25, 2024

The University of Tennessee Board of Trustees met at 10:45 a.m. (EDT) on Friday, October 25, 2024. The meeting was held in the Pilot Company Ballroom of the Student Union located at the University of Tennessee, Knoxville in Knoxville, Tennessee.

Trustees Present: John C. Compton, Chair; Bradford D. Box; Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Decosta E. Jenkins; Shanea A. McKinney; Lisa N. Patel (Student Trustee); William (Bill) C. Rhodes III; Donald J. Smith; David N. Watson; T. Lang Wiseman; 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 Steve Moldrup, Co-Director of the Collegiate Abbey at UT Knoxville, who provided the invocation. Chair Compton extended a special welcome to Lisa Patel (Student Trustee) and Dr. Beth Crawford (Faculty Representative to the Education, Research, and Service Committee). Chair Compton highlighted the ongoing transformation across UT campuses, noting the significant construction projects. He emphasized the University's strong financial health, enrollment growth, and increasing student retention rates. He commended the Administration for maintaining a balance between rapid expansion and campus beautification, ensuring that UT remains a welcoming environment for students and faculty.

President's Update

President Randy Boyd provided an extensive update on the University's progress, strategic initiatives, and future goals.

Educating Tomorrow's Workforce. President Boyd began by highlighting continued growth in enrollment and student retention, noting that the University is on track to surpass the student enrollment goal of 71,000 students by 2030. The flagship campus, UT Knoxville, campus saw a record 2,400 new students, despite enrollment declines at many institutions across the state and nationally. UT Chattanooga reached its highest enrollment (11,384 students), UT Southern made

significant strides in recruitment, and UT Martin led the system with an 8% increase in enrollment. Retention rates also showed notable improvements, with UT Knoxville achieving 91.9%, one of the highest in the nation, and UT Southern increasing from 64.3% to 77.2%, a major milestone attributed to student success initiatives. President Boyd emphasized that these gains reflect the University's commitment to academic excellence and student support, driven by strong leadership from chancellors, faculty, and student success teams.

The financial health of the University remains strong, allowing for continued investment in infrastructure and academic programs. The Finance Committee continues to provide oversight, ensuring that capital projects are managed efficiently while maintaining fiscal responsibility. Public-Private Partnerships (P3) are being leveraged to accelerate the development of housing, research facilities, and student engagement spaces. President Boyd noted that, while UT has been successful in securing state funding, additional efforts are needed to unlock further financial resources for long-term growth. A key priority is securing state support to increase infrastructure funding, as current state allocations are not sufficient to meet the University's expanding needs.

Research Changing the World. President Boyd then turned to research and innovation, highlighting the continued increase in research funding and the expansion of strategic partnerships. He emphasized the Grand Challenges Initiative, which has already awarded 27 interdisciplinary research grants of \$100,000 each, with an additional round of \$500,000 grants to be distributed by year's end. These grants fund research projects aimed at addressing major societal issues, such as healthcare access, agricultural sustainability, and technological advancements. One standout project involves expanding speech and audiology services to rural communities through a mobile outreach program, ensuring that children in remote areas receive critical early intervention services. President Boyd reaffirmed the University's commitment to: (i) enhancing collaboration with Oak Ridge National Laboratory; (ii) increasing UT's presence in federally funded research programs; and (iii) translating research into practical solutions that benefit Tennessee and the world.

Fostering Outreach and Engagement. In terms of community outreach, President Boyd praised the University's response to the flooding disaster in Northeast Tennessee, which severely impacted rural communities and destroyed key infrastructure, including 14 out of 21 bridges in Carter County. University faculty, staff, and students mobilized quickly to provide assistance, offering engineering expertise, agricultural support, and infrastructure planning. UT Extension agents, despite losing their offices and facilities in the disaster, remained on the ground to help farmers and families recover. President Boyd expressed deep gratitude for their dedication and emphasized that UT will continue to play a vital role in serving the state's most vulnerable communities.

Advocating for UT. President Boyd also provided updates on marketing and student recruitment efforts, including the "Find Your UT" campaign, which aims to increase the number of Tennessee high school students who apply to at least one UT campus. Last year, 84% of Tennessee high school graduates applying to college included a UT institution on their list, and the goal is to raise that number even higher. As part of this initiative, President Boyd and other University leaders have been visiting high schools across the state to engage directly with students. Additionally, the UT Mural Initiative, which places high-visibility murals in key locations across Tennessee, has

expanded to 62 counties, with plans to reach all 95 counties by the end of the decade. President Boyd noted that the campaign has even identified a location in Tuscaloosa, Alabama, demonstrating UT's growing regional influence.

