



THE UNIVERSITY OF TENNESSEE, KNOXVILLE
CAMPUS ADVISORY BOARD
MINUTES
May 13, 2022
KNOXVILLE, TENNESSEE

The University of Tennessee, Knoxville, Advisory Board met virtually at 10:00 a.m. on Friday, May 13, 2022.

I. CALL TO ORDER

Chair John Tickle called the meeting to order at 10:05 a.m.

II. ROLL CALL

Roll call of board members conducted with the following present:

Mr. John Tickle, Chair, Mr. Allen Carter, Mr. Beauvais Lyons, Ms. Alexia Poe, Ms. Tomi Robb, Mr. Tom Smith, Ms. Alexandra Szmuto

Mr. Tickle asked that each person at the table introduce themselves.

III. MINUTES OF THE LAST MEETING

Mr. Tom Smith made a motion to approve the February 11, 2022, minutes provided the Secretary is authorized to make any necessary edits to correct spelling, grammatical, or format errors or other technical errors subsequently identified. Ms. Alexia Poe seconded the motion.

Mr. Beauvais Lyons shared follow up information related to the minutes from the February 11, 2022, meeting. The Faculty Senate is working with the Office of the Provost regarding changes to the faculty handbook and Mr. Lyons spoke with Dean Ashley Stokes regarding more opportunities for academics to connect to the Extension enterprise. No change to the minutes was required.

The motion was unanimously approved.

IV. RECOGNITION OF OUTGOING BOARD MEMBERS

Chancellor Plowman recognized Mr. Beauvais Lyons, Ms. Alexandra Szmuto, and Ms. Syreeta Vaughn for their service to the board and wished them well.

V. RECOGNITION OF NEW BOARD MEMBER

Chancellor Plowman introduced Ms. Tomi Robb and welcomed her to the advisory board.

VI. CHANCELLOR'S UPDATE Dr. Donde Plowman, Chancellor

Chancellor Plowman provided an update for the members on her recent activities in Kingsport and Nashville. She reminded them of the emphasis the strategic vision places the university's role as the land grant university for the state of Tennessee. Some of the topics discussed in each of her visits are workforce development, providing industry with graduates in fields to help move industry forward, and how faculty can assist with research in their respective industries. A key component of the visits is taking the information business leaders share in these meetings and determining how the campus can best support them through new majors, new areas of study, or connecting them with research faculty with the same areas of interest.

Chancellor Plowman shared she and a team of campus leaders spent three days in Memphis talking with community leaders, mayors, and local schools about what the university could better support the community. They discussed ideas to help attract more students from that area to our campus.

Chancellor Plowman reported on her trip to Huntsville, Alabama to participate in the opening of the new UT office building. The UT Space Institute, which reports up through the Tickle College of Engineering, is located just a few miles away and is doing phenomenal research in support of the industries in Huntsville. The new building will allow for more opportunities for economic development and research.

Chancellor Plowman provided the group with several items of good news to share when they are out promoting the university.

- The university received the Don Clifton Strengths for Students Award for Universities.
- Ranked 15th in the New York Times Higher Education Impact ranking.
- Many graduate programs continue to be ranked as top programs in the country such as supply chain, printmaking, theatre, and nuclear engineering.
- Dr. Jack Dongarra was awarded the Touring Award for computer science.
- 14 Fulbright Awards, 2 Goldwater Scholars, and 1 Truman Scholar

Chancellor Plowman reported the university continues to see growth in enrollment. She anticipates a larger class again this fall. Retention rates for first- and second-year students have improved allowing more students to continue their course to graduation. The anticipated larger class this fall brings with it some challenges, but work is being done to help mitigate some of the anticipated issues.

Chancellor Plowman shared information regarding the recent naming of the Tombras School of Advertising and Public Relations within the College of Communication and Information. The gift will assist in diversifying the advertising industry through scholarships for students interested in the field of advertising.

Chancellor Plowman reported the new budget allocation model will go live in July. Growing pains are anticipated, but everyone is committed to reviewing and adjusting the model on an annual basis. The new model will allow the units to have authority to make decisions on how to best use their resources. A CRM has been purchased to streamline our communication with students. We continue to review our academic structures to determine if they are aligned properly to achieve our mission. All the athletic programs are doing well across the board. Chancellor Plowman expressed her appreciation to everyone across campus for their hard work and accomplishments.

Mr. Tickle reminded the board members the purpose of the board is to provide support and to serve as advisors to Chancellor Plowman. Mr. Tickle encouraged Mr. Lyons to work with the Provost and Chancellor to address complaints going forward. Mr. Tickle stated his confidence in Chancellor Plowman to work with faculty senate leadership to address any concerns.

