



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

EDUCATION, RESEARCH, AND SERVICE COMMITTEE	
Thursday, October 24, 2024	Ballroom, Student Union, UTK
2:00 p.m. (EDT)/1:00 pm (CDT)	Knoxville, TN

## AGENDA

- I. Call to Order and Roll Call
- II. Opening Remarks of the Committee Chair
- III. Requests to Address the Board (if appropriate for this Committee)
- IV. Presentations — Information/Discussion
  - A. [UT System Student Success Indicators](#) ..... Tab 1.1
  - B. UT System Research Enterprise Update
    - 1) [Research Expenditures and Key Performance Indicators](#)..... Tab 1.2.1
    - 2) [UT Research Foundation](#) ..... Tab 1.2.2
  - C. [COACHE Faculty Job Satisfaction Survey Preview](#)..... Tab 1.3
  - D. [UT Knoxville Digital Learning Initiative Update](#)..... Tab 1.4
  - E. [Institutional Accreditation](#)..... Tab 1.5
- V. [Board Policy on Institutional Accreditation — Action](#)..... Tab 2
- VI. Proposed New Academic Programs — Action
  - A. [Occupational Therapy Doctorate, UTHSC](#)..... Tab 3.1
  - B. [Doctor of Philosophy in Agricultural Leadership, Education, and Communication, UTK](#) ..... Tab 3.2
- VII. [Consent Agenda — Action](#) ..... Tab 4
  - A. [Minutes of the Prior Meeting](#) ..... Tab 4.1
  - B. [Proposed Academic Program Modification: Bachelor of Science Business Administration in Business Analytics, UTC](#)..... Tab 4.2
  - C. [Tenure Recommendations Requiring Board Approval](#) ..... Tab 4.3
    - 1) [Grant of Tenure upon Initial Appointment](#) ..... Tab 4.3.1
    - 2) [Grant of Tenure upon Early Consideration](#) ..... Tab 4.3.2



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## VIII. Other Business

*[Note: Under the Bylaws of the Board, items not appearing on the agenda may be considered only upon an affirmative vote representing a majority of the total voting membership of the Committee. Other business necessary to come before the Committee at this meeting should be brought to the attention of the Committee Chair or Board Secretary before the meeting.]*

## IX. Closing Remarks and Adjournment

### Information Items

- A. [Annual Report on Intercollegiate Athletics](#)..... Tab 5.1
- B. [Education, Research, and Service Committee Work Plan](#) ..... Tab 5.2
- C. [Ratification of Administrative Action to Terminate or Inactivate Academic Programs](#) ..... Tab 5.3
- D. [Certification of Degrees Conferred](#)..... Tab 5.4



ACADEMIC AFFAIRS AND  
STUDENT SUCCESS

# UT System Student Success Indicators

*Board of Trustees — October 24-25, 2024*

*Institutional Effectiveness*



*[ie.tennessee.edu](http://ie.tennessee.edu)*



# OVERVIEW

- *Enrollment*
- *First-Year Retention Rates*
- *Graduation Rates*
- *Highlights*



*University of  
Tennessee*  
**SYSTEM**

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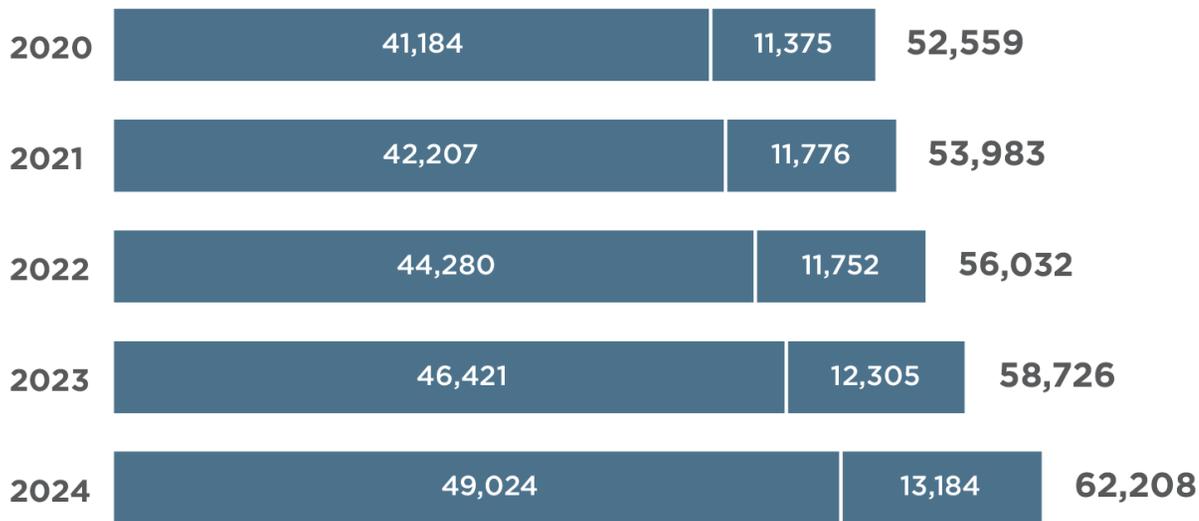
*UT System Student  
Success Indicators*



*Institutional Effectiveness*

# Enrollment, UT System 2020-2024

Undergraduate | Graduate | Total Enrollment



1-Year Change **+5.9%**

5-Year Change **+18.4%**

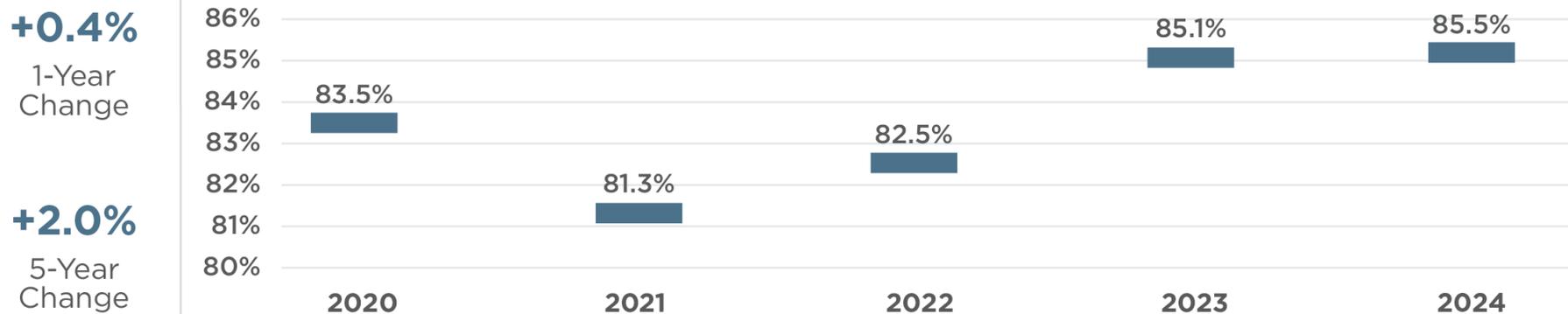


Institutional Effectiveness



# First-Year Retention, UT System

2020-2024

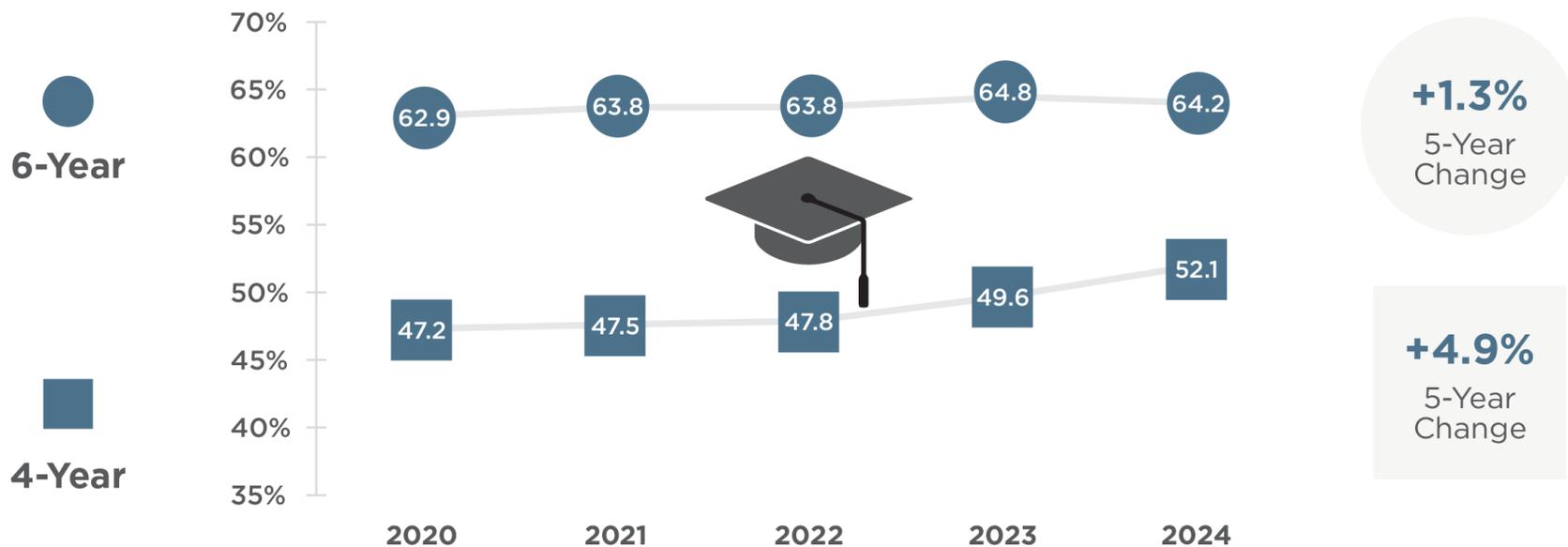


Institutional Effectiveness



# Graduation Rates, UT System

2020-2024

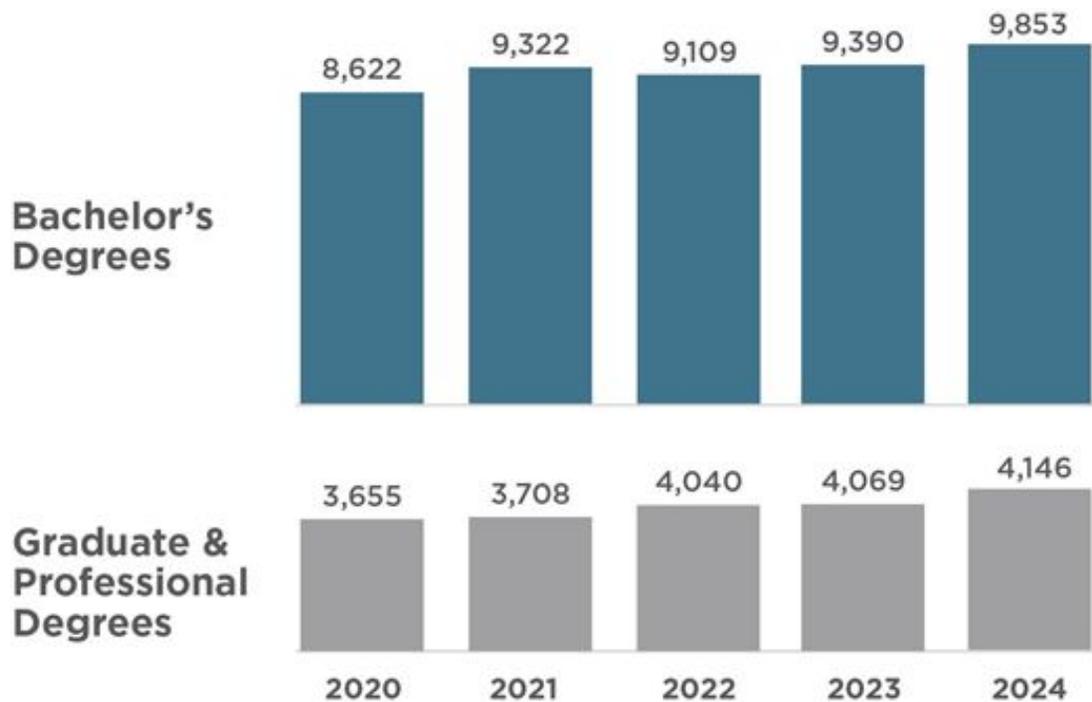


Institutional Effectiveness



# Degrees Awarded, UT System

2020-2024



**+14.3%**  
5-Year Change

**BE ONE**  
**UT**

**+13.4%**  
5-Year Change

*University of  
Tennessee,*  
**KNOXVILLE**

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*UT System Student  
Success Indicators*



Institutional Effectiveness



# Enrollment, UT Knoxville

2020-2024

Undergraduate | Graduate | Total Enrollment

Year	Undergraduate	Graduate	Total Enrollment
2020	24,254	6,305	30,559
2021	25,067	6,634	31,701
2022	27,039	6,766	33,805
2023	28,883	7,421	36,304
2024	30,564	8,164	38,728

1-Year Change **+6.7%**

5-Year Change **+26.7%**

Institutional Effectiveness

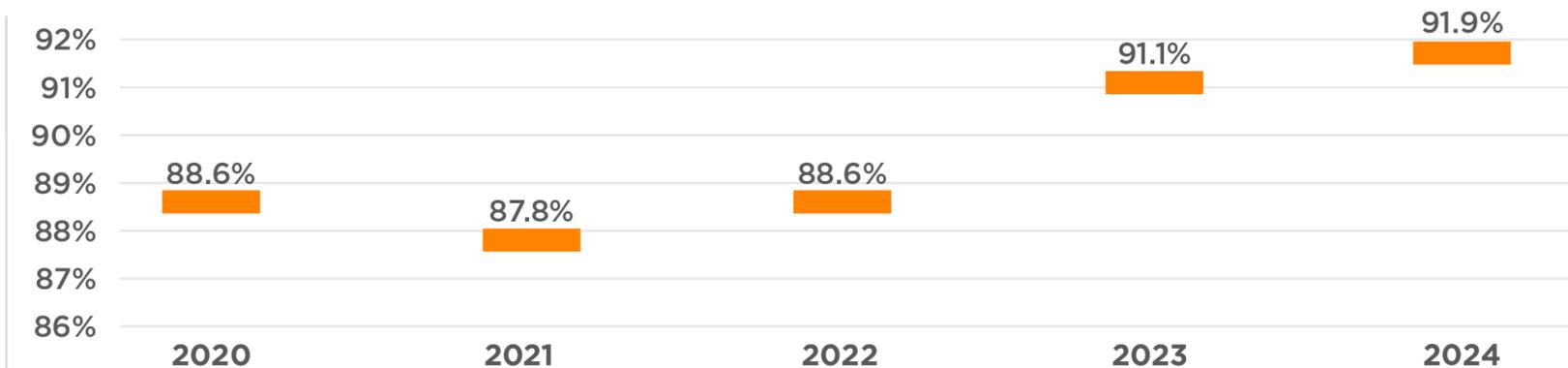


# First-Year Retention, UT Knoxville

2020-2024

**+0.8%**  
1-Year  
Change

**+3.3%**  
5-Year  
Change

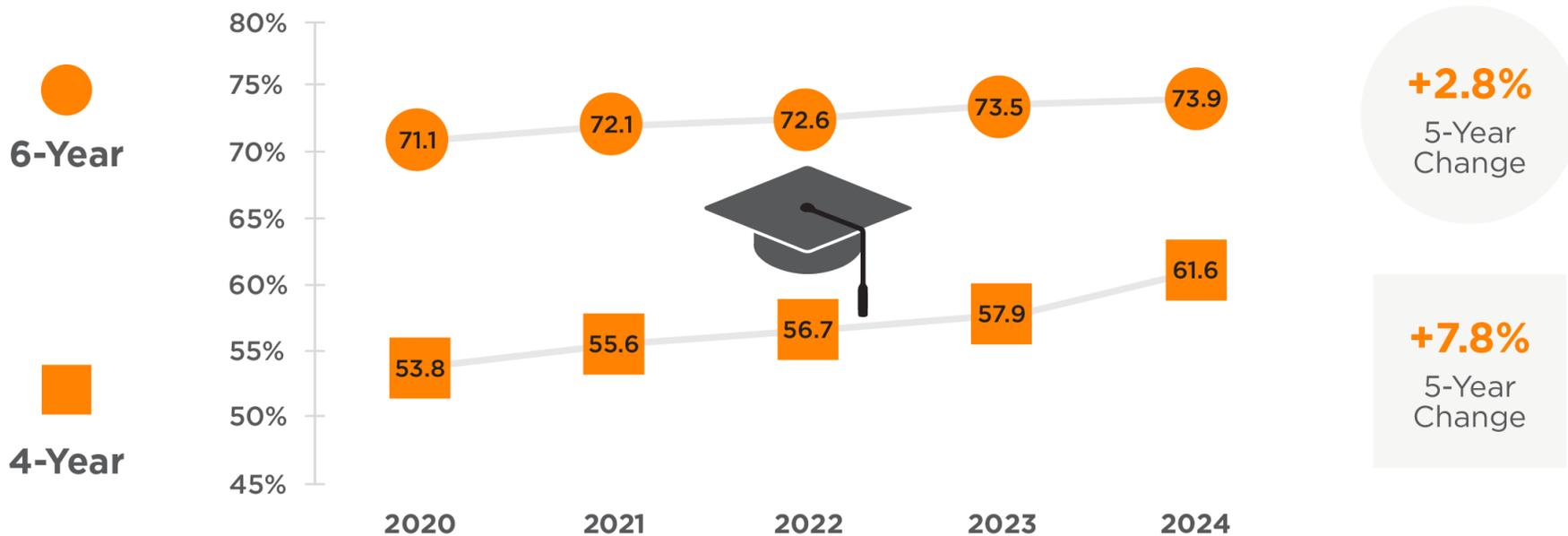


Institutional Effectiveness



# Graduation Rates, UT Knoxville

2020-2024



*University of  
Tennessee at*  
**CHATTANOOGA**

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*UT System Student  
Success Indicators*