Fundraising Update. The advancement team continues to exceed expectations, securing the highest fundraising totals in University history. Despite this success, President Boyd commended the UT Foundation team for pursuing continuous improvement, even hiring external consultants to identify new strategies for increasing donor engagement. He compared this commitment to excellence to legendary Coach Pat Summitt, noting that true success comes from pushing forward even when already performing at a high level.

Key Initiatives. Regarding campus infrastructure and development, President Boyd provided an overview of ongoing and planned projects. Nearly \$2 billion in construction projects are currently underway, with an additional \$3.7 billion in planned developments over the next decade. Among the top capital priorities are the Chemistry Building (UT Knoxville), ranked as the #1 state funding priority, as well as the College of Business (UT Martin) and UT Institute of Agriculture's College of Veterinary Medicine. While these projects reflect University's commitment to academic and research excellence, President Boyd acknowledged the challenge of securing sufficient funding to complete all necessary infrastructure improvements. He stated that the Administration is exploring innovative financial strategies to leverage the University's balance sheet, while simultaneously advocating for increased state funding to support academic growth.

In closing, President Boyd emphasized that UT is well on its way to making this the "Greatest Decade" in its history, surpassing previous records in enrollment, research, infrastructure, and community impact. He thanked the Board of Trustees, chancellors, faculty, and staff for their continued dedication to the University's mission.

Appointment of Chancellor, UT Southern

President Boyd recommended that Dr. Linda Martin be appointed as Chancellor of UT Southern, removing the interim title in recognition of her outstanding leadership. The members of the Board recognized Dr. Martin's significant contributions to UT Southern's growth, particularly in increasing enrollment and retention. Additionally, UT Southern Advisory Board Chair Jimmy Granbury also commended her leadership, noting that her impact will be a lasting part of UT Southern's history.

Upon motion duly made and seconded, the Board of Trustees unanimously approved the appointment of Dr. Linda Martin as Chancellor of UT Southern, as presented in Tab 3 of the meeting materials (*Resolution 063-2024*). Chancellor Martin expressed her gratitude to President Boyd and the members of the Board for their support and confidence. She commended the faculty and staff at UT Southern for their commitment to UT Southern's students.

Requests to Address the Board

Chair Compton stated that there was one request to address the Board, and, based on the nature of the concerns, the individual spoke at the Finance and Administration Committee meeting held

earlier in the day. Another request to address the Board was received after the deadline; however, the matter has been referred to the UT Knoxville campus for review and response.

Committee Reports

The Committee Chairs of three standing committees (Audit and Compliance Committee; Education, Research, and Service Committee; and Finance and Administration Committee), provided an overview of the items presented and discussed during the Committee meetings, along with a summary of the action items being recommended for the Board's approval.

FY 2025-26 Operating Budget Appropriations Request for Specialized Units

Mr. Rhodes advised the Board members that the Finance and Administration Committee is recommending one item for consideration and approval by the Board that is not on the Consent Agenda, which item is the University's FY 2025-26 Operating Budget Appropriations Request for Specialized Units (the "Appropriations Request"). Upon motion duly made and seconded, the Board of Trustees unanimously approved the Appropriations Request, as presented in Tab 1 of the meeting materials (*Resolution 064-2024*).

Adoption of UAPA Rule (All Campuses), Chapter 1720-01-01, Classifying Students In-State and Out-of-State

General Counsel Ryan Stinnett advised that various state and federal laws have recently been adopted that require or allow universities to classify certain out-of-state students as in-state students for tuition purposes. In June 2024, to comply with these new laws as of their effective dates, the Board adopted an emergency amendment to its existing rule titled "Chapter 1720-01-01: Classifying Students In-State and Out-of-State" (the "UAPA Rule"). On September 18, 2024, the emergency rule was approved by the Joint Government Operations Committee of the Tennessee General Assembly. However, as emergency rules remain effective for only 180 days, adoption of a permanent rule is required. A public rulemaking hearing on the proposed amendment to the UAPA Rule was held on October 21, 2024, pursuant to a Notice of Rulemaking hearing filed with the Tennessee Secretary of State on August 20, 2024. Interested parties had an opportunity to provide oral or written comments but no comments were received. Mr. Stinnett stated that, subject to adoption by the Board, the proposed amendment to the University's UAPA Rule will be filed with the Tennessee Secretary of State.