VII. UT RESEARCH: MAKING LIFE AND LIVES BETTER
Dr. Deb Crawford, Vice Chancellor for Research
Mr. Marc Gibson, Associate Vice Chancellor for Research

Chancellor Plowman introduced Dr. Deb Crawford, Vice Chancellor of Research, Innovation, and Economic Development to the advisory board members.

Dr. Crawford was joined by Mr. Marc Gibson for the presentation.

Dr. Crawford shared much of research, scholarship, and creative work our faculty and students do is in the interest of making life and lives better. The framework for all the work is set by the strategic vision. Three transformational outcomes have been identified: the state of Tennessee to rank #15 in academic research expenditures; the university to rank #10 in total research expenditures among public institutions without a medical school; and the state of Tennessee to rank #25 in the State New Economy Index.



To improve the state's rank in academic research expenditures, we will need to increase from \$320M to \$450M by 2026. These numbers reflect the proposals faculty submit for support from federal government, universities, organizations, agencies, non-profits, and industry partners. To reach top 15 in the state, we will need to work with research institutions across the state. We currently are working on a proposal with Vanderbilt and will continue to look for collaborative opportunities.

Improving the state of Tennessee's ranking in the State New Economy Index will be the most difficult goal. We want to generate new businesses based on capabilities here at the university and to play a role in attracting industry to Tennessee. Chancellor Plowman commented on the boldness of the goal for the university to want to impact the state of Tennessee's ranking. Dr. Crawford stated the role of the land grant university in the 21st century is to help drive economic opportunity through the talent we create and the intellectual property we develop, which creates opportunity for all citizens in the state.

Mr. Smith asked for the definition of new economy. Dr. Crawford responded new economy is manufacturing driven by new technological advances, and computerization that is dependent on having access to skilled labor and new technologies that are constantly changing. Mr. Smith asked who in the country is growing faster than Tennessee. Dr. Crawford shared information from a Brookings Institute report indicating Northern California, Boston, and Austin are capturing most of the growth in the country. Increase growth in Nashville will permeate throughout the state. More companies will be interested because of what is happening there and the companies moving into that area.

Ms. Poe commented on the number of higher education universities across the state and the work that will be required to bring everyone together. There is a great opportunity for UT to play a big role in bringing people across the state together. Mr. Smith shared the advancement in middle Tennessee could help bridge the gap between urban and rural areas. Dr. Crawford acknowledged the need to work with other institutions to improve economic opportunity for everyone.

The three strategies to help reach the goals are to enhance UT's reputation as a leading research university, translate research outcomes to have an impact in the world, and invest in supporting infrastructure and frameworks that support making those things possible.

Dr. Crawford reviewed four innovation platforms to help raise the university's reputation through advanced materials and manufacturing, One Health, global energy ecosystems, and AI and collaborative intelligence. Three key design principles include talented faculty and students, make sure we have access to the most advanced facilities and instruments to allow them to do their best work, and create networks to connect to people, organizations, and communities outside of the university to make sure we have the kind of impact we desire.

Dr. Crawford recognized three outstanding faculty members recently honored with high profile awards. Dr. Jack Dongarra received the ACM Touring Award for computer science,



Dr. Deadrick Williams was named a 2022 W.T. Grant Scholar, and Mashid Ahmadi was named a 2022 Sloane Research Fellow. Awards such as these increase the awareness and reputation of the university.

Dr. Crawford spoke to the need to submit sponsored research projects to scale. The faculty have mobilized around working to submit proposals to bring bigger awards to campus that draw national and international notoriety to the university. These types of accomplishments will strengthen our brand and we are working with communications to make sure we are getting our story out there.

Mr. Marc Gibson provided an overview of how the university is making an impact through new economy growth. Mr. Gibson shared information related to our partnership with Volkswagen, who occupies space in the Innovation North building. This hub is one of only five in the country. Having them on campus allows us to bring more departments from across campus together to work with them. Volkswagen has increased the number of graduate students from three to seven in 18 months. Mr. Smith asked about the difficulty in developing these types of relationships. Mr. Gibson replied it takes time to determine areas of interest and how both parties can work together to benefit each other.

