



THE UNIVERSITY OF TENNESSEE, KNOXVILLE  
CAMPUS ADVISORY BOARD  
MINUTES  
January 27, 2023  
KNOXVILLE, TENNESSEE

The University of Tennessee, Knoxville, Advisory Board met at 10:00 a.m. on Friday, January 27, 2023.

**I. CALL TO ORDER**

Chair John Tickle called the meeting to order at 10:00 a.m.

**II. ROLL CALL**

Roll call of board members conducted with the following present:

Mr. John Tickle, Chair, Ms. Jordan Brown, Mr. Allen Carter, Ms. Joan Heminway, Ms. Alexia Poe, Ms. Tomi Robb, and Mr. Tom Smith

**III. MINUTES OF THE LAST MEETING**

Mr. Tom Smith made a motion to approve the September 23, 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. Mr. Allen Carter seconded the motion.

The motion was unanimously approved.

**IV. UTK ADVISORY BOARD STUDENT REPRESENTATIVE SELECTION PROCESS REVISION – Mr. Matthew Scoggins, Chief of Staff**

Mr. Matthew Scoggins informed the group the process for selecting the graduate/professional student representative required revision due to the implementation of the winter mini term. The request is to revise the timeline to allow for the nomination process to begin in the fall rather than the current timeline that begins in January.

Mr. Smith made a motion to adopt the following resolution:

The University of Tennessee, Knoxville Advisory Board approves the revision to the Campus Advisory Board Student Representative Selection Process, as presented in the meeting materials, effective for the appointment of the graduate/professional student representative for FY2024.



Mr. Carter seconded the motion. The motion was unanimously approved.

**UTK ADVISORY BOARD BYLAWS REVISION**  
**Mr. Matthew Scoggins, Chief of Staff**

Due to the approval of the graduate/professional student representative selection process, Mr. Scoggins asked the board members to approve revisions to the bylaws so both documents would be aligned.

Mr. Smith made the motion to adopt the following resolution:

The University of Tennessee, Knoxville Advisory Board approves the revision to Section 3.2 of the Bylaws of the University of Tennessee, Knoxville Advisory Board, as presented in the meeting materials.

Mr. Tickle seconded the motion. The motion passed unanimously.

**V. CHANCELLOR'S UPDATE**  
**Dr. Donde Plowman, Chancellor**

Chancellor Donde Plowman expressed her appreciation to the members of the advisory board for their insight and support.

Chancellor Plowman shared a new video highlighting how the university is talking about the amazing things happening on our campus. Chancellor Plowman talked about how the university is on the rise and great things are happening across academics, research, and athletics. Work is being done to create a culture around innovation, change, growth, new opportunities, and new ways of doing things quickly.

Chancellor Plowman shared she began the Chancellor's Leadership Academy last fall. Leaders from across the campus were nominated to participate in this learning experience over the course of the academic year. The group explores key areas of leadership and what it means to lead in higher education.

Chancellor Plowman reported the university has become a destination for students. Applications are dramatically up and represent the largest and most qualified pool of students in our history. Our students are persisting toward their degree as retention numbers continue to climb. The percentage of students returning from the fall semester to the spring semester is 96.6%. Student success programs are growing and encouraging students as they work toward their goals.

Chancellor Plowman addressed the pressure on housing. The campus has experienced more students wanting to stay on campus. We are behind in building new housing. We are working



to move the new construction forward while exploring options to lease, purchase, and enter public-private agreements.

Dr. Frank Cuevas commented on the challenges of securing appropriate housing for our students. We continue to look for creative ways to accommodate as many students as possible. Currently we have approximately 8,100 beds. We have a multi-prong strategy to add 5,000 beds through new construction, partnerships with private developers, and master leases.

Ms. Joan Heminway asked if long-term needs are being considered in light of the predicted population decreases. Mr. Smith raised the question of whether the university will have the ability to sublease buildings if the need declines. Chancellor Plowman reported flagships across the country are not seeing a decline in students. Given the need to replace current housing on campus, we are comfortable with our plan. Dr. Cuevas stated the first priority will be to address the needs of our students before opening it up to the market.

