I. CALL TO ORDER

Chair John Tickle called the meeting to order at 9:05 a.m.

II. INTRODUCTION OF NEW BOARD MEMBERS

Chancellor Plowman provided an introduction of the two new members of the Advisory Board. Mr. Allen Carter and Mrs. Alexandra Szmutko. Chancellor Plowman shared she met with the new members prior to this meeting to provide an orientation to the Advisory Board and shared information related to the University of Tennessee, Knoxville.

III. 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, Mr. Tom Smith, Ms. Syreeta Vaughn

Mrs. Alexandra Szmutko was unable to join the call.

IV. MINUTES OF THE LAST MEETING

Mr. Tom Smith made a motion to approve the April 30, 2021 minutes with the amendment requested by Mr. Beauvais Lyons and provided the Secretary is authorized to make any necessary edits to correct spelling, grammatical, or format errors or other technical errors subsequently identified. The motion was unanimously approved.

V. CHANCELLOR’S OPENING REMARKS

Dr. Donde Plowman, Chancellor

Chancellor Plowman expressed her excitement to have students back on campus to begin the fall semester. She reported undergraduate enrollment as of today is officially over 25,000.

Provost John Zomchick stated the number of first-time freshmen as of today is 5,980, which is approximately an 8% increase from last fall. The transfer count is flat for this year, which is
considered a positive due to the decrease in students last year at community colleges across the state.

Chancellor Plowman introduced Mr. Owen Driskill, Assistant Provost and Chief Operating Officer, for the Office of the Provost. Mr. Driskill brings a wealth of experience in administrative leadership to the new role. Mr. Driskill previously served in the Office of Communications.

Chancellor Plowman reported increased enrollment for graduate students, out of state students, and students of color in the first-year class. The increases are the result of the hard work conducted by our staff in the Enrollment Management office. They recently hired a new staff member, Mr. Redrick Taylor, who is responsible for putting a team together to recruit students of color to our campus. The student success teams for each new student will continue this year. Chancellor Plowman highlighted three new student success initiatives for this fall. The Big Orange Welcome will take place over six weeks to assist with the transition of students being on campus and in person for a full campus experience. Vols Start Back is designed for students that are not new, but spent a year, whether in college or high school, online. Every sophomore, junior, and senior are encouraged to participate in seminars and interactive sessions on learning, in class issues, and how to strengthen academic, leadership, and social skills. A portion of the HEERF funds will be used to provide a stipend for the students who participate in these sessions.

Student retention is always a concern and one of the areas with potential for the most improvement centers on our men of color. They perform as well as others, but tend to drop out or transfer more often than other students. Chancellor Plowman shared her experience at the Student Success Academy session. This fall 115 young men signed up to participate in the program. Two of the top issues for men of color centered around a sense of belonging and financial difficulties. This program will provide them with an immediate community and opportunities to learn how to deal with issues that may arise during their time on campus.

Chancellor Plowman expressed her commitment to delivering an in-person experience this fall. President Randy Boyd and the UT System chancellors worked together to develop a system-wide policy for the fall semester. The mask policy is limited to those indoor spaces where distancing is not possible, such as classrooms and labs. Faculty have requested masks in all spaces. Our team continues to monitor the situation daily and adjustments will be made as needed. Our students were notified prior to their arrival on campus this fall we will not coordinate isolation and quarantine space. Students were encouraged to arrive with a plan should it be necessary this fall.

VI. STRATEGIC VISION
Dr. Donde Plowman, Chancellor

Chancellor Plowman provided an overview of the revised strategic vision goals. Each goal is tied to one of the UT System strategic goals. A brief bullet point was added to each goal, such as Vol is verb for Goal 3. We are conducting a capacity study to determine the correct direction to
grow as a campus. We have a team working on the transformational and operational metrics for each goal and how best to implement and prioritize each goal.

Mr. Smith expressed his appreciation of the bullet points and wondered if they could be listed first as a concise way to display the information. Ms. Alexia Poe agreed with Mr. Smith.

Mr. Lyons shared his belief the strategic plan is one many faculty and staff can support. He commented Goal 2 has ambitious goals and noted progress has been made related to Goal 3, but challenges still exist. Mr. Lyons voiced concern related to the Dr. Anming Hu case and shared Provost Zomchick has committed to work together with the faculty to amend the faculty handbook to address concerns. Mr. Lyons asked Chancellor Plowman to address the item in Goal 4 regarding a revised academic structure.