# Enrollment, UT Chattanooga 2020-2024

Undergraduate | Graduate | Total Enrollment

2020	10,311	1,384	11,695
2021	10,016	1,441	11,457
2022	9,884	1,399	11,283
2023	9,982	1,398	11,380
2024	10,245	1,589	11,834

1-Year Change **+4.0%**

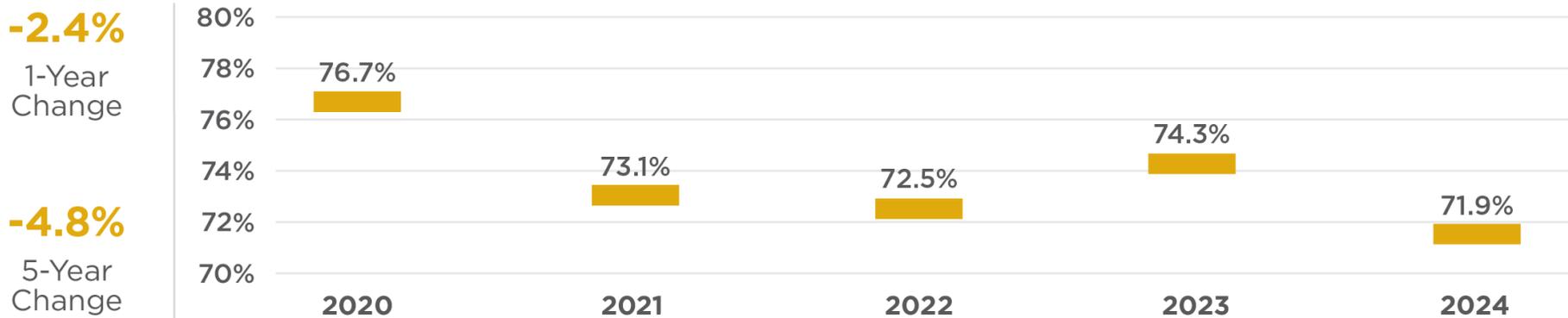
5-Year Change **+1.2%**

Institutional Effectiveness



# First-Year Retention, UT Chattanooga

2020-2024

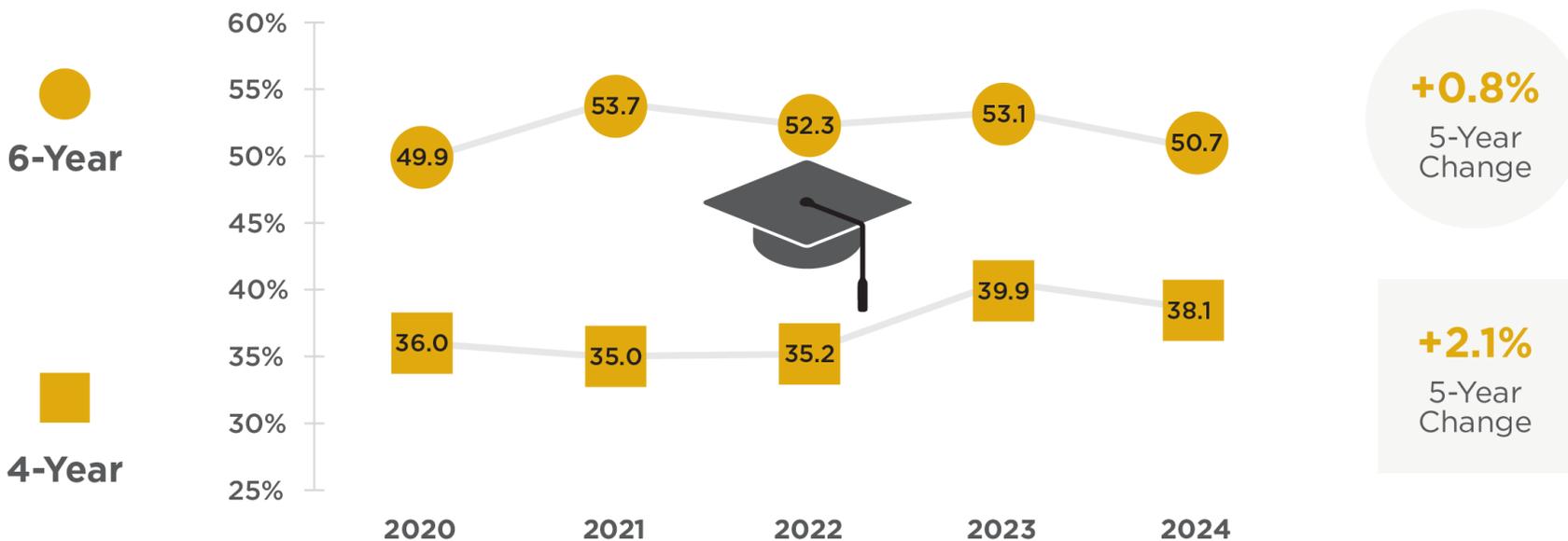


Institutional Effectiveness



# Graduation Rates, UT Chattanooga

2020-2024



*University of  
Tennessee*  
**SOUTHERN**

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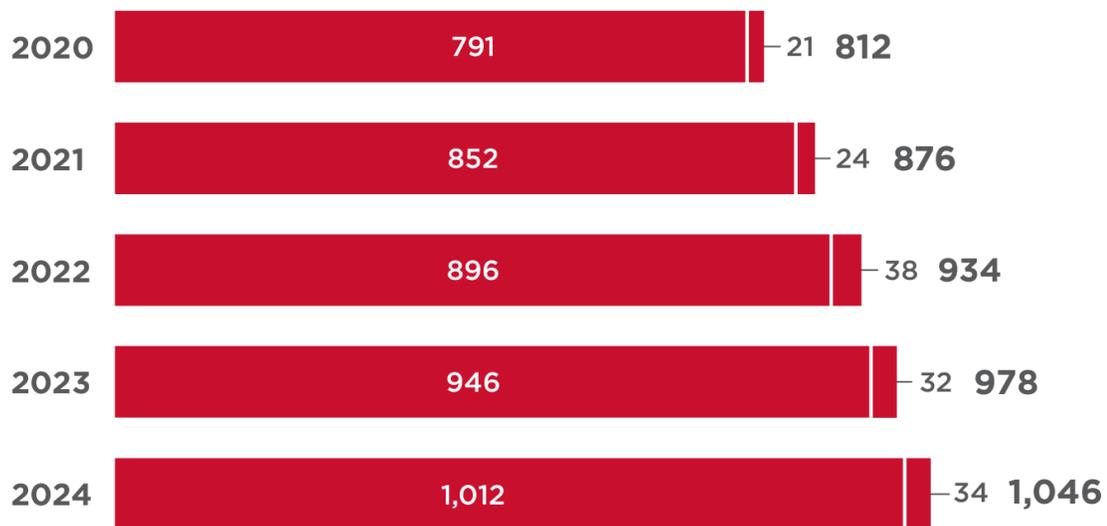
*UT System Student  
Success Indicators*





# Enrollment, UT Southern 2020-2024

Undergraduate | Graduate | Total Enrollment



1-Year Change **+7.0%**

5-Year Change **+28.8%**

Institutional Effectiveness

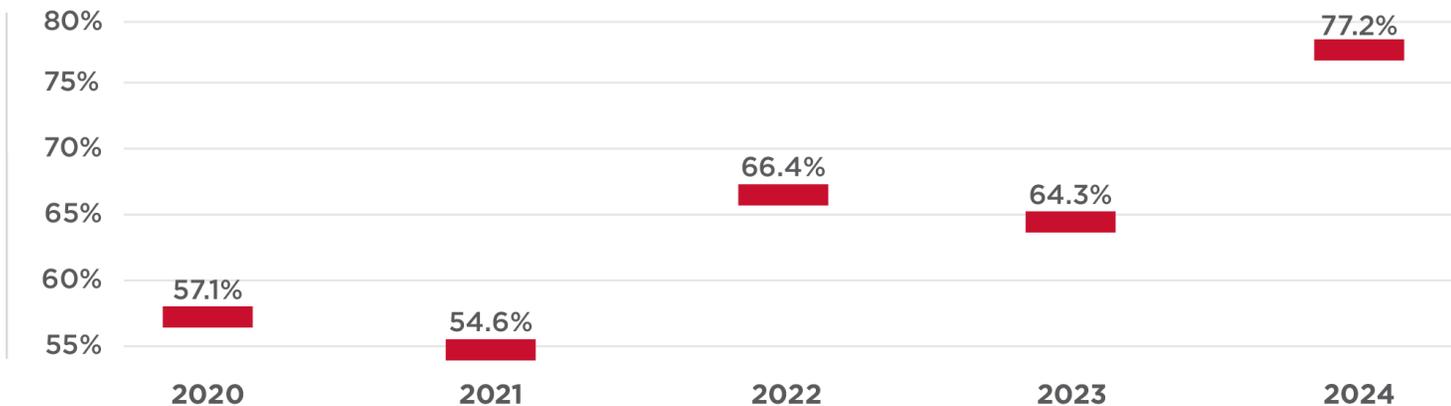


# First-Year Retention, UT Southern

2020-2024

**+12.9%**  
1-Year  
Change

**+20.1%**  
5-Year  
Change

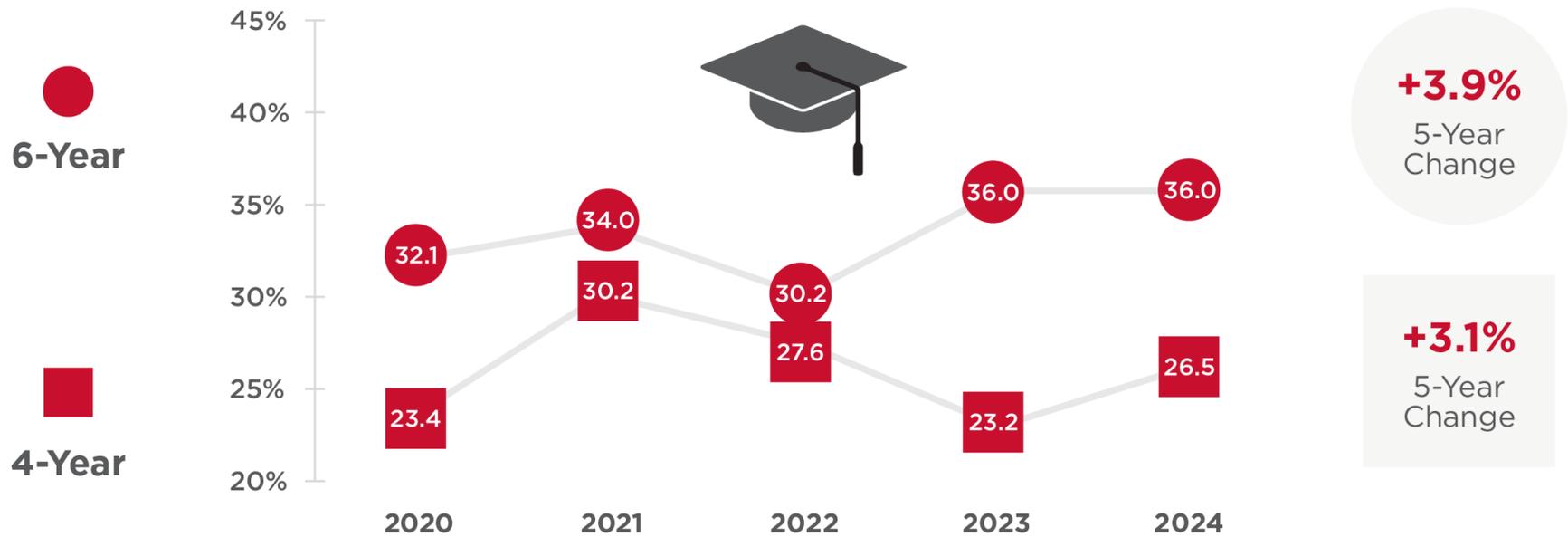


Institutional Effectiveness



# Graduation Rates, UT Southern

2020-2024



*University of  
Tennessee at*  
**MARTIN**

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*UT System Student  
Success Indicators*





# Enrollment, UT Martin *2020-2024*

Undergraduate | Graduate | Total Enrollment

2020	6,395	722	7,117
2021	6,007	705	6,712
2022	6,165	703	6,868
2023	6,234	707	6,941
2024	6,809	690	7,499

