



THE UNIVERSITY OF TENNESSEE, KNOXVILLE  
CAMPUS ADVISORY BOARD  
MINUTES  
May 12, 2023  
KNOXVILLE, TENNESSEE

The University of Tennessee, Knoxville, Advisory Board met at 10:00 a.m. on Friday, May 12, 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. Tomi Robb, and Mr. Tom Smith

Absent:  
Ms. Alexia Poe

**III. MINUTES OF THE LAST MEETING**

Mr. Tom Smith made a motion to approve the January 27, 2023, 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. RECOGNITION OF OUTGOING MEMBER**

Chancellor Donde Plowman recognized Ms. Jordan Brown's service on the UTK Advisory Board. Ms. Brown will graduate later this month and will begin her pursuit of a PhD in Counseling Psychology at the University of Kentucky.



## V. CHANCELLOR'S UPDATE Dr. Donde Plowman

Chancellor Plowman shared a video regarding the Leading with Courage class she and Gov. Bill Haslam taught this spring.

Chancellor Plowman shared the Board of Trustees approved two new colleges and one new school beginning July 1, 2023.

The Baker School of Public Policy and Public Affairs will honor the state of Tennessee's legacy of statesmanship and leadership while producing the public servants our communities need. Dr. Josh Dunn has been hired as the new executive director of the Institute of American Civics housed within the Baker School. Marianne Wanamaker will serve as the dean.

The College of Music will support the rich musical history and music economy in the state of Tennessee. The department of music was pulled out of the College of Arts and Sciences and named a college to elevate the work being done in the area. Jeff Pappas will serve as the dean.

The College of Emerging and Collaborative Studies will draw on faculty from across campus to come together to develop degree programs to meet the needs of local industry.

RJ Hinde will serve as the executive dean of the College of Arts and Sciences along with three new divisional deans. The three new divisions within the college are arts and humanities, social sciences, and natural sciences and math.

Chancellor Plowman shared Dr. Keith Carver began as the interim senior vice chancellor/senior vice president of the University of Tennessee Institute of Agriculture on March 1. Dr. Carver has been a great addition to our cabinet. Chancellor Plowman emphasized the importance of agriculture to our state. Dr. Carver will be working on initiatives to elevate UTIA across the state and increase the number of students in the Herbert College of Agriculture.

Chancellor Plowman provided the group with an update on the growth of our enrollments and the need for more infrastructure to support the increased growth. The new Customer Relationship Management system (CRM) will improve the way we communicate with students. The entire UT System is working on the implementation of a new ERP financial system. A tremendous number of staff are working on the development of the system while continuing to work on their daily responsibilities. The new ERP system will be a tremendous improvement. The new Student Information System (SIS) is being developed as well.

Chancellor Plowman announced the Board of Trustees, and the Tennessee Higher Education Committee (THEC) approved our campus master plan. The plan is bold and will serve as a guide as we move forward in improving and expanding our classroom and lab space on

campus. We received permission to begin planning for a new chemistry building. The State Building Commission awarded a P3 project for our new residence halls. Chancellor Plowman expressed her appreciation for the hard work of Frank Cuevas, Allen Bolton, and Matthew Scoggins to secure the P3 approval.

Mr. Smith asked if the approval from the state building commission was for the project or to award the project to a developer. Mr. Allen Bolton confirmed the approval was to award the project to a developer and an announcement will be forthcoming.

Mr. Smith asked if the financial markets had an impact on the process. Mr. Bolton said they did not have an impact. The partner has been doing business in this arena for 30+ years on 30 different campuses. Mr. Bolton expressed his appreciation for the UT System for bringing in outside advisors to assist with the process. The advisors were a tremendous help throughout the process.

Mr. Tickle asked when the residence halls will be operational. Dr. Frank Cuevas reported one of the sites is cleared and ready to move forward. The Caledonia Avenue location will be surveyed soon. The stadium project will be located behind Lindsey Nelson Stadium. The goal is to have at least one hall completed by 2025 and the remaining halls complete by 2026.

Prof. Joan Heminway questioned the affordability of housing on campus and in the community. Dr. Cuevas stated they do monitor the community housing prices. The university does not have any influence on the housing pricing off campus. Dr. Cuevas strives to maintain affordable housing on-campus. Mr. Bolton praised Dr. Cuevas and the work he did to maintain a set price point for the new residence halls. Prof. Heminway expressed her appreciation for the work on the project.