Chancellor Plowman commented on how we are setting ourselves apart by our use of Clifton Strengths. Dr. John Zomchick applauded the work of the Student Success team and commented on how receptive the students have been to the approach of focusing on their strengths. Chancellor Plowman shared each student in our residence halls received a personalized gift with their strengths listed when they arrived this semester.

Chancellor Plowman shared information on the three new colleges we are requesting the Board of Trustees to approve at their February meeting. The three new college names are the College of Emergent and Collaborative Studies, the College of Music, and the Baker School of Public Policy and Public Affairs. The College of Arts and Sciences is piloting a new divisional structure of three divisions reporting to an executive dean. The new sections are social sciences, natural sciences and math, and arts and humanities.

Athletics continues to shine. We believe we are the only university to have game day on campus four times for three sports in one academic year. We were awarded the best student section in college football. Chancellor Plowman thanked Dr. Cuevas for the work conducted by him and his team to improve the game day experience. We have six current coaches that have led their teams to a number one ranking. We finished 13<sup>th</sup> in the 2021-2022 Director's Cup standings.

Chancellor Plowman shared news of our recent successes in research. We are becoming more ambitious with our project proposals. Funding requests are up nearly 70% over this time last year. Our awards are up nearly 50% at \$236 million. We had record expenditures of \$316 million last year.

Mr. Tickle asked what can be done to move the Vet School up in the rankings of vet schools across the country. Dr. Deb Crawford shared they are working closely with them. The Vet



School collaborates with the Tickle College of Engineering and College of Arts and Sciences and is doing very well to increase their research efforts.

Mr. Smith asked who we target for the grants we receive. Dr. Crawford stated the majority of sponsors are federal government agencies, 8% are from industry, 5% from foundations and non-profits.

Mr. Smith asked if relationships have been explored with the new companies moving to the state. Dr. Crawford confirmed the university is looking to partner with industries across the state. We recently submitted a proposal with 90 industry partners for an opportunity at \$100 million plus award. The proposal is focused on advanced mobility and plays to the automotive industry strengths across the state. We hope to establish the state of Tennessee as the place of choice for employers and employees. Work is being conducted with the TCATs and community colleges across the state to train the workforce needed to help build the state's economy.

Dr. Crawford reported Knoxville is listed as one of the top 10 cities in the country ripe for investment due to the university's presence and the ability to produce the workforce and the ability to work across the state. This recognition helps attract federal and industry investments.

Ms. Tisha Benton spoke about the work she and Dr. Crawford are doing to build a communications and marketing team to translate the amazing work being done here and have it appear in industry publications. We are pulling stories together to share what we are doing here and around the world.

Ms. Poe asked how post award support is tracked. Dr. Crawford has a team member that is responsible for assisting the academic units in tracking the information. Dr. Crawford spoke to the importance of having a good system in place to capture all of the needed information.

Mr. Tickle spoke to the need to attract good students and develop relationships to keep alumni involved and provide assistance. Mr. Smith asked how alumni information is tracked in relation to research. Dr. Crawford shared they have an External Advisory Board to assist the work being conducted on our campus.

Mr. Smith commended Chancellor Plowman for the work she is doing to elevate every area across the campus.

## **VI. CAMPUS MASTER PLAN PRESENTATION**

### **Ms. Jessica Leonard, Principle, Ayres Saint Gross**

Dr. Plowman introduced Ms. Jessica Leonard and asked that she present the master plan.

Ms. Leonard spoke of the importance of the physical campus and the continual planning process. She shared information related to the 18-month process of evaluating, listening sessions, open forums, and defining the boundaries of the campus. The group used the recently updated strategic plan as a starting point for the new plan. Three key strategies were developed around interdisciplinary hubs, student life clusters, and campus connections.

The physical drivers of the plan included improving gateways to campus, first impressions, creating a safe and accessible pedestrian friendly campus, ensuring a sustainable strategy for parking, creating stronger campus connections, and improving connections with the community, downtown, and the river.

The process addressed what the campus would need over the next ten years. The key programs driving growth are student housing, collaboration, study, and recreation space, STEM instructional labs and maker spaces, the Haslam College of Business expansion, and research.

The plan projects a 35% growth in graduate students and a 25% growth in traditional undergraduate students. Ms. Leonard stated she sees the flagships continuing to grow. Growth allows universities to serve the mission of the land grant and provide an affordable, accessible education.