1-Year Change **+8.0%**

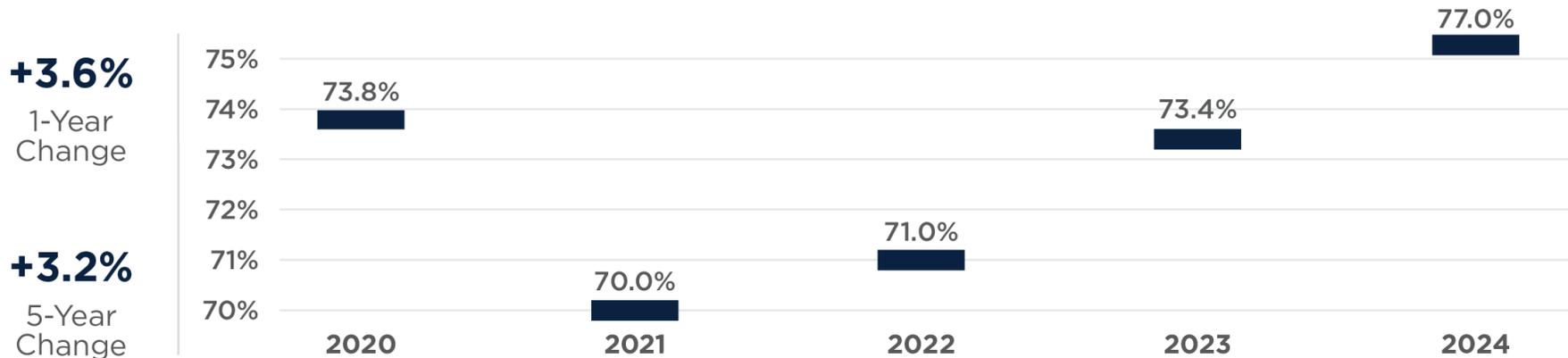
5-Year Change **+5.4%**

Institutional Effectiveness



# First-Year Retention, UT Martin

2020-2024

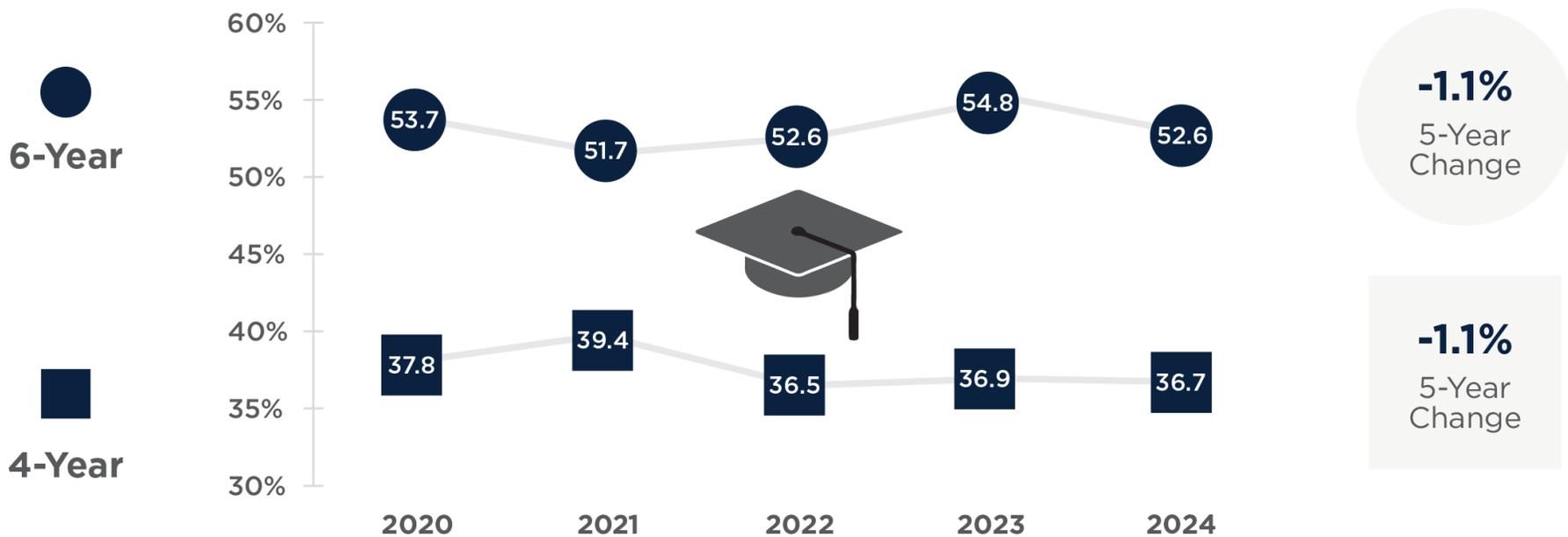


Institutional Effectiveness



# Graduation Rates, UT Martin

2020-2024



*University of  
Tennessee*

# HEALTH SCIENCE CENTER

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*UT System Student  
Success Indicators*





# Enrollment, UT Health Science Center

2020-2024

Undergraduate | Graduate | Total Enrollment



1-Year Change **-0.7%**

5-Year Change **-2.7%**

# HIGHLIGHTS

## *UT System Student Success Indicators*





ACADEMIC AFFAIRS AND  
STUDENT SUCCESS

# Questions?

*Institutional Effectiveness*



*[ie.tennessee.edu](http://ie.tennessee.edu)*



ACADEMIC AFFAIRS, RESEARCH  
AND STUDENT SUCCESS

# UT System Student Success Indicators

*Board of Trustees — October 24-25, 2024*



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# University of Tennessee SYSTEM



*UT System Student Success Indicators  
October 2024*



## 2024 UT System Enrollment Snapshot

**62,208**

Total Enrollment

**49,024**

UNDERGRAD

**13,184**

GRAD

Total New Student

**18,106**

Total Online Only

**10.3%**

Total Residency

**71.0%**

IN-STATE

**29.0%**

OUT-OF-STATE

Pell Recipient

**27.1%**

TOTAL

Total Gender

**56.8%**

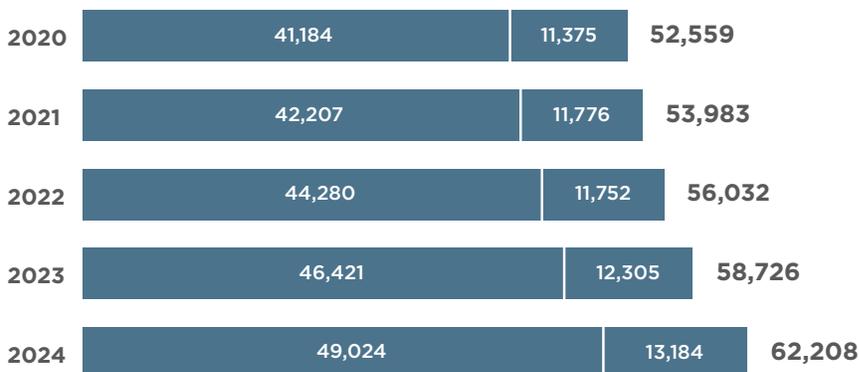
FEMALE

**43.2%**

MALE

## ENROLLMENT 2020-2024

### Undergraduate | Graduate | Total Enrollment

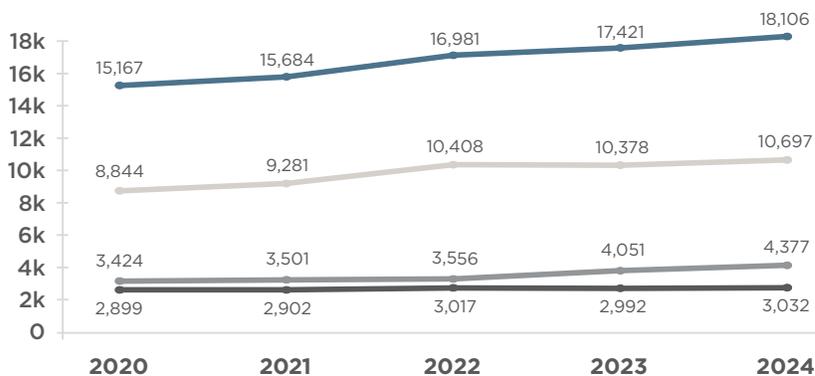


1-Year Change **+5.9%**

5-Year Change **+18.4%**

### New Student Enrollment

● Total ● New Freshman ● New Graduate ● New Transfers

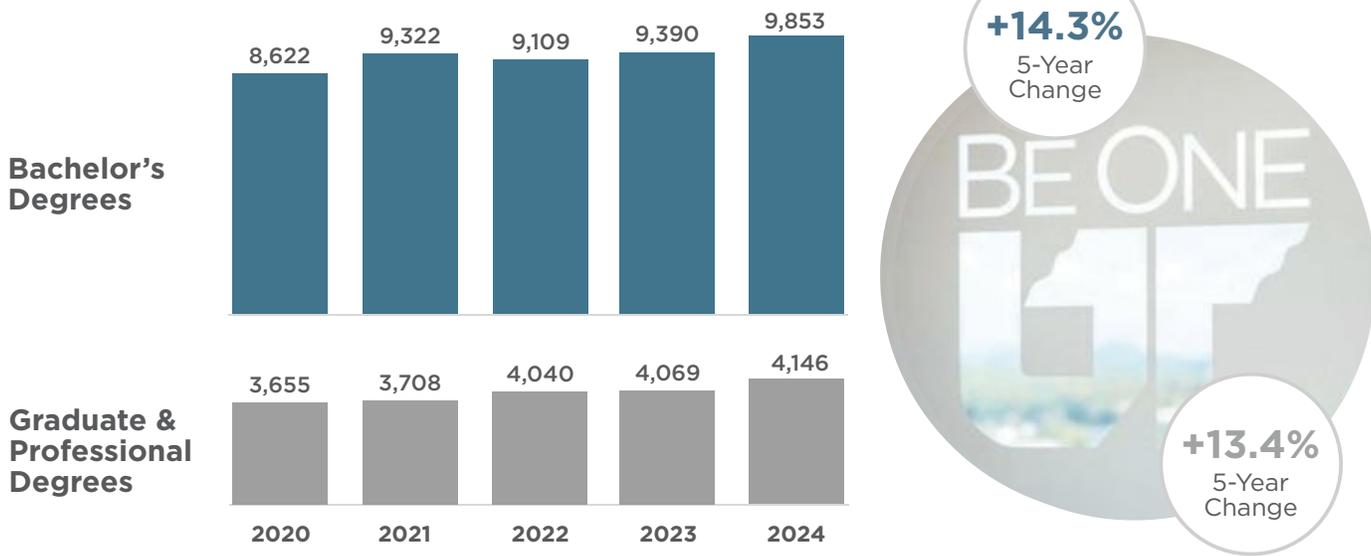


Total 1-Year Change **+3.9%**

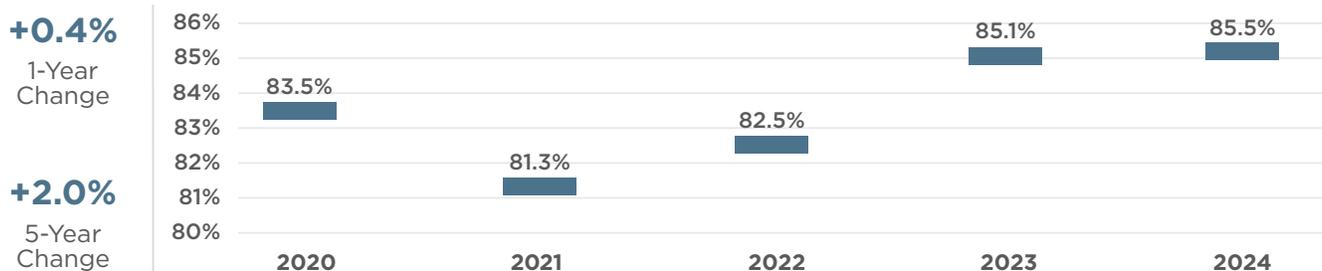
Total 5-Year Change **+19.4%**

Note: UT System numbers in years prior to 2021 do not include UT Southern.

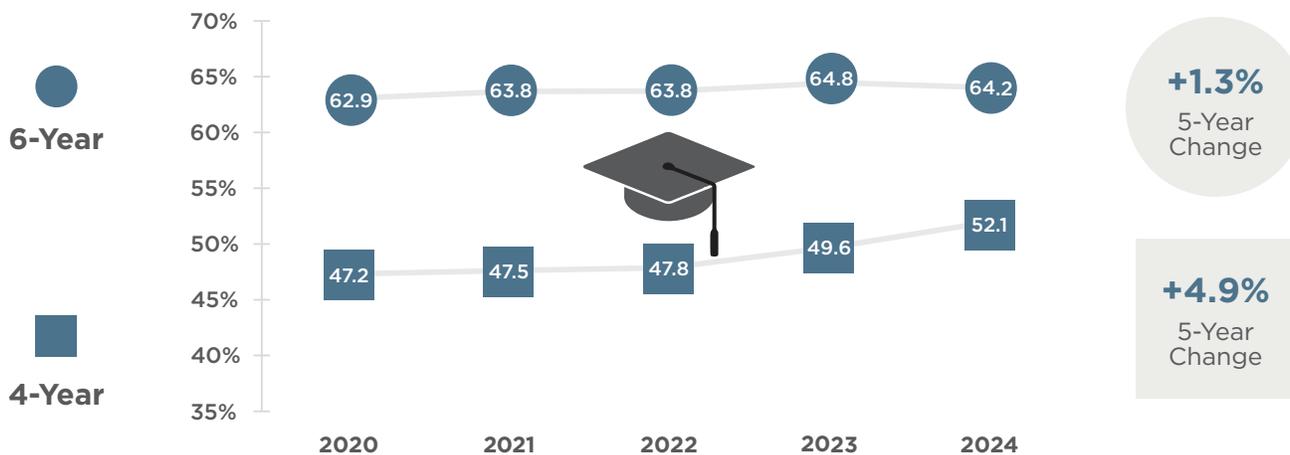
### DEGREES AWARDED 2020-2024



### FIRST-YEAR RETENTION RATES 2020-2024



### GRADUATION RATES 2020-2024



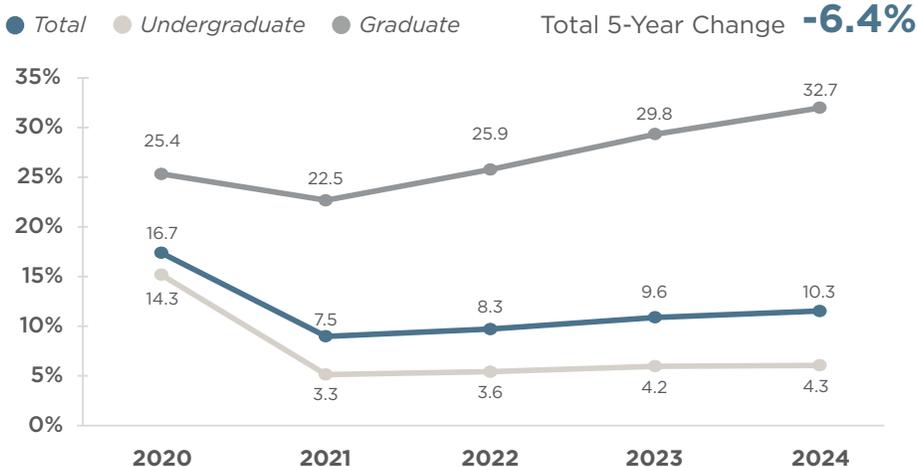
Note: UT System numbers in years prior to 2021 do not include UT Southern.





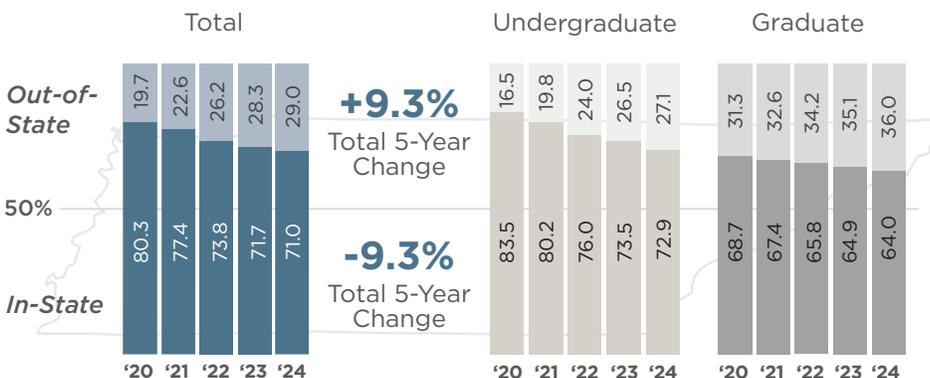
## DISAGGREGATED ENROLLMENT DATA 2020-2024

### Online\*

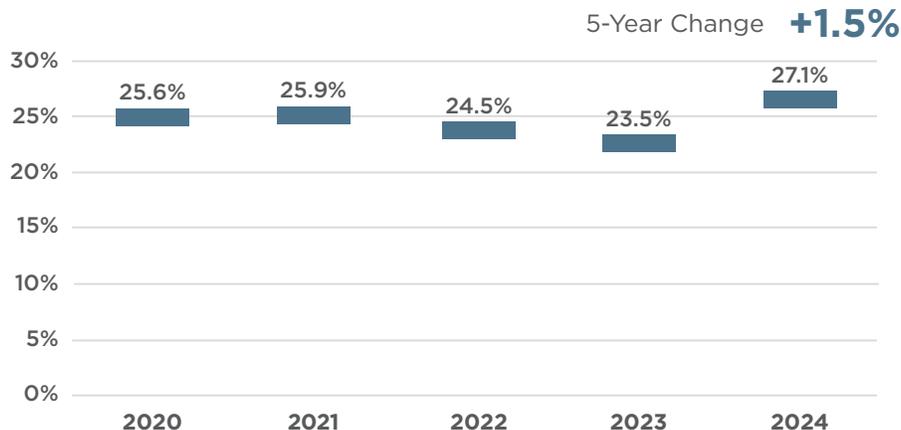


\*Represents % of students enrolled in online courses only.