Chancellor Plowman shared she and Provost Zomchick charged a working group this summer to review the academic structure in advance of implementing the new budget allocation model. Some of the tasks were to determine if we have the correct college make-ups and number of colleges, as well as a good size for a college. Also, the group will analyze whether our current structure allow faculty to collaborate easily, if faculty are being represented well due to the size of their college, if any improvements could be made by potentially moving departments to other colleges, and the potential impact the new budget model might have on a new structure.

Chancellor Plowman stated the end goal of this review is to determine the best academic structure for faculty to succeed, disciplines to grow, and increase collaboration among faculty. Mr. Lyons shared one of the past restructurings focused on combining colleges, and he looks forward to the conversations going forward.

Mr. Smith moved for adoption of the following Resolution:

Resolved: The University of Tennessee, Knoxville Advisory Board recommends approval of the proposed strategic plan for the campus, attached as Attachment A hereto. The Advisory Board authorizes the Chancellor to present the Advisory Board’s recommendation to the President as provided in Board of Trustees Policy BT0025 and authorizes the Chancellor to add information relating to goal metrics and alignment with the UT System Strategic Plan.

Ms. Poe seconded the motion. The motion was approved unanimously.

VII. CLOSING REMARKS

Mr. Tickle commented on the difficulties the university has faced over the past year and the challenges ahead. He stressed the importance to continue the push for individuals to get vaccinated. Chancellor Plowman shared information related to the vaccination clinic taking place today at the Student Union and efforts to encourage students to participate. Chancellor Plowman reported the SEC medical advisory committee has done a phenomenal job and has set vaccination goals for our athletic teams.
Mr. Lyons asked for the minutes to reflect he posted the letter sent to Chancellor Plowman in the chat and his concurrence with comments related to vaccinations.

Mr. Tickle acknowledged the work done by Chancellor Plowman and President Boyd to protect everyone during this time.

Chancellor Plowman thanked Mr. Tickle and the board members for their participation and support. She looks forward to sharing the strategic vision to the Board of Trustees in October.

The next meeting is scheduled for October 15th and it will be in-person if possible.

VIII. ADJOURN

With no further business to come before the advisory board, the chair adjourned the meeting at 9:50 a.m.

Respectfully Submitted,

_________________________
Susan E. England, Secretary
OUR ROLE
As the flagship land-grant university of the state, we are dedicated to amplifying the Volunteer spirit of selfless leadership in every life we touch. We listen and learn from one another—an ongoing, ever-expanding conversation fueled by a wealth of perspectives and experiences. We know how much is possible when we unite our individual talents and aspirations, put compassion front and center, and step forward together as Volunteers.

OUR VISION
A world enriched by our ideas, improved through action, and inspired by the Volunteer spirit of service and leadership.

OUR MISSION
We are a diverse community with a shared commitment to discovery, creativity, learning, and engagement.

At UT Knoxville we:

• Empower learners of all ages and backgrounds to achieve their dreams through accessible and affordable education and state-of-the-art research training opportunities
• Advance the prosperity, well-being, and vitality of communities across Tennessee and around the world through our research, teaching, service, and engagement
• Commit to excellence, equity, and inclusion within the university, across the state, and in all our global activities

GOALS
Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn.

Advance the frontiers of knowledge to create a more just, prosperous, and sustainable future through world-class research, scholarship, and creative work.

Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength.

Empower and sustain a culture of collaboration, agility, and innovation throughout the university.

Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community.

WE WORK TOGETHER, COLLABORATING ACROSS BOUNDARIES AND DISCIPLINES, TO ACHIEVE THESE GOALS AND THUS FULFILL OUR MISSION AND VISION.
GOAL ONE
Demonstrate leadership in providing high-quality educational opportunities for people at every stage of life, whenever and wherever they seek to learn.

WE LIGHT THE WAY FOR OTHERS

As Tennessee’s flagship university, we commit to lighting the way for others and serving as a catalyst for opportunities—on our campus and in communities near and far. Innovative, enriching learning experiences extend the reach of our mission. Our objectives and priorities are:

Provide learners at all levels with opportunities to engage in rich learning and scholarship that is collaborative, inquiry-based, experiential, affordable, and relevant.
- Create a unifying Volunteer experience for every student that is grounded in the three pillars: the courage to care, the courage to think big, the courage to lead.
- Promote active engagement in research, scholarship, and experiential learning for all students.

Support curricular innovations that align with 21st-century workforce needs and our research strengths and priorities.
- Complete a capacity analysis to identify opportunities for growth and constraints.
- Align investments in research and teaching to support curricular innovations.
- Increase opportunities for students to major in high-demand programs.