Chancellor Plowman updated the group on the latest information related to student success. We experienced record mid-year persistence at 96.9%, which is up eight points over last year. We had 5,378 students apply for commencement, which will be held next week. Of that number 4,041 are undergraduates, which is up 10.7% from last year. Our summer registrations are up this year as well.

Mr. Smith asked if the university tracks where students go from UTK. Chancellor Plowman reported the university does track post-graduation placement. Career Services track where students are six-weeks out. Last year we reported 90% were employed or attending graduate school.

Chancellor Plowman shared the average top five strengths for the fall 2022 class: restorative, achiever, competition, relator, and positivity. The restorative strength is about resolving problems. We emphasize being a volunteer, which is about leadership and service. Based on the top strengths of the class and the efforts around what being a volunteer means, Chancellor Plowman is hopeful in what these students will do while they are here and when they move into the workforce.

Chancellor Plowman provided the most recent national recognitions bestowed upon the university, our esteemed faculty members, and students.

Chancellor Plowman reported the new strategies in place for the Office of Research, Innovation, and Economic Development are beginning to pay off. We have already surpassed last year's records for proposals submitted and awards received. Dr. Deb Crawford provided insight on the proposals and award totals for last year versus where we are this year.

Mr. Smith asked that Dr. Crawford remind the group of what the awards are used for. Dr. Crawford shared the money supports research, scholarship, support for graduate students in PhD programs, and infrastructure so they have state of the art equipment.

Dr. Crawford provided insight to the statewide coalition to advance research in mobility, prepare the workforce of the future, and working with all the higher education partners and key industry leaders in the state. We are also working on two additional projects with partners in Kentucky and Alabama. We are in the running for three separate NSF awards.

IACMI received a \$30 million award to boost composite manufacturing in five states. The partnership leadership is shared by UT and ORNL. UTIA received a \$50 million award through the American Rescue Plan to update the infrastructure at our AgResearch centers across the state.

Chancellor Plowman shared the five strategic priorities in research: advanced materials and manufacturing, AI for Tennessee, energy and environment, human health and wellness, and future mobility. Cluster hires have been identified to support these areas as well.

Chancellor Plowman expressed her pride in the work being done on campus by all units and reiterated it has never been a better time to be a volunteer.

## **VI. FY 2023-2024 OPERATING BUDGET RECOMMENDATION - ACTION**

### **Mr. Allen Bolton, Interim Sr. Vice Chancellor, Finance and Administration**

Mr. Bolton began his presentation by recognizing Ms. Kim McCulloch for her work and the work of her team to develop the budget and the documents provided to the advisory board.

Mr. Bolton stated we will recommend no tuition increase for the coming year. The continued strong enrollment and the increase in the number of retained students is providing us with the ability to forego a tuition increase. Mr. Bolton did request increasing two mandatory fees. The facilities fee supports classroom upgrades and the campus beautification projects. Rising supply costs are impacting our ability to continue to make improvements across campus. The other fee is the transportation fee. We have reached the end of our 10-year agreement with



our transit provider. At the request of our faculty and students we renegotiated our agreement to increase the number of hybrid and electric buses on campus, which increased our costs.

Mr. Smith asked if the additional incremental revenue from the fee increases would be enough. Mr. Bolton responded the additional funds will allow us to keep moving forward while being sensitive to affordability for our students.

Mr. Allen Carter commented on the discussion recently at the Board of Trustees meeting related to out-of-state students. Mr. Carter asked what the percentage of out of state students is at UTK. Chancellor Plowman reported the percentage of instate students is 67.5% and the out of state student percentage is 32.5%.

Mr. Bolton shared information on fee decreases for graduate courses at UT Space Institute. Additional program and course fee increases for other advanced degrees were shared. Parking fee increases were proposed to assist in garage maintenance and merit increases for the department since they are a self-funded auxiliary.

Mr. Bolton provided a consolidated report (UTK, UTIA, UTSI) of the proposed base state appropriations. Mr. Bolton reviewed a breakdown of the FY24 preliminary budget.

Prof. Heminway asked about the institutional support expenditures being over budget. Mr. Bolton responded we are monitoring those on a quarter-to-quarter basis but see no reason to be concerned at this time.