### Residency



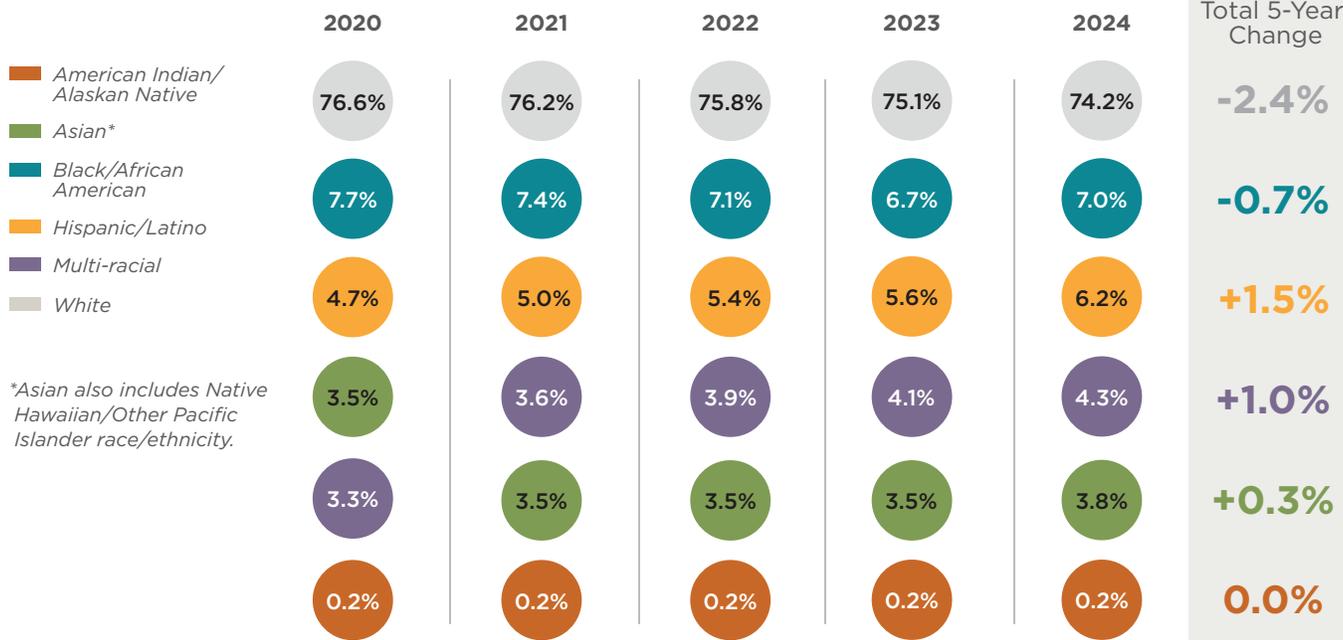
### Pell Grant



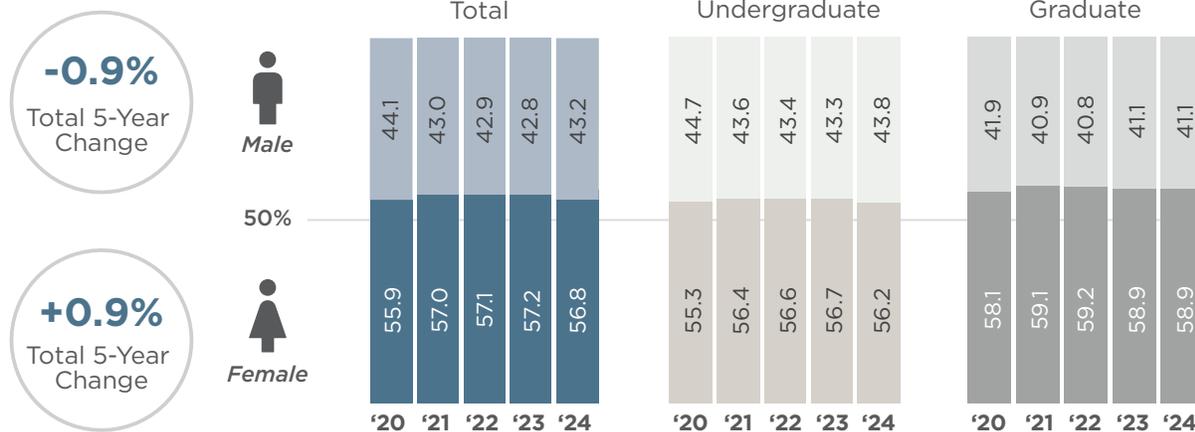
Note: UT System numbers in years prior to 2021 do not include UT Southern.

UT System

Racial/Ethnic Minority



Gender



Note: UT System numbers in years prior to 2021 do not include UT Southern.

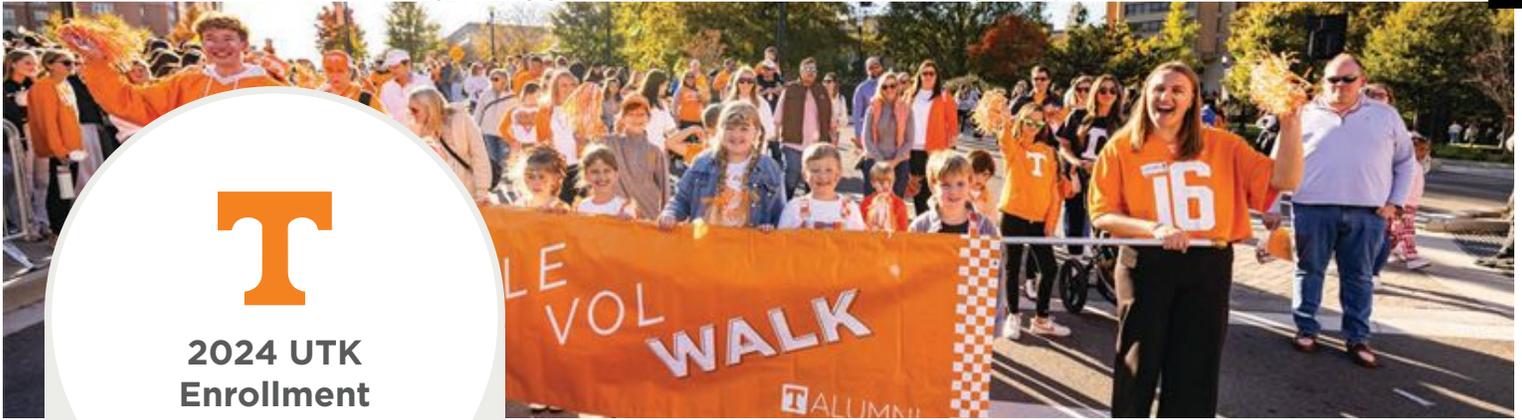




*University of Tennessee,*  
**KNOXVILLE**



*UT System Student Success Indicators*  
*October 2024*



**2024 UTK Enrollment Snapshot**

**38,728**

Total Enrollment

**30,564**

UNDERGRAD

**8,164**

GRAD

Total New Student

**11,298**

Total Online Only

**8.2%**

Total Residency

**62.3%**

IN-STATE

**37.7%**

OUT-OF-STATE

Pell Recipient

**21.0%**

TOTAL

Total Gender

**53.9%**

FEMALE

**46.1%**

MALE

**ENROLLMENT 2020-2024**

Undergraduate | Graduate | Total Enrollment

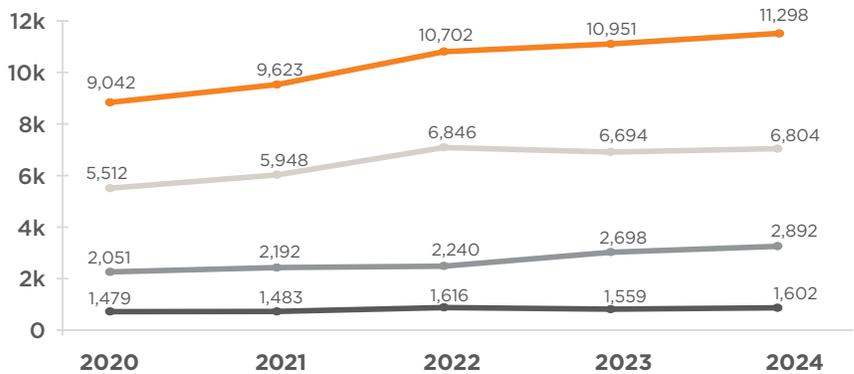


1-Year Change **+6.7%**

5-Year Change **+26.7%**

**New Student Enrollment**

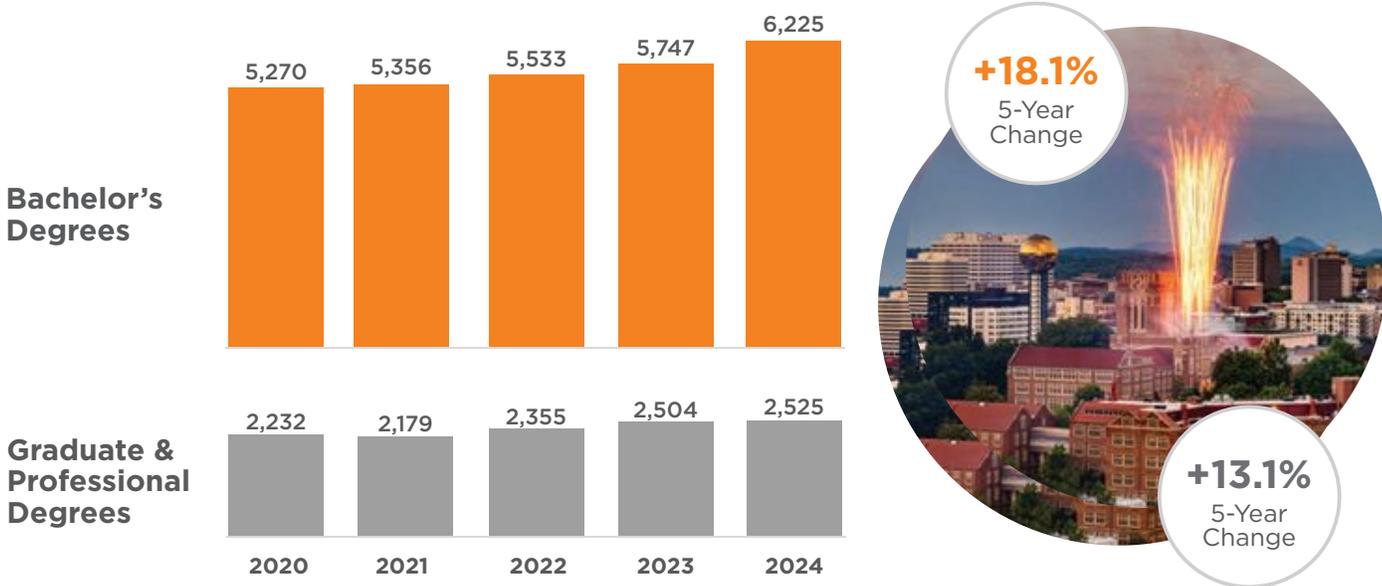
● Total ● New Freshman ● New Graduate ● New Transfers