Deliver educational opportunities that are responsive to the needs of learners.
- Create flexible modular learning structures that allow students to choose sets of courses that interest them and combine those modules in individualized ways.
- Develop innovative models for degree, nondegree, and certificate programs that are accessible and responsive to the needs of learners.

Ensure that the programs we offer are accessible to communities across Tennessee and beyond.
- Reimagine the land-grant mission to greatly extend the range of educational opportunities we offer beyond the Knoxville campus.
- Identify populations that have not participated in educational programs and collaborate with them to deliver programming responsive to their needs.

FIVE-YEAR TRANSFORMATIONAL METRICS
Launch and sustain a national branding campaign around the idea of “It takes a Volunteer.”
Create an innovative degree program with stackable modules and certificates in each college
Enroll 1,000 students in modular certificates
Increase graduates in key workforce areas by 25%

FIVE-YEAR OPERATIONAL METRICS
Grow enrollment by 10%
Improve retention to 90%
Improve six-year graduation to 80%
Add 15 new online degree programs
Offer 15% of semester courses during first or second session
Have at least one program in each college ranked in top five nationally
Achieve student participation in high-impact educational practices of 80%
Strengthen the impact and reputation of our research, scholarship, and creative activities.

- Support transdisciplinary initiatives in areas strategically important to Tennessee and beyond.
- Implement constellation faculty hiring strategies to amplify our research strengths and expand our impact, emphasizing areas of societal importance—from local to global.
- Increase the quantity of influential scholarly outputs and outcomes created by our research community.
- Ensure that our research community’s contributions are appropriately recognized with prominent national and international awards and distinction.

Ensure that the research outcomes we generate lead to the creation of a more just, prosperous, and sustainable future.

- Support integrated translational research and inclusive workforce development programs enriched by trusted partnerships with industry, pre-K-12 schools, two- and four-year colleges and universities, community organizations, and government agencies.
- Create and nurture research-based partnerships with public-serving organizations to enrich and enhance the health and well-being of Tennessee communities and others far beyond.
- Strengthen Tennessee’s innovation economy by creating and sustaining vibrant high-tech companies and the ecosystems in which they thrive.
- Increase the number of faculty, students, and postdoctoral scholars who think and act like entrepreneurs by promoting participation in entrepreneurship programs.
- Enhance economic development by attracting and contributing to the success of the industries of the future.

Invest in state-of-the-art research infrastructure and frameworks to ensure that our researchers, scholars, and creatives continue to work at the knowledge frontier.

- Foster university-wide and external partner-enabled networking and ideation opportunities for groups with shared interests.
- Develop and implement a five-year strategic guide, a living document, to inform investments in state-of-the-art facilities, instruments, and tools.
- Establish and sustain an ethos that prizes multidisciplinary research and learning while creating mechanisms that support continued culture enrichment.
- Provide a world-class multidisciplinary research training experience to a diverse community of undergraduates, graduate students, and postdoctoral scholars.

**FIVE-YEAR TRANSFORMATIONAL METRICS**

Establish a distinctive national brand as a 21st-century land-grant university leader

Make Tennessee the fastest-growing innovation economy

Help Tennessee become a top-20 state for academic research

Grow research expenditures to $425 million

**FIVE-YEAR OPERATIONAL METRICS**

Number of start-ups created or supported

Number of prominent awards and recognitions

Number of most-cited researchers

Number of PhD students enrolled and graduating

Number of provisional and utility patents

Number of postdoctoral scholars

Number of impactful partnerships
GOAL THREE
Develop and sustain a nurturing university culture where diversity and community are enduring sources of strength.

VOL IS A VERB

We commit to creating inclusive learning and work environments where civility, accountability, cultural competency, and equitable access are hallmarks of the UT Knoxville community. We value and affirm differences in race, culture, world views, beliefs, identities, and abilities. These efforts are indispensable to attracting and retaining the students, faculty, and staff whose energy and commitment fulfill our mission. To accomplish this goal we will:

**Implement structures and practices that attract and retain a diverse community of faculty, staff, and students and that support a culture where everyone matters and belongs.**

- Implement, advance, and evolve diversity action plan goals, sharing progress and continuing to solicit feedback and input.
- Identify and remedy structural impediments to recruiting and retaining students and employees from diverse populations, including financial, social, and logistical impediments.

**Nurture change that supports inclusive behaviors and a culture of respectful dialogue to create greater understanding of difference, starting with our administration, faculty, and staff.**

- Invest in educational opportunities for faculty, staff, and administrators that advance new approaches to teaching, learning, and development in diverse communities.
- Prioritize training and inclusion discussions with various departments and units.