A review of the existing facilities was highlighted to show a quarter of the campus buildings are in poor condition. When buildings are in poor condition, they risk being conducive to teaching and learning. There is an overage of office space. Research space is the largest need on campus, with student support spaces next.

Three key strategies were developed around interdisciplinary hubs, student life clusters, and campus connections. Interdisciplinary hubs are common clusters in key areas of campus that create learning and research communities supported by shared facilities to encourage innovation. The hubs include The Hill, Melrose, Circle Park, Arts and Humanities, UTIA, and the UT Research Park at Cherokee Farm.

Student Life clusters focused on the areas of existing housing and proposed housing options across campus. The master plan highlights ways in which we could strengthen connectivity between campus hubs, to the river, and downtown, while leveraging Cherokee Farm as a centerpiece for innovation and increased partnerships downtown and greater Knoxville.

Ms. Leonard provided an overview of the funded, in design, currently under construction items, and the proposed projects over the next ten years. New construction and renovation projects are spread across the campus.

Ms. Leonard highlighted the proposed updated boundary of 1 ½ miles around campus to allow for opportunities now and in the future.

Mr. Smith asked about the desire to go across the river for development. Mr. Scoggins shared the City of Knoxville developed a south Knoxville waterfront plan approximately 20 years ago. Discussions between the city and UTK regarding the pedestrian bridge have been ongoing for several years. Having a presence on that side of the river allows students, faculty, and staff to take advantage of not driving into campus, the urban wilderness area, and to live closer to campus. Property is still available on the waterfront. The city has put zoning requirements in place. The university does not plan to purchase property.

Ms. Tomi Robb asked about the parking deficit on campus and whether it is addressed in this plan. Ms. Leonard shared additional work is needed, but the plan includes new options for the parking needs on campus.

Ms. Robb asked if new housing options will be kept within the 1.5 mile radius. Dr. Cuevas confirmed housing would be kept in that radius.

Ms. Heminway asked if drop-off points for individuals with mobility issues were addressed. Ms. Leonard confirmed several different options were reviewed and planned for during the process.

Mr. Carter shared his desire for the improvement of the river front to enhance the campus and take advantage of the location.

Ms. Jordan Brown asked Ms. Leonard to address the need for swing space. Ms. Leonard explained the need to have a dedicated space for those being displaced due to renovations or new construction.

Chancellor Plowman commented on the excitement around the opportunities over the next ten years to make improvements to our campus.

## **VII. COLLEGE OF COMMUNICATION & INFORMATION UPDATE**

### **Dr. Joe Mazer, Dean**

Dr. Plowman introduced Dean Joe Mazer to the board members and asked him to share what is taking place in the College of Communication and Information.

Dean Mazer provided an overview of the College of Communication and Information including the four schools – communication studies, journalism and electronic media, advertising and public relations, and information sciences.

Dean Mazer reported each of the schools is experiencing enrollment growth. The college has experienced a 14% growth from fall 2021 to fall 2022. After reviewing the number of students that changed their majors to one within the college, they discovered a 30% growth.



The schools are close to meeting or surpassing the goals they set for 2030 now. The college is working to prepare to meet the needs of the increase in students.

Dean Mazer discussed the development of the strategic plan for the college. The college is uniquely positioned as the flagship land grant research one university to take on the needs of the country related to communication and information. They developed five goals that connect to the university's strategic plan, 65 strategies to guide their work, and 35 metrics to measure their success. A video produced within the college to share information related to the strategic plan was shared. Dean Mazer provided an overview of each goal and the positive changes that are opening doors for students to improve their experience during their time on campus and for faculty to advance the areas of research, teaching, and service.

Mr. Tickle asked what two to three things set the college apart from their peers. Dean Mazer stated the student development trips, research on information integrity, the hands-on applied nature of the undergraduate programs, and the work to get students placed in the workforce.

Ms. Alexia Poe shared her personal experience with the college. The training she received during her undergraduate time prepared her to put a story together from beginning to end and has impacted her entire career in communications.

Chancellor Plowman thanked Dean Mazer for his presentation.

## **VIII. CLOSING REMARKS**

Chancellor Plowman thanked the advisory board members for their attendance.

## **IX. ADJOURN**

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

Respectfully Submitted,

*Susan E. England*

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Susan E. England, Secretary