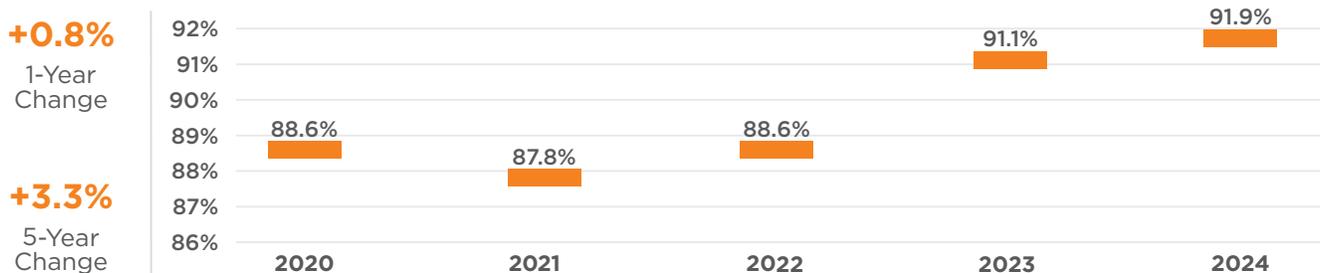
Total 1-Year Change **+3.2%**

Total 5-Year Change **+25.0%**

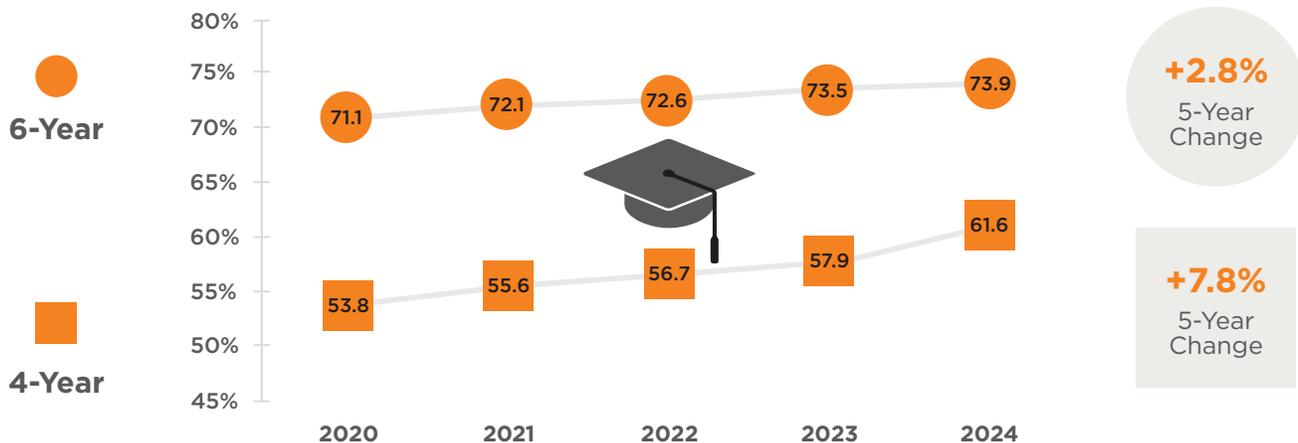
### DEGREES AWARDED 2020-2024



### FIRST-YEAR RETENTION RATES 2020-2024



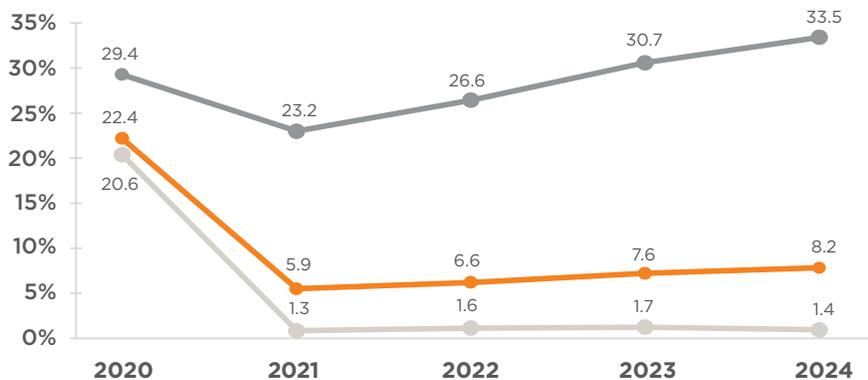
### GRADUATION RATES 2020-2024



## DISAGGREGATED ENROLLMENT DATA 2020-2024

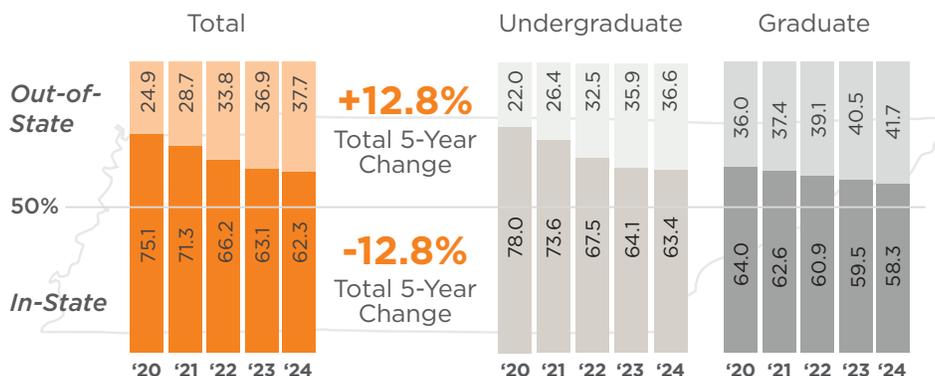
### Online\*

● Total ● Undergraduate ● Graduate Total 5-Year Change **-14.2%**

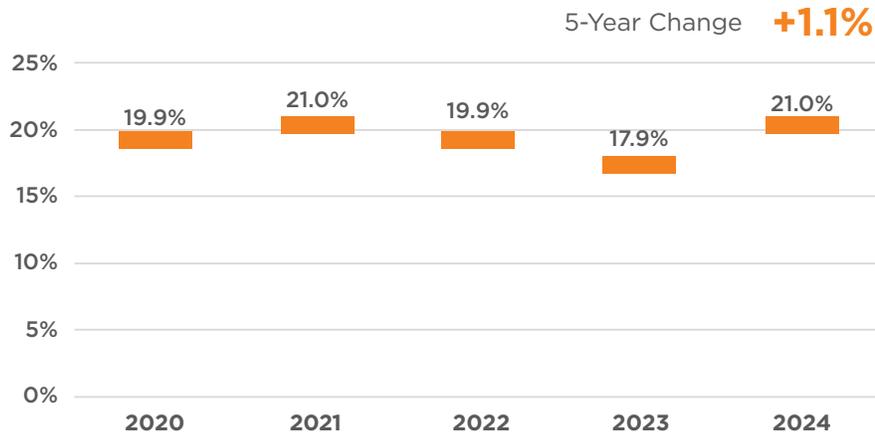


\*Represents % of students enrolled in online courses only.

### Residency

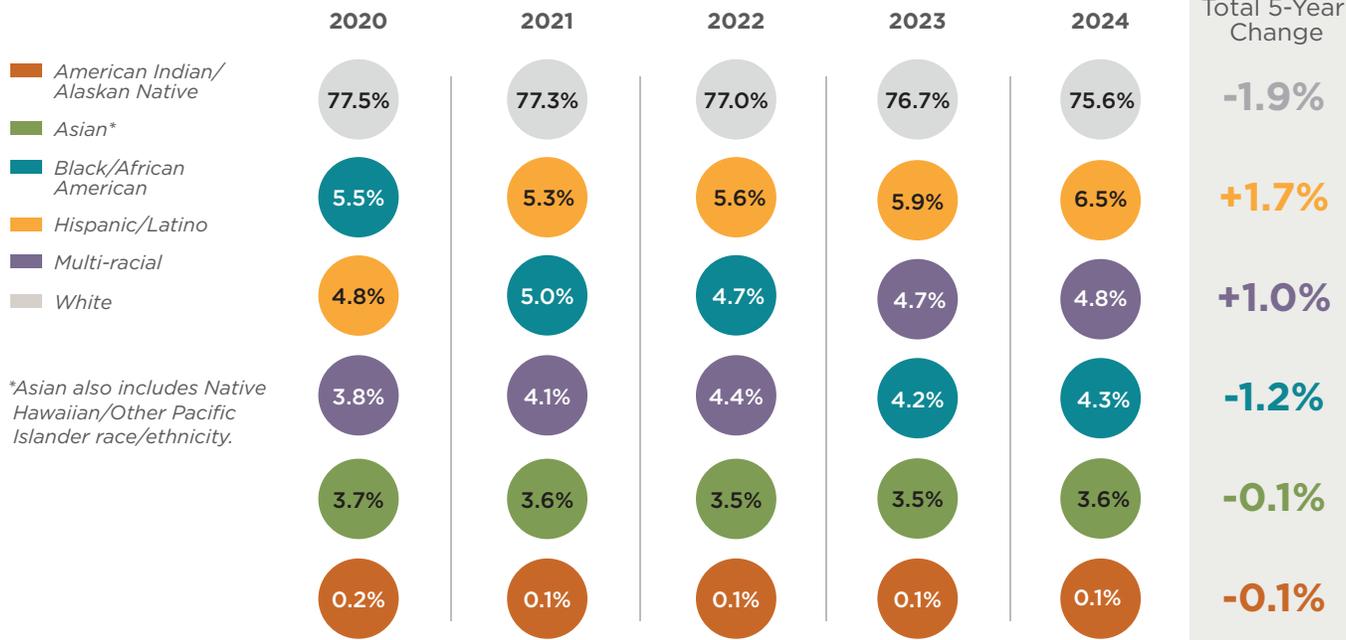


### Pell Grant

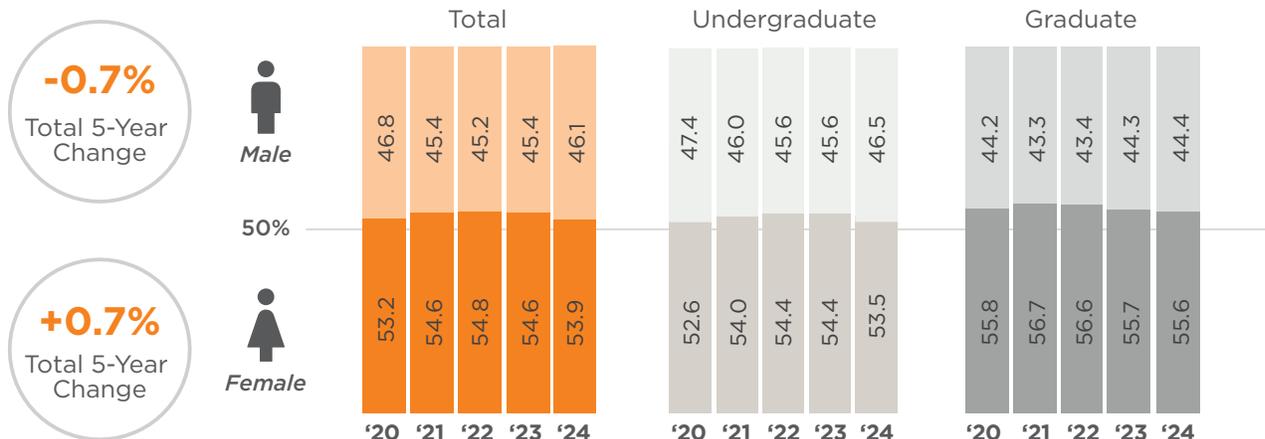


UT Knoxville

### Racial/Ethnic Minority



### Gender





*University of Tennessee at*  
**CHATTANOOGA**



*UT System Student Success Indicators  
October 2024*



## 2024 UTC Enrollment Snapshot

**11,834**

Total Enrollment

**10,245**  
UNDERGRAD

**1,589**  
GRAD

Total New Student  
**3,664**

Total Online Only  
**7.7%**

Total Residency

**86.0%**  
IN-STATE

**14.0%**  
OUT-OF-STATE

Pell Recipient

**38.0%**  
TOTAL

Total Gender

**58.9%**  
FEMALE

**41.1%**  
MALE

## ENROLLMENT 2020-2024

Undergraduate | Graduate | Total Enrollment

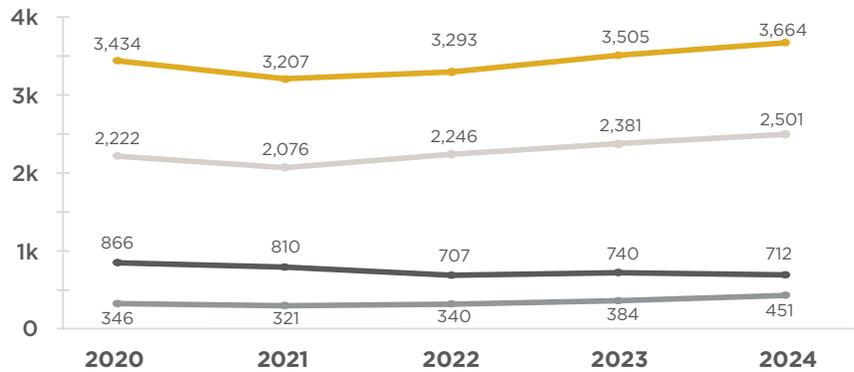


1-Year Change **+4.0%**

5-Year Change **+1.2%**

## New Student Enrollment

● Total ● New Freshman ● New Graduate ● New Transfers



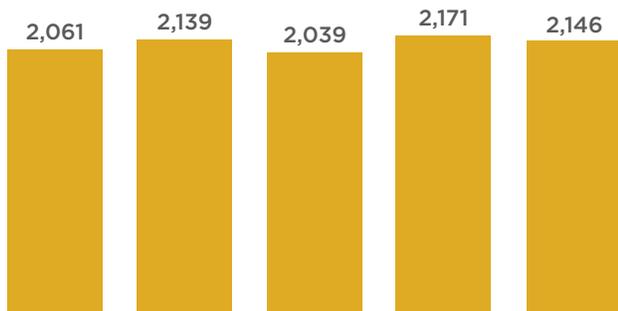
Total 1-Year Change **+4.5%**

Total 5-Year Change **+6.7%**

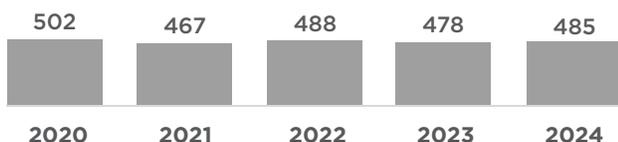
UT Chattanooga

### DEGREES AWARDED 2020-2024

Bachelor's Degrees



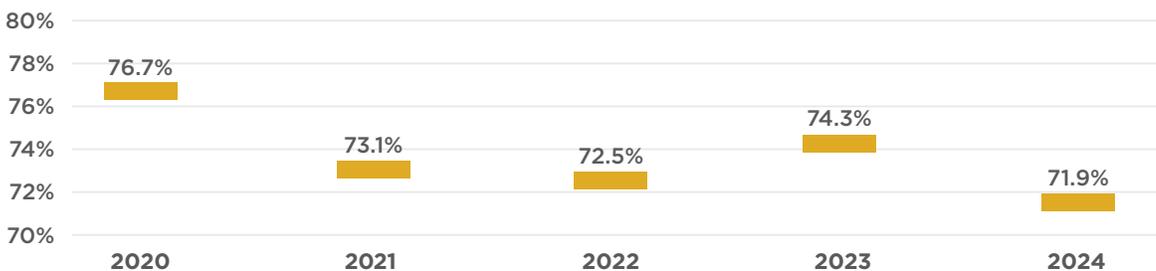
Graduate & Professional Degrees



### FIRST-YEAR RETENTION RATES 2020-2024

**-2.4%**  
1-Year Change

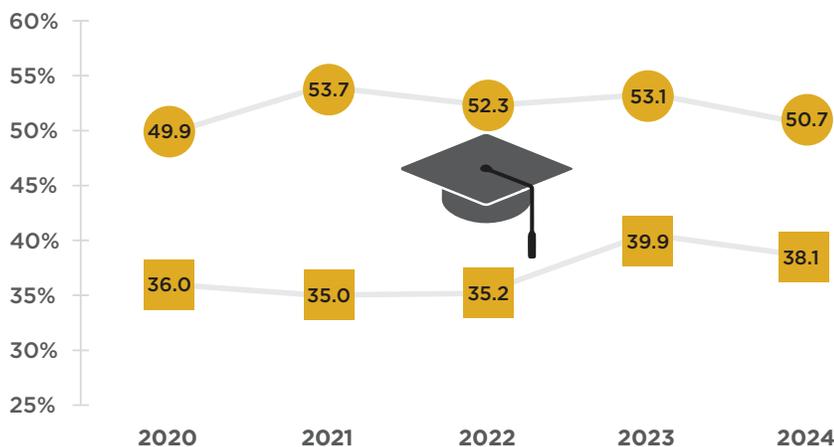
**-4.8%**  
5-Year Change



### GRADUATION RATES 2020-2024

6-Year

4-Year



**+0.8%**  
5-Year Change

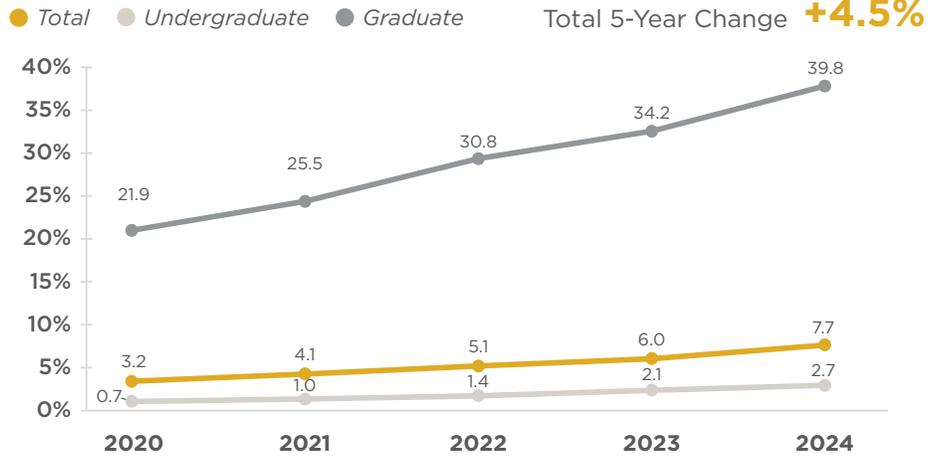
**+2.1%**  
5-Year Change





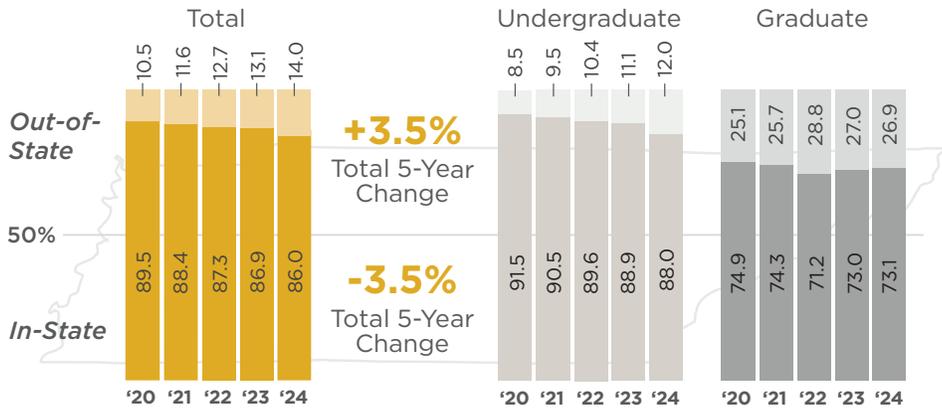
## DISAGGREGATED ENROLLMENT DATA 2020-2024

### Online\*

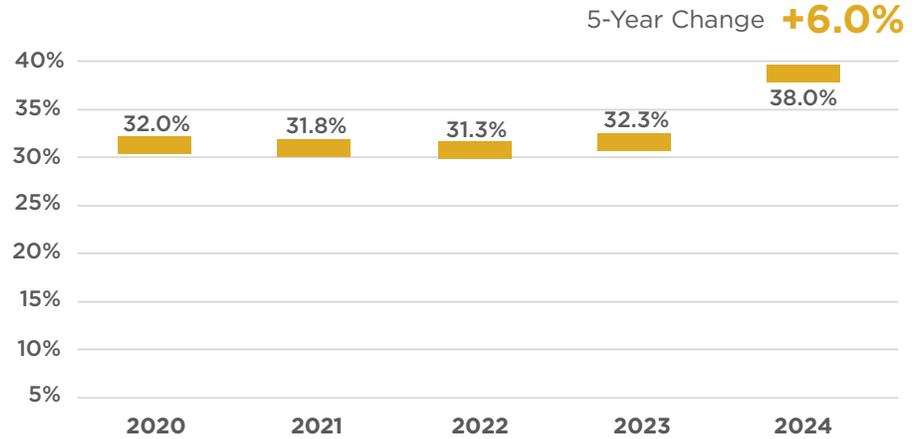


\*Represents % of students enrolled in online courses only.