Mr. Gibson explained the need for a better network to develop alliances with organizations to help foster a culture of entrepreneurship and keep small start-ups in Tennessee. Innovation Crossroads is a two-year program that provides mentoring, financing, and space for seven start-up companies. Mr. Smith asked about repayment for their time on campus. Mr. Gibson shared data supports if they stay, they have a direct impact on the economy and they give back to the university. Ms. Poe asked how long they can stay in the space. Mr. Gibson replied it is a two-year program. Mr. Smith asked where the companies go when they leave. Mr. Gibson shared it is our hope they stay local and build out their company to impact our economy. Mr. Smith asked if land was available at Cherokee Farm. Mr. Gibson indicated land was available and the hope is to ultimately house them here.

Dr. Crawford stated the desire of the university is to have technology created by the university to grow more entrepreneurs to create a healthy innovation ecosystem that provides opportunities for everyone.

Mr. Gibson spoke of our partnerships with TVA, the City, and the County. We are working with a consultant to examine place-based innovation. Visits to three locations that have made advancement in this area have been made recently and we hope to take what we have learned and put things in place to help move our efforts forward.

The Innovation South building is new and houses faculty and private sector partners. We are always looking for ways to grow innovation and connect to industry across the state. This is a great example of creating co-location space to allow for potential joint projects between outside companies.



Chancellor Plowman shared information related to efforts to build a bridge from campus to South Knoxville. We are currently working with city and county officials to obtain federal money to move forward with the project.

Mr. Lyons noted many of the instances of faculty with full time research appointments and questioned if they are thinking about the balance and mix of full-time research faculty and meeting student needs and thoughts on how best to meet academic connections across the various enterprises. Dr. Crawford stated Dr. Tony Schmitz is a great example of how we connect to the advancing knowledge frontier and how we connect it back to learning experiences for our students. Helping students and faculty work together is a key component of improving our impact.

Mr. Lyons asked how UT ORII will support some of the efforts discussed today. Dr. Crawford stated it will provide an opportunity to do research and explore workforce development opportunities aligned with ORNL. Most of the programs that are part of UT ORII are UTK programs. We work closely with Dr. Stacey Patterson to make sure UT ORII creates the kind of value for UTK that translates to the region and the state.

Mr. Smith expressed appreciation for sharing information on how the university is working to tie in business with facilities for incubation and nurturing their growth in Tennessee.

Chancellor Plowman noted the importance of the growth in undergraduates and graduate students. In meetings across the state companies continue to state their desire to hire our graduates. She stated she wants jobs across the state to be filled by UTK graduates.

VIII. FY2022-2023 OPERATING BUDGET RECOMMENDATION

Mr. Chris Cimino, Sr. Vice Chancellor, Finance and Administration

Mr. Chris Cimino reported for the third year in a row the recommendation is for no increase for tuition and fees for in-state and out of state students, the professional programs of law and veterinary medicine, and the UT Space Institute. There will be no increase in mandatory fees as well. Ms. Alexandra Szmuto questioned where the mandatory fees for graduate students that have recently been eliminated are reflected in the budget. Mr. Cimino explained graduate assistantships are used to pay a stipend to graduate students serving as a teaching assistant or research assistant. Previously the students would still have to pay mandatory fees. A decision was made to eliminate those fees going forward.

Mr. Smith asked why the recommendation is to not increase tuition.

Mr. Cimino responded the first two years occurred during the pandemic and there were concerns about being affordable and accessible for families. Our enrollment has remained strong, and the Governor was very generous with additional support in the state budget, which has allowed us the opportunity to not raise tuition for a third year in a row. Chancellor

Plowman stated higher education costs have increased over the years, so going forward we must be convinced we would be unable to meet our academic instructional needs with the funds we have to request an increase. With the funding from the Governor and the growth in enrollment we saw no need to increase tuition this year.

Mr. Smith expressed the need for the advisory board to acknowledge the Governor and the state legislature for approving the budget appropriations given the current times.

Mr. Lyons mentioned the Complete Tennessee College Act, which incentivized improving retention and graduation rates goes back to the Bredesen administration to improve outcomes for universities. Mr. Lyons asked about the status of course fees that have not changed in several years. Chancellor Plowman responded a thorough review of the course fees will be conducted in the coming year.

Mr. Cimino Chris reviewed the requested changes and additions to differential tuition. Differential tuition is used to address the higher cost of instruction for certain courses. The Board of Trustees requires 10% of differential tuition be used to improve access for students through scholarships and financial aid packages. The three new graduate programs in the Haslam College of Business are considered executive education courses, which many businesses cover the cost. These courses typically have 40-50 students. Mr. Lyons asked for an explanation of the philosophy in determining the differential tuition for programs in the Haslam College of Business. Chancellor Plowman shared these courses are typically offered in business colleges across the country and the differential tuition addresses both the higher cost of instruction and the expectation for a higher starting salary.