**Challenge students to examine their understandings of the world and their capacity to act as members of an inclusive community.**

- Provide opportunities for all students to engage and learn more about shared expectations for respect and inclusion.
- Expand current campus initiatives for cultivating an inclusive campus community.

**FIVE-YEAR TRANSFORMATIONAL METRICS**

Develop a national reputation for “Vol is a Verb.”

Be a national model for programming around (1) civility and community to achieve greater understanding of and appreciation for diversity and differences, and (2) diversity of ideas.

Develop a culture and climate where employees consider the university a national employer of choice.

**FIVE-YEAR OPERATIONAL METRICS**

Historically underrepresented minority enrollment (or other data set)

Growth of international enrollment

Close retention and graduation gap for historically underrepresented minorities

Growth of Tri-Star Scholarship investment

Increase of 20% in number of students receiving Tri-Star Scholarships

Growth of pathway initiatives to facilitate historically underrepresented minority growth
GOAL FOUR
Empower and sustain a culture of collaboration, adaptability, and innovation.

NIMBLE AND INNOVATIVE

Meeting the changing needs of society and achieving our institutional goals requires collaboration, adaptability, and innovation. To foster collaboration and adaptation that go far beyond how we operate to become our ethos, we will:

Enhance a campus-wide culture of innovation and collaboration at all levels.
• Make collaboration and innovation a priority in every campus unit so that processes and procedures are more meaningful, effective, and efficient.
• Invest in physical spaces that enable innovation and collaboration; re-envision how we use office spaces to enhance collaboration both across campus and between campus and external partners.
• Leverage Cherokee Farm as a centerpiece for innovation and collaboration through interdisciplinary collaboration and inclusive economic development.

Adapt current structures and systems to foster identity and collaboration while supporting innovation.
• Sustain a culture of innovation and collaboration by creating integrated processes and systems to efficiently support students, no matter where they are, from prospective to alumni.
• Incentivize innovation in academic and research programs by identifying business process and system improvements to support faculty and staff collaboration and innovation in teaching and research across our multiple locations—main campus, UTIA, UTSI, Cherokee Farm, Oak Ridge Institute at UT, and Extension.
• Review campus academic structure for maximum effectiveness in developing identity, collaborating, and supporting innovation.

Foster organizational agility and innovation by developing incentives for innovative and transformational work that also breaks or blurs the lines of organizational silos.
• Create seed money pool for faculty- and staff-driven projects that meet specified criteria.
• Provide time for innovation through course release for faculty or project work time for staff.
• Develop a system to recognize and celebrate collaborations both internally and externally.

FIVE-YEAR TRANSFORMATIONAL METRICS
Implement budget allocation model
Launch new campus and Cherokee Farms master plan
Implement customer relations management
Implement revised academic structure

FIVE-YEAR OPERATIONAL METRICS
Progress on master plan
Number of integrations made across system
Number of processes improved
Realized time and money savings
GOAL FIVE

Connect with every Tennessean and with communities around the world, inspiring future Volunteers to join our diverse community.

THE MODERN R-1 LAND-GRA NT UNIVERSITY

Outreach and engagement are fundamental to our mission and vital to our success. Amplifying the Volunteer spirit of leadership and service—creating experiences and outcomes for everyone whose lives we touch—requires deepening our connections at home and extending our national and global networks. To expand and enhance the Volunteer community, we will:

Deepen and extend the university's ability to connect with Tennesseans.

• Create and foster a campus-wide culture of service, engagement, extension, and outreach—reinforcing our Volunteer brand—by creating a coalition of campus units focused on engagement to align the university across its many parts, and with the needs of Tennessee communities.

• Revolutionize the university’s presence across the state and create the model 21st-century land-grant university.
  ° Change the experiences Tennesseans have with UT by creating meaningful lifelong access, learning, and engagement opportunities.
  ° Establish alumni area representatives in every county to serve as liaisons.
  ° Develop a marketing plan to raise awareness among Tennesseans about resources of the university and the impact of an engaged university.
  ° Create a comprehensive plan for identifying and expanding community education resources and programming for learners of all ages.

Establish, build upon, and streamline processes to identify community needs and activate university resources to meet those needs.

• Invest in systems, processes, and people to connect efforts across the university and support a culture of service, engagement, extension, and outreach.

• Develop appropriate staffing and processes for assessing community needs and reporting to campus leadership.

FIVE-YEAR TRANSFORMATIONAL METRICS

Expand definition of service, extension, and engagement aligned with Volunteer identity

Establish and resource alignment coalition

FIVE-YEAR OPERATIONAL METRICS

(Number of off-campus engagement opportunities

Number of alumni liaisons and represented counties

Audience research results: perception and reputation score