### Residency

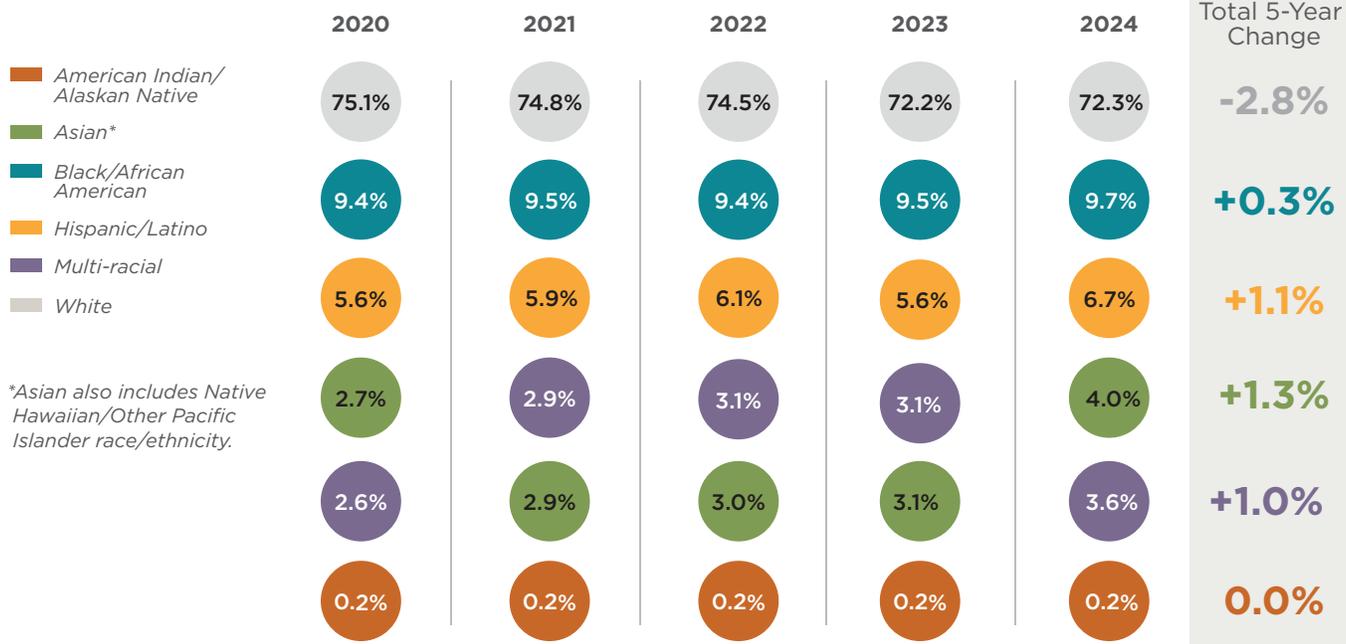


### Pell Grant

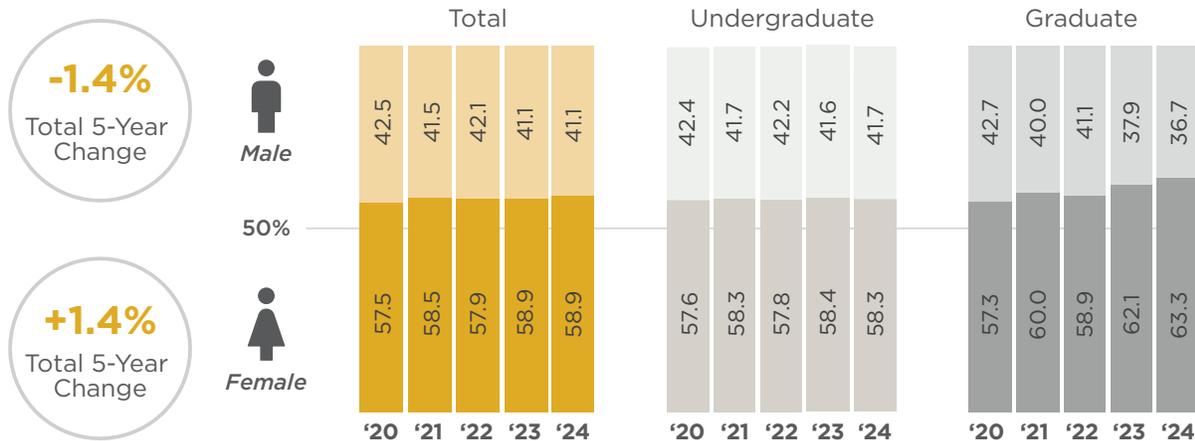


UT Chattanooga

Racial/Ethnic Minority



Gender





*University of Tennessee*  
**SOUTHERN**



*UT System Student Success Indicators  
October 2024*



**SOUTHERN  
2024 UTS  
Enrollment  
Snapshot**

**1,046**

Total Enrollment

**1,012**

UNDERGRAD

**34**

GRAD

Total New Student

**302**

Total Online Only

**11.0%**

Total Residency

**80.4%**

IN-STATE

**19.6%**

OUT-OF-STATE

Pell Recipient

**36.6%**

TOTAL

Total Gender

**61.2%**

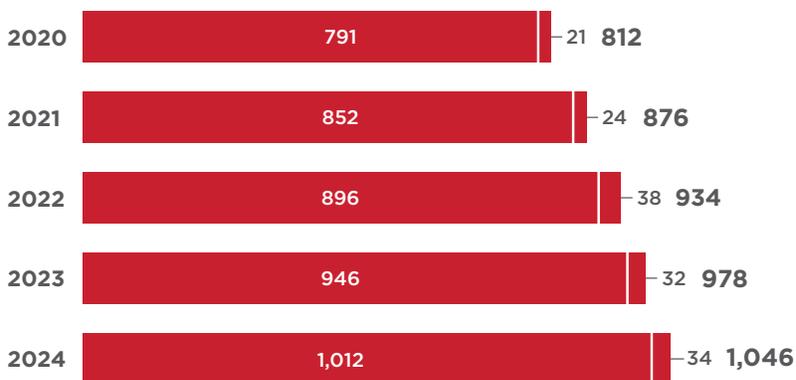
FEMALE

**38.8%**

MALE

**ENROLLMENT 2020-2024**

Undergraduate | Graduate | Total Enrollment

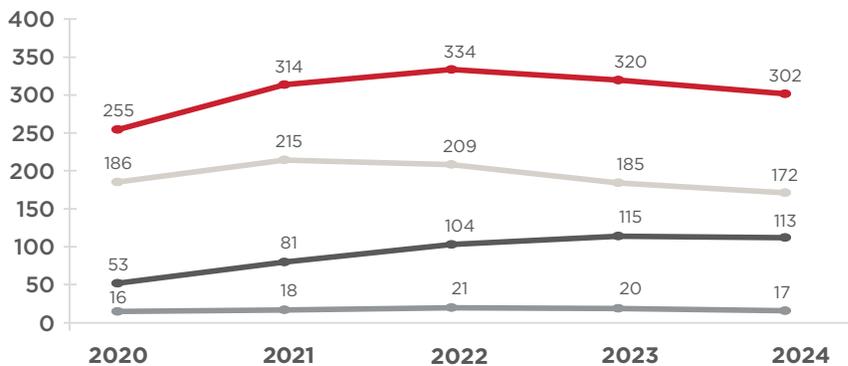


1-Year Change **+7.0%**

5-Year Change **+28.8%**

**New Student Enrollment**

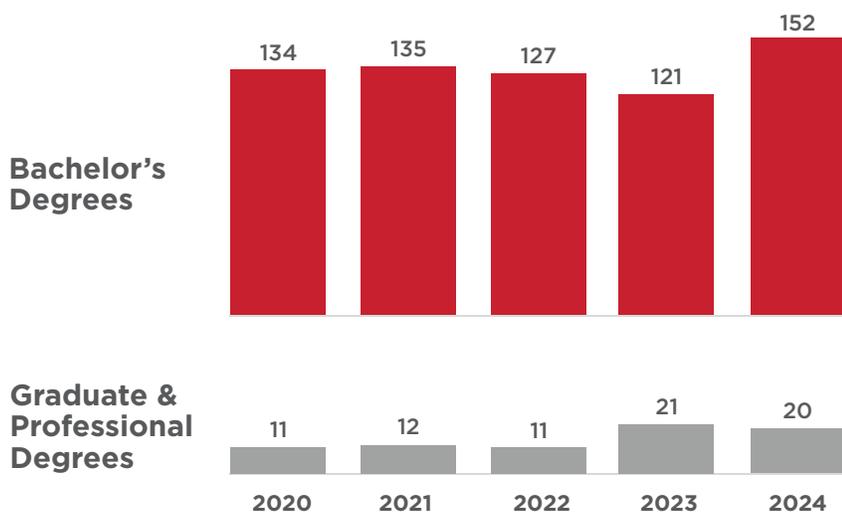
● Total ● New Freshman ● New Graduate ● New Transfers