Mr. Bolton reported athletics has had a positive impact on our auxiliaries. Increased needs for parking, items at the Vol Shop have increased the revenues in those areas. Concert volume has increased over the past year and has impacted parking revenue.

Mr. Bolton provided an update on the lessons learned from the first year of the new budget allocation model. We moved from an incremental model to an incentive-based model this past year. For a new model to work, transparency is a must. The model is technically and fiscally sound. Some of the colleges are already using the model to strategically grow revenue. We are working to better align incentives within the model based on institutional goals and create investment resources at all levels. Going forward clearer guidance for the support units during the budgeting process is needed along with improvements in the language within the model. Mr. Bolton and Provost Zomchick will work with the deans and faculty senate to gather feedback and then work to establish revisions to the model for use during the FY 25 budget process.

Mr. Smith reminded the group the level of support from our state legislature is significant and should be acknowledged. Chancellor Plowman echoed Mr. Smith's comments and expressed her appreciation of the level of support the university receives.

Prof. Heminway complimented Mr. Bolton on his efforts to work with the faculty senate on the new model. Prof. Heminway noted the need-based scholarship budget was low. Mr. Bolton shared they are working on obtaining better data to make sure they are matching students with appropriate scholarships. Mr. Chip Bryant provided information on the Tri Star, Pledge, and UT Promise scholarships. Mr. Bryant reported raising funds for those programs is a priority and they are working with donors to increase the funds available.

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 FY 2023-24 attached as Attachment A hereto and authorizes the Chancellor to present the proposed operating budget to the President as approved 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 29-30, 2023, 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 FY 2023-24.

Prof. Heminway seconded the motion. The motion was unanimously approved.

## **VII. ATHLETICS UPDATE**

### **Dr. Danny White, Vice Chancellor and Director of Athletics**

Dr. Danny White shared the details of the new athletics department strategic plan, mission, vision, and action statement, "Leading the way in college sports." The athletics department is constantly evaluating where they are and how to improve in all sports with the goal of winning a championship in each. Dr. White spoke to the ways Vols lead through academic success, inclusive preeminence, honesty and integrity, competitive excellence, holistic health and well-being, and the power of Vol nation. Dr. White stated the fan base is the best in the nation.

Dr. White shared improvements the department has made in support of student athlete success on and off the field, the culture within the athletics department, the resources available to students and staff, brand advancement and messaging, and competitive excellence for all sports. Many positive improvements across the board within athletics are happening quickly and will require adjustments to their five-year goals as several have already been reached.

Dr. White reviewed the success of all the sports teams. Each team is experiencing great success with bright futures for the years to come.

**VIII. HOWARD H. BAKER, JR. CENTER FOR PUBLIC POLICY UPDATE**  
**Dr. Marriane Wanamaker, Executive Director**

Dr. Marianne Wanamaker identified the state's biggest challenges across the state as political polarization, low civic participation and high voter apathy, retreat from civil discourse and engagement, and low levels of civic knowledge. Some additional challenges for college age adults are the decline in the appeal of public service, and the declining confidence in public institutions as tools to make a difference. Given the top average strength of our incoming classes is restorative, Dr. Wanamaker noted the desire of students to be problem solvers, which is what it will take to tackle the challenges across our state.

Dr. Wanamaker shared the legacy of the Howard Baker Center, the credibility as non-partisan, the active role of key advisors, and their donor base will allow the Baker School to continue to move forward and grow. The university received a \$4M per year investment from the state legislature for the formation and implementation of the Institute of American Civics.

Dr. Wanamaker reported the master's in public policy and administration will move to the Baker School from the political science department. The legislation establishing the Institute of American Civics has been used to develop the priorities around enhancing civic knowledge, building civic skills, and promoting civic engagement. Students will be encouraged to be active in local government.

Dr. Josh Dunn was named the executive director of the Institute of American Civics and will begin July 1, 2023.

Prof. Heminway stated she looks forward to the College of Law and the Baker School working together in this next phase. Dr. Wanamaker assured her the relationship will continue and has strong potential to grow.

Ms. Jordan Brown asked for more information on how the Baker School will work with departments to decrease overlapping to information taught across campus. Dr. Wanamaker shared Dr. Dunn's role when he arrives is to determine how to reach every student across campus where civics are concerned. The undergraduate degree will have concentrations housed in other departments so students could take advantage of spending time with faculty members who have expertise in those areas.

**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