Upon motion duly made and seconded, a roll call was taken, and the Board approved the adoption of the proposed amendment to the University of Tennessee's existing UAPA Rule titled "Chapter 1720-01-01: Classifying Students In-State and Out-of-State," as presented in Tab 2 of the meeting materials (*Resolution 065-2024*).

Proposed Strategic Plan, UT Institute of Agriculture

The strategic plan discussion for the University of Tennessee Institute of Agriculture (UTIA) was led by Dr. Keith Carver, Senior Vice Chancellor and Senior Vice President, UTIA, who emphasized the University's commitment to advancing agriculture, education, and research throughout the

state. He began by providing historical context, referencing Dr. Harcourt Morgan's legacy in agricultural education and outreach, reinforcing UTIA's mission to serve Tennessee's communities while expanding its global reach. The strategic planning process was initiated at Lone Oak Farm, bringing together key stakeholders, including industry leaders and government officials. Over 800 individuals participated through surveys, town halls, focus groups, and interviews, ensuring a comprehensive and inclusive approach to shaping UTIA's future direction. The plan was developed in alignment with the University of Tennessee, Knoxville's vision and the UT System's overarching goals.

The mission and vision of UTIA revolve around enhancing life through education, research, and outreach in agriculture, veterinary medicine, food science, and natural resources. The strategic plan focuses on several key priorities, starting with education and workforce development. Efforts include expanding educational opportunities beyond traditional classrooms, increasing online program offerings, and boosting agricultural student enrollment from 1,400 to 2,500. Research and innovation are also a priority, with significant investments in precision agriculture and plans to grow research expenditures by 50%. This includes new research facilities aimed at supporting the state's agricultural industry.

Community engagement remains at the heart of UTIA's mission. The institute seeks to strengthen relationships with state agencies, commodity groups, and international agricultural research centers. A key focus is on addressing challenges such as agricultural land loss, sustainability, and economic development. Additionally, UTIA is working to support the profitability of farming and forestry by providing innovative solutions that make agriculture more sustainable and economically viable. Ensuring food security, affordability, and accessibility is also a core part of the strategic plan, with a commitment to enhancing disaster response efforts for affected farming communities.

Another major component of the plan is fostering trust and collaboration. UTIA is dedicated to strengthening interdisciplinary partnerships across UT campuses and state institutions, supporting research clusters, and encouraging faculty collaboration. Branding and communication are also a focus, with a strategic brand audit underway to refine UTIA's messaging. The goal is to better educate and engage audiences beyond traditional agricultural circles, particularly in urban and suburban communities. Advocacy efforts include the development of outreach materials, including educational videos and storytelling initiatives that highlight the significance of agriculture in everyday life.

The plan also prioritizes recruiting and retaining top-tier faculty, recognizing that talent development is critical to UTIA's success. The institute is actively recruiting experts in food science and precision agriculture while also investing in the professional growth and workplace culture of existing faculty and staff. A commitment to creating an inclusive, supportive, and collaborative environment is central to UTIA's vision.

To measure success, UTIA has established key performance indicators, including increased student enrollment, higher research funding, expanded faculty engagement, and stronger industry partnerships. During the discussion, the Board emphasized the importance of establishing measurable goals for the strategic plan to track progress effectively.

Upon motion duly made and seconded, and the Board approved the adoption of the five-year Strategic Plan – Growing Greatness (2025-2030) for UTIA, as presented in Tab 4 of the meeting materials (*Resolution 065-2024*). In closing remarks, Board members highlighted UTIA’s strong leadership, growing influence, and the importance of maintaining its momentum to remain at the forefront of agricultural innovation.

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.)

Closing Remarks and Adjournment

With no further business to come before the Board, the Chair thanked all attendees for their participation and adjourned the meeting.

Respectfully Submitted,

/s/Cynthia C. Moore

Cynthia C. Moore

Secretary and Special Counsel

Approved Consent Agenda Items

- Minutes of Prior Meeting
- 2025 Board of Trustees Meeting Schedule
- Annual Report to the General Assembly
- Resolution Appoint a Managerial Group for U.S. Government Contracts
- Items from the Audit and Compliance Committee
- Items from the Education, Research, and Service Committee
- Items from the Finance and Administration Committee

(Resolutions 067-2024 through 088-2024)

Informational Items

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

- Annual Report – University of Tennessee Foundation
- Annual Report – University of Tennessee Chattanooga Foundation
- Annual Institutional Review Executive Summary, UTHSC