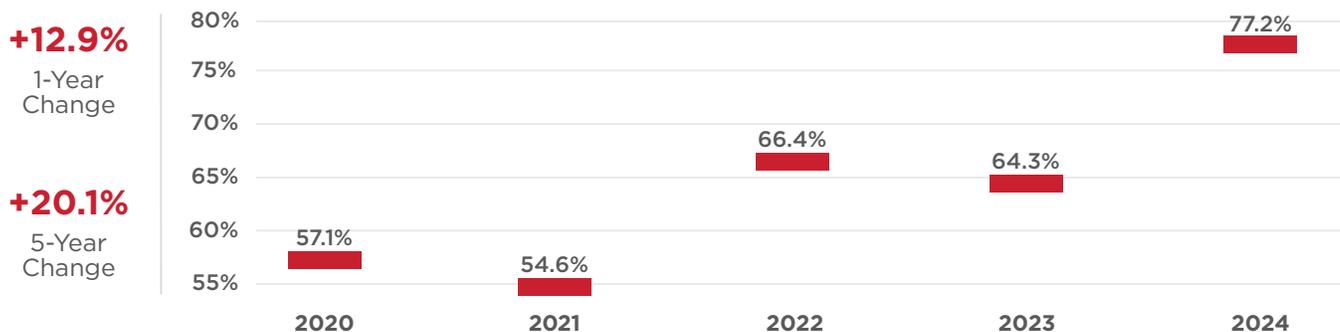
Total 1-Year Change **-5.6%**

Total 5-Year Change **+18.4%**

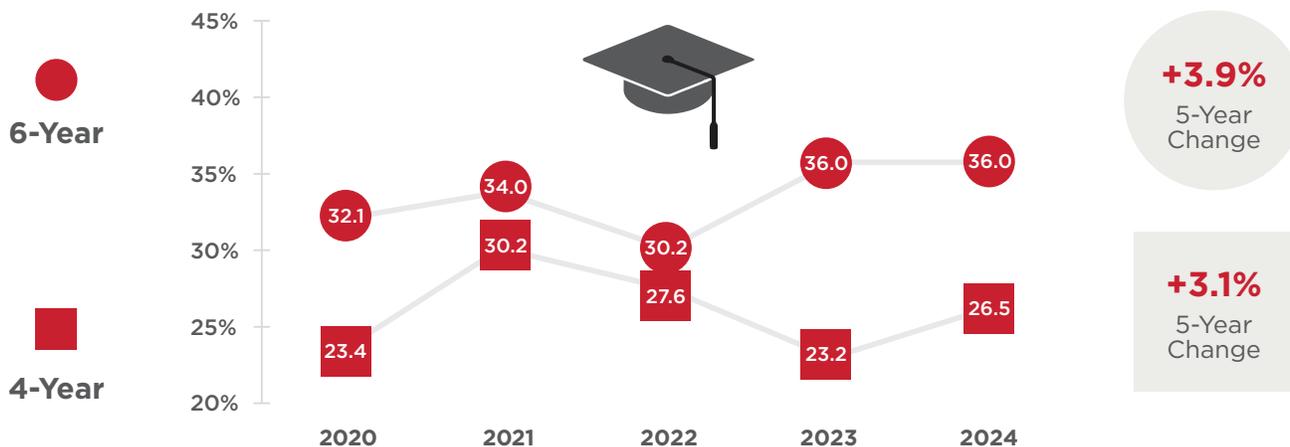
### DEGREES AWARDED 2020-2024



### FIRST-YEAR RETENTION RATES 2020-2024



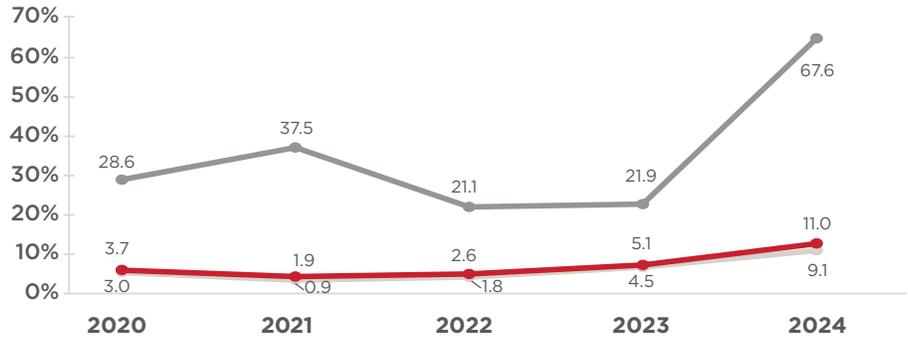
### GRADUATION RATES 2020-2024



## DISAGGREGATED ENROLLMENT DATA 2020-2024

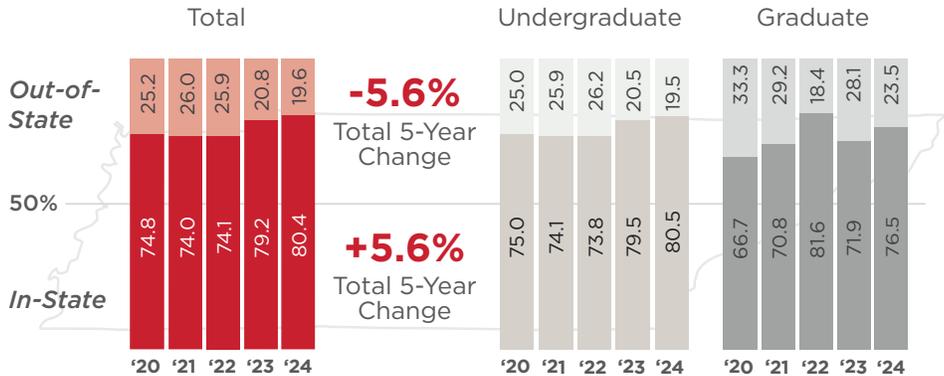
### Online\*

● Total ● Undergraduate ● Graduate Total 5-Year Change **+7.3%**

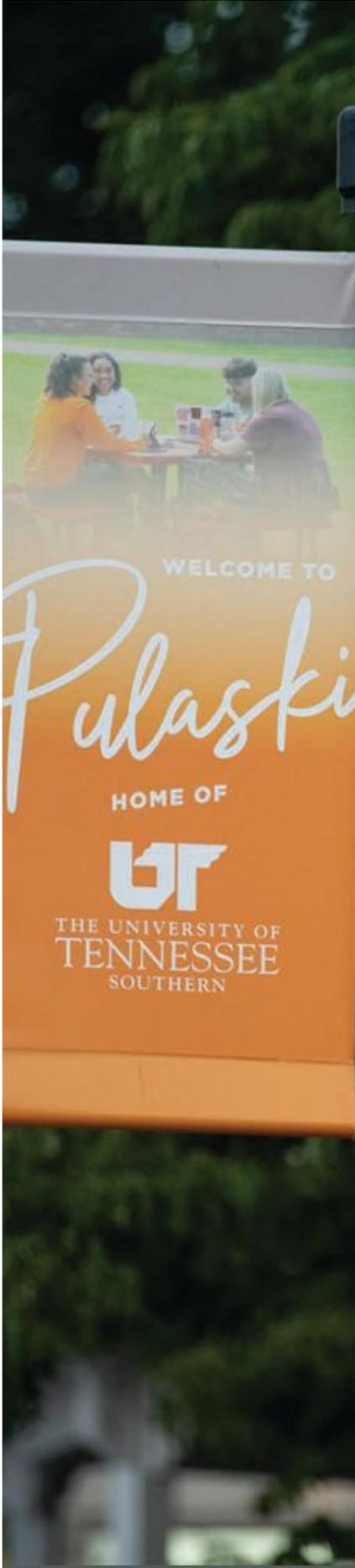
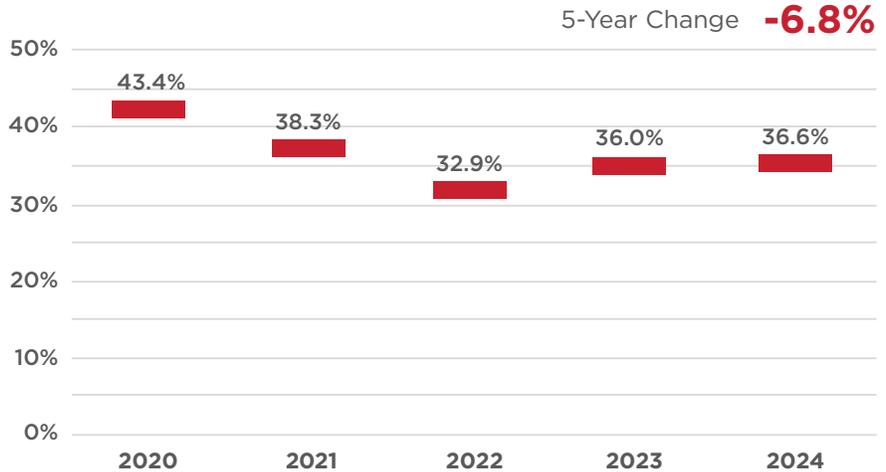


\*Represents % of students enrolled in online courses only.

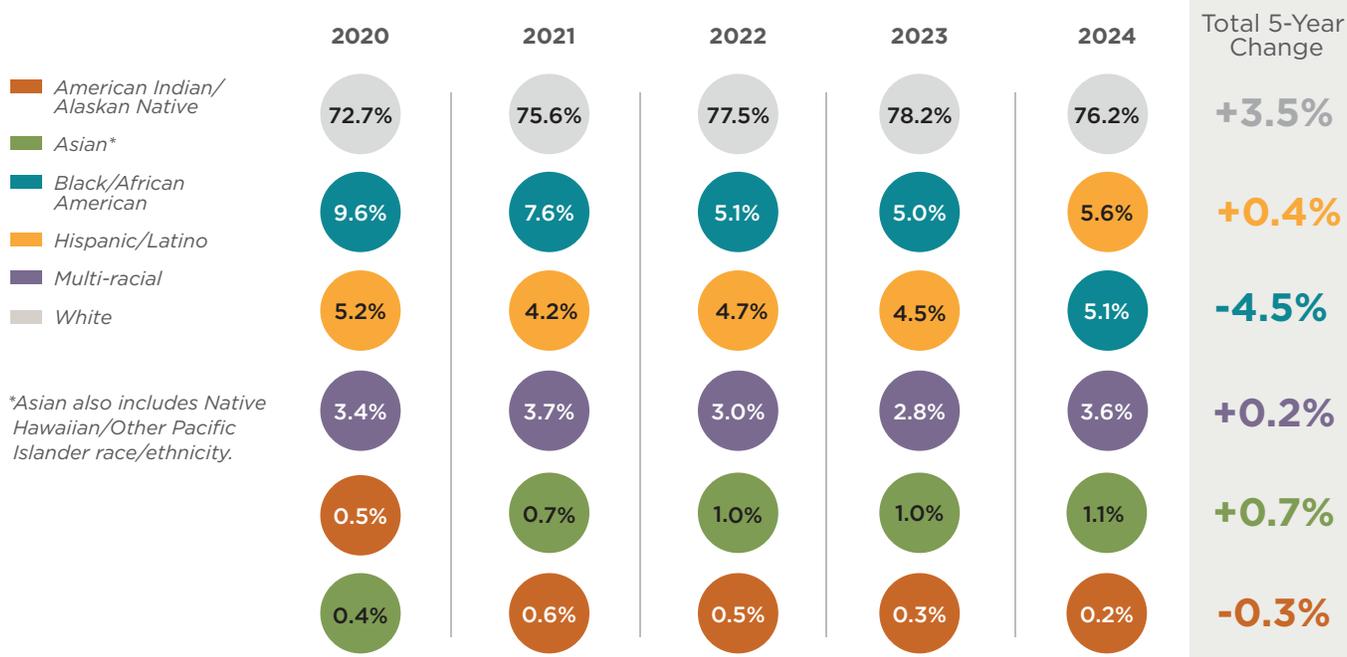
### Residency



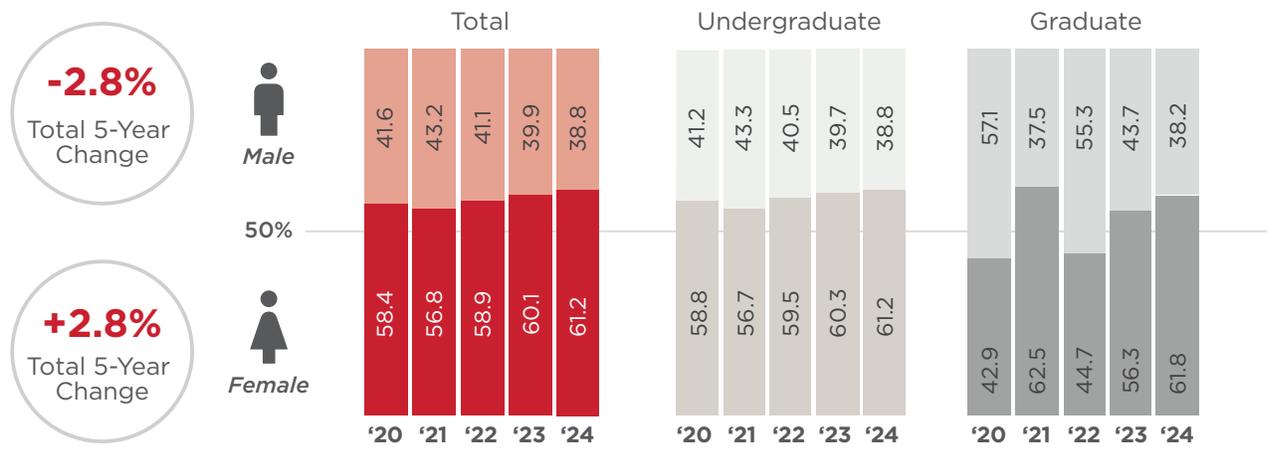
### Pell Grant



### Racial/Ethnic Minority



### Gender





*University of Tennessee at*  
**MARTIN**



*UT System Student Success Indicators*  
*October 2024*



**2024 UTM Enrollment Snapshot**

**7,499**

Total Enrollment

**6,809**

UNDERGRAD

**690**

GRAD

Total New Student

**1,851**

Total Online Only

**25.9%**

Total Residency

**91.9%**

IN-STATE

**8.1%**

OUT-OF-STATE

Pell Recipient

**37.0%**

TOTAL

Total Gender

**63.2%**

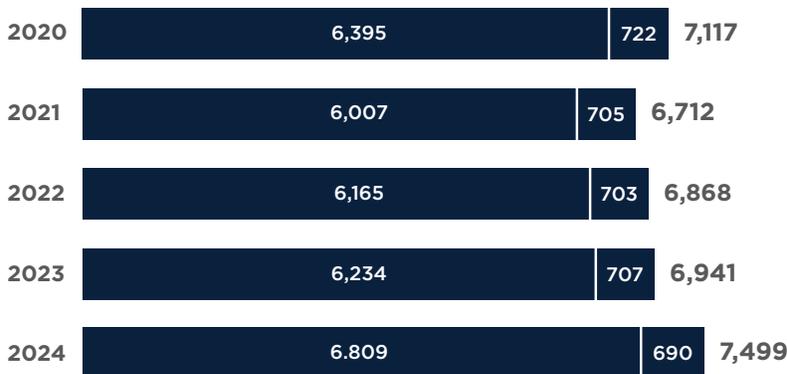
FEMALE

**36.8%**

MALE

**ENROLLMENT 2020-2024**

Undergraduate | Graduate | Total Enrollment

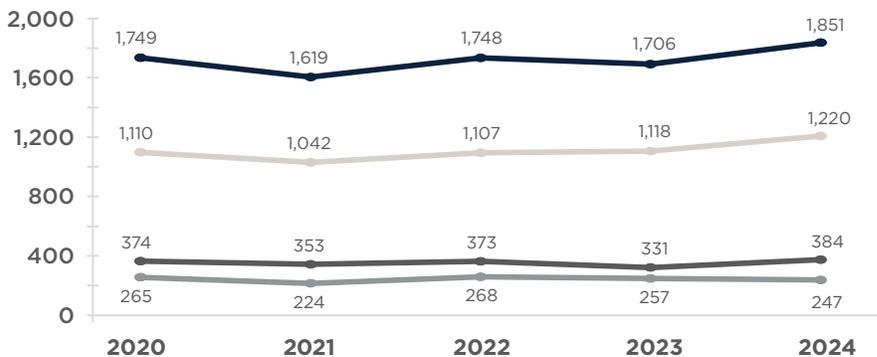


1-Year Change **+8.0%**

5-Year Change **+5.4%**

**New Student Enrollment**

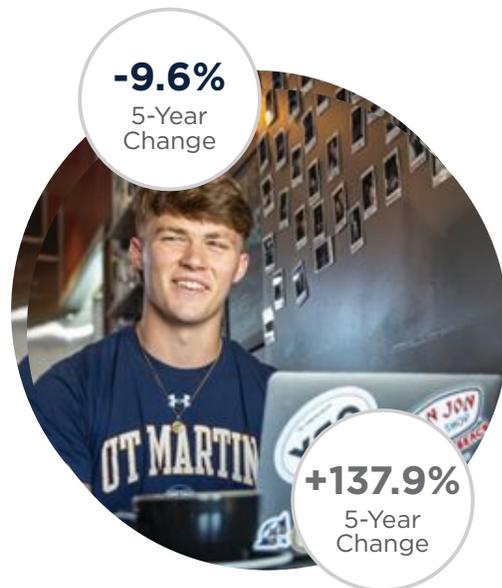
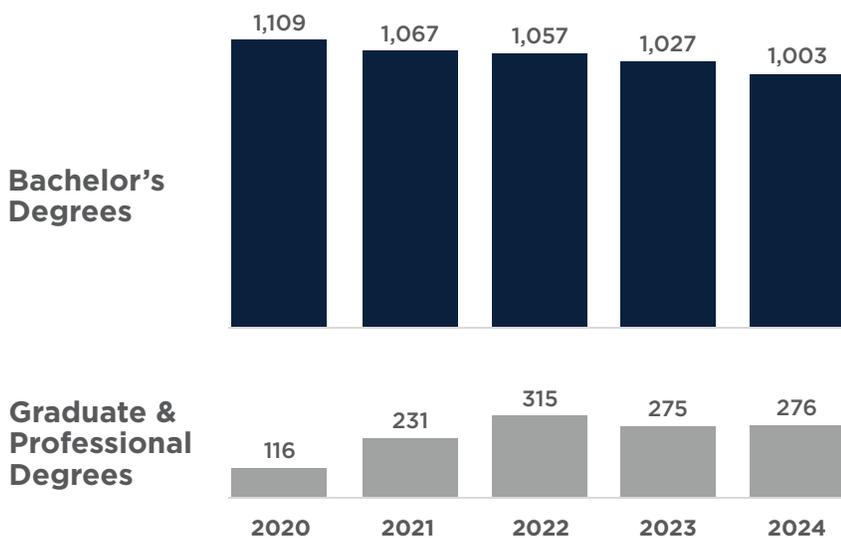
● Total ● New Freshman ● New Graduate ● New Transfers