Mr. Cimino provided a review of the proposed FY2022-2023 budget. Mr. Cimino highlighted the \$217M additional state funding, the additional funding for UT ORII, new funding for the American Civics Institute, and capital funds. The capital funding includes \$83M for the new business building. Mr. Cimino commented on how fortunate we are to continue to receive capital and maintenance funds from the state.

Mr. Lyons asked if funding related to UT ORII will be used by the UT System or at the campus level. Chancellor Plowman explained the idea for UT ORII was a UT System idea, but 95% of the expenditures will be used to hire faculty and graduate students at the UT, Knoxville campus.

Mr. Lyons noted the increase in academic support category. Mr. Cimino explained most of the funds had been moved to the college level due to the new budget model. In the past these costs were covered at the central level. Going forward the colleges will be responsible for covering expenses with their revenue.

Mr. Cimino shared the auxiliary budget summary. He reminded everyone these units bring in revenue to cover their costs. Chancellor Plowman recognized the Vol Shop for the

outstanding job they have done to create items related to our athletic teams and get them on the market immediately.

Chancellor Plowman commented on the increase in scholarships and fellowships. The increase was part of a strategic initiative to increase the amount of merit aid available to attract more students.

Mr. Lyons repeated the concern related to the amount of athletics reserves and plans to grow them. Chancellor Plowman stated Dr. Danny White has plans in place to grow the reserves. Mr. Cimino confirmed there is no mandatory level of athletics reserves required by the state.

Mr. Cimino provided an overview of the budget allocation model work that has been conducted since 2019. The new model will put the authority and revenues in the hands of the colleges to allow them to manage more directly and provide them with incentives for operating in an entrepreneurial way. It also allows for transparency of costs to run the university. Colleges will receive their revenue, pay their costs, and pay a share of central administration costs. Mr. Cimino shared an example of the types of data each college will receive. Chancellor Plowman commented on the level of information each college will now receive will be a huge change. Mr. Cimino reported conversations around the new information the colleges have access to has generated great questions and conversation. Mr. Smith asked how the allocations of the facility charges were being determined. Mr. Cimino shared the costs are separated into twelve categories and each has a cost allocation metric. Utilities are determined by square footage and library costs are by head count. Mr. Lyons expressed there is concern at the college level regarding the efficiencies of each of the categories. Mr. Cimino explained the governance structure will allow for an annual review by a committee with wide campus representation. Mr. Carter stated it will be important to show the state legislature the campus is being responsible with money we are given to support students and faculty.

Mr. Smith moved for adoption of the following Resolution:

Resolved: The University of Tennessee, Knoxville Advisory Board recommends approval of the proposed operating budget for FY2022-23 attached as Attachment A hereto and authorizes the Chancellor to present the proposed operating budget to the President as provided in Board Policy BT0026.

Further Resolved: The Advisory Board authorizes the Chancellor to provide additional information to the President prior to the Board of Trustees meeting on June 23-24, 2022, to support any needed adjustments to the proposed operating budget based on changed circumstances or new data made available to the Chancellor relating to UTK's anticipated operations in FY2022-23.

Mr. Carter provided a second and the resolution was unanimously approved.

Mr. Tickle asked how a recession or budget cut would be handled. Chancellor Plowman responded we are prepared to have those discussions if they are needed with a larger group than in the past.

Mr. Lyons noted the need to attract and retain a quality workforce can be challenging. The increase in the minimum wage has been helpful in addressing those challenges. Chancellor Plowman asked where those costs are reflected in the budget. Mr. Cimino responded they are in the support unit costs. Mr. Cimino also noted that significant salary compression adjustments were made because of the minimum wage increase.

Ms. Robb questioned the parking increase listed in the auxiliary budget. Mr. Cimino stated the increase was for maintenance not an increase in parking fees for students and staff.

Chancellor Plowman informed the group of the work currently being conducted on the campus master plan. The group is working with consultants to think of the campus in different and exciting ways. The new proposed plan will be shared with this group at a future meeting. Mr. Lyons asked if downtown Knoxville is part of the conversation. Chancellor Plowman indicated the downtown area is part of the planning process. She shared the university has a great partnership with the city and is looking forward to seeing what will come from current conversations.

IX. CLOSING REMARKS

Chancellor Plowman thanked the advisory board members for their attendance.

X. ADJOURN

With no further business to come before the advisory board, the chair adjourned the meeting.

Respectfully Submitted,

Susan E. England

Susan E. England, Secretary