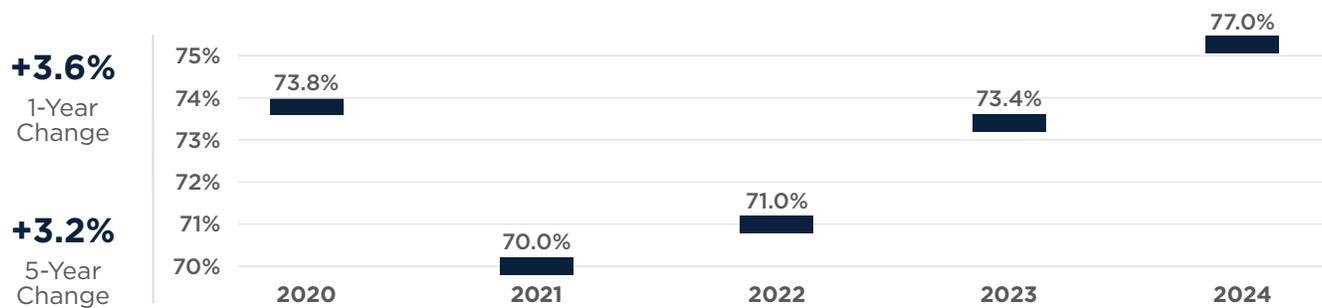
Total 1-Year Change **+8.5%**

Total 5-Year Change **+5.8%**

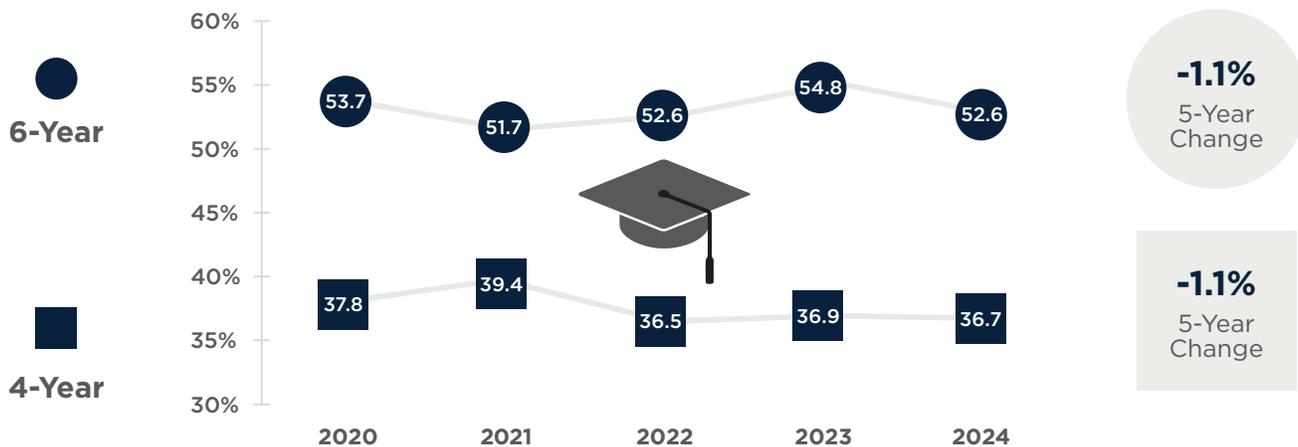
### DEGREES AWARDED 2020-2024

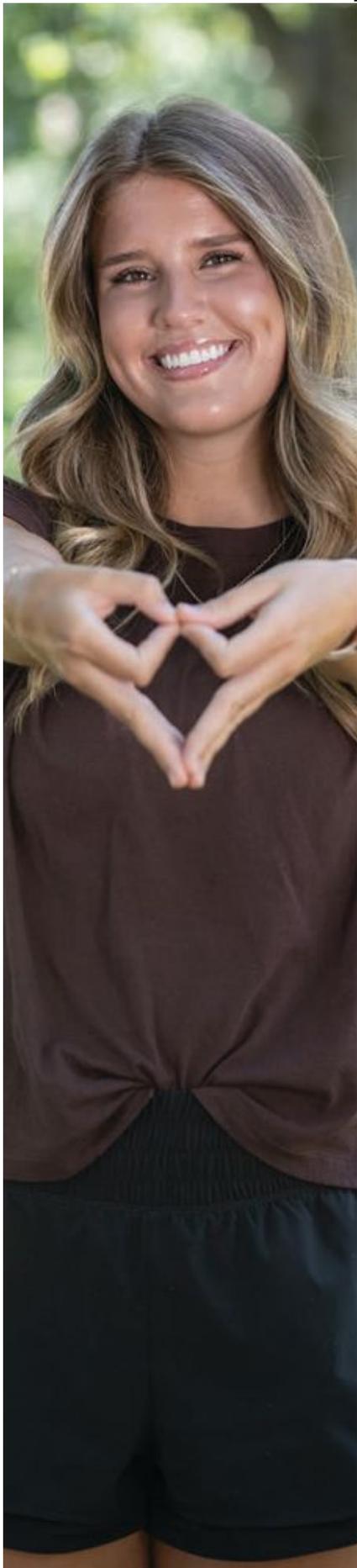


### FIRST-YEAR RETENTION RATES 2020-2024



### GRADUATION RATES 2020-2024

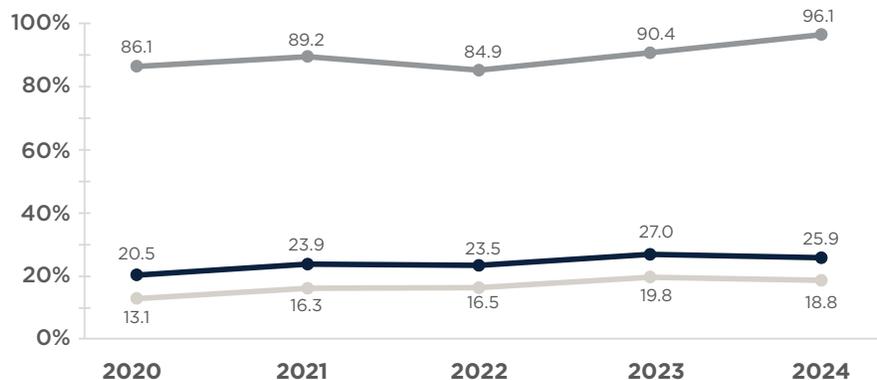




## DISAGGREGATED ENROLLMENT DATA 2020-2024

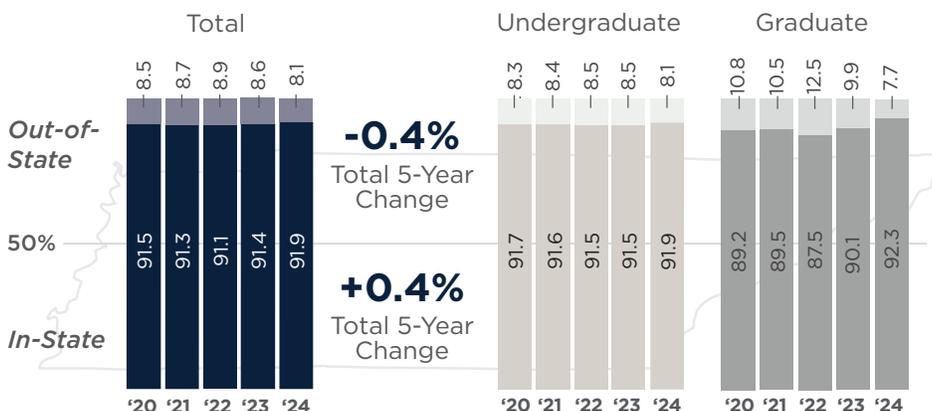
### Online\*

● Total ● Undergraduate ● Graduate Total 5-Year Change **+5.4%**

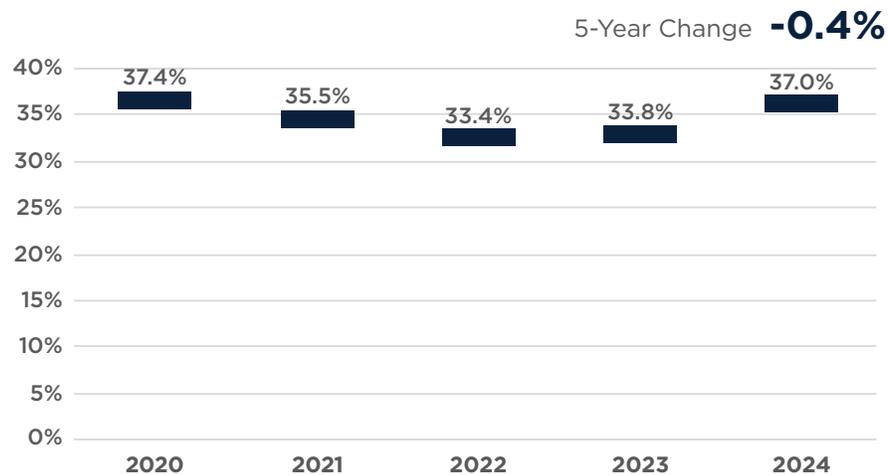


\*Represents % of students enrolled in online courses only.

### Residency



### Pell Grant

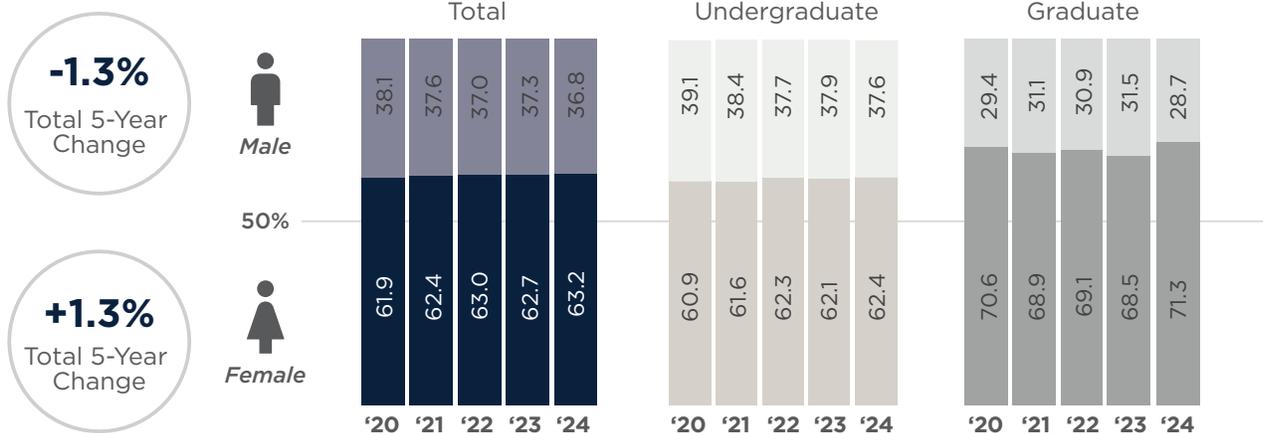


UT Martin

### Racial/Ethnic Minority



### Gender





*University of Tennessee*  
**HEALTH SCIENCE  
CENTER**



*UT System Student Success Indicators  
October 2024*



**2024 UTHSC Enrollment Snapshot**

**3,101**

Total Enrollment

**394**

UNDERGRAD

**2,707**

GRAD

Total New Student

**991**

Total Online Only

**8.1%**

Total Residency

**68.4%**

IN-STATE

**31.6%**

OUT-OF-STATE

Pell Recipient

**17.5%**

TOTAL

Total Gender

**66.5%**

FEMALE

**33.5%**

MALE

**ENROLLMENT 2020-2024**

Undergraduate | Graduate | Total Enrollment

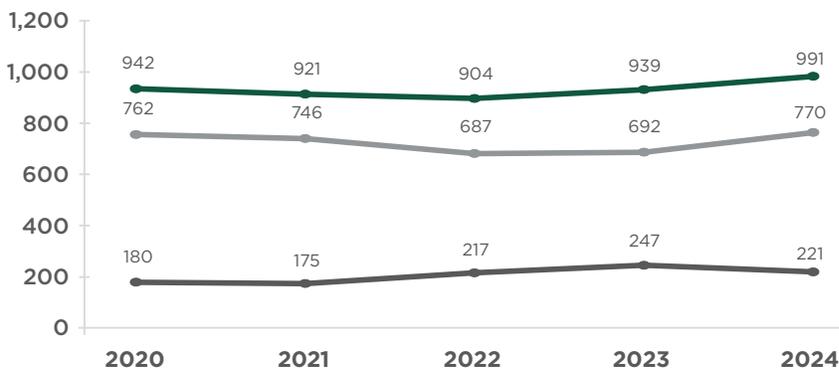


1-Year Change **-0.7%**

5-Year Change **-2.7%**

**New Student Enrollment**

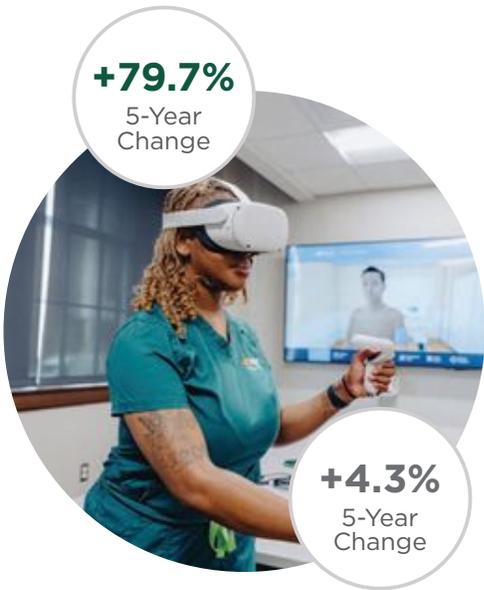
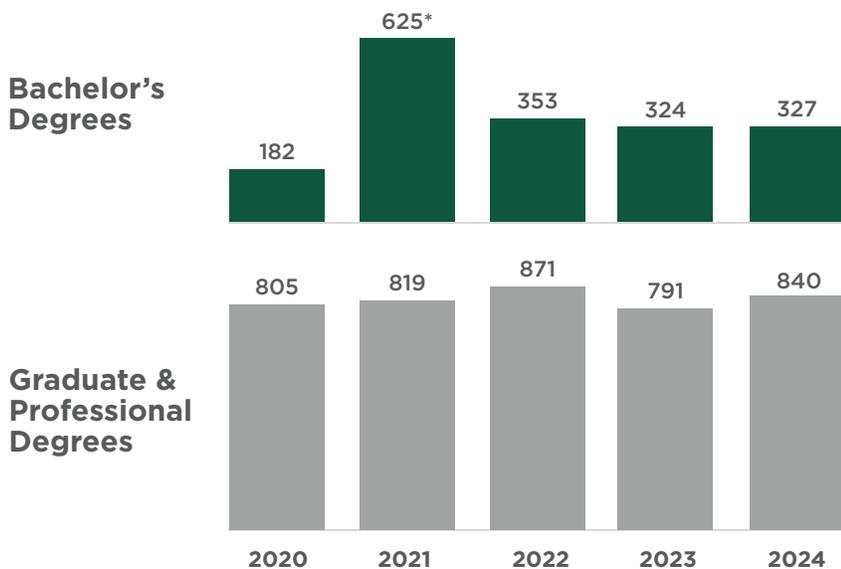
● Total ● New Graduate ● New Transfers



Total 1-Year Change **+5.5%**

Total 5-Year Change **+5.2%**

**DEGREES AWARDED 2020-2024**



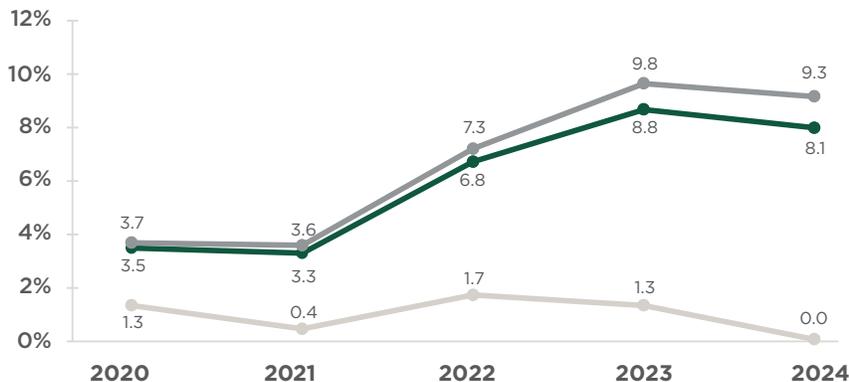
*\*UTHSC awarded BSPS degree for the first time (474 awards). All Pharmacy students that met the requirements were awarded the degree. Going forward, less than 200 BSPS will be awarded per year.*



## DISAGGREGATED ENROLLMENT DATA 2020-2024

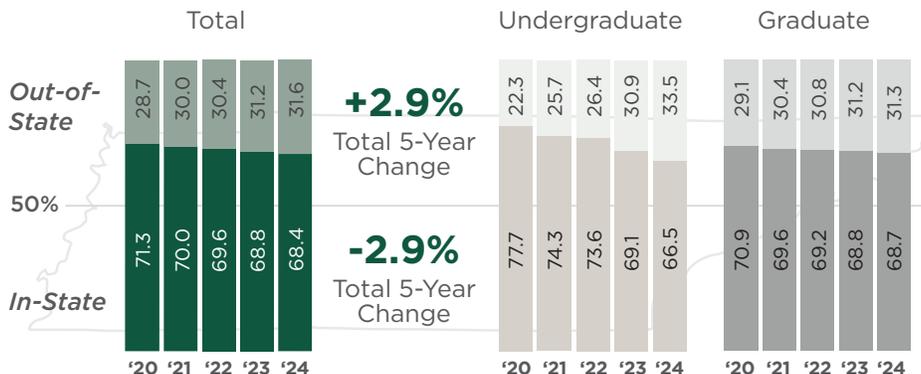
### Online\*

● Total ● Undergraduate ● Graduate Total 5-Year Change **+4.6%**

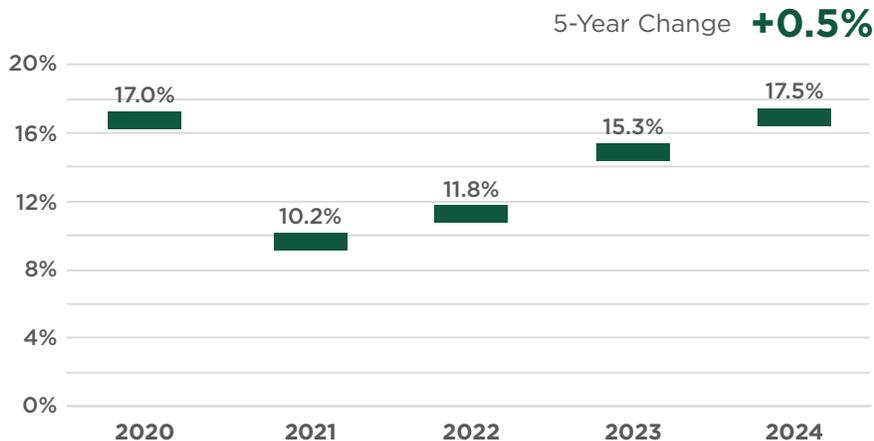


\*Represents % of students enrolled in online courses only.

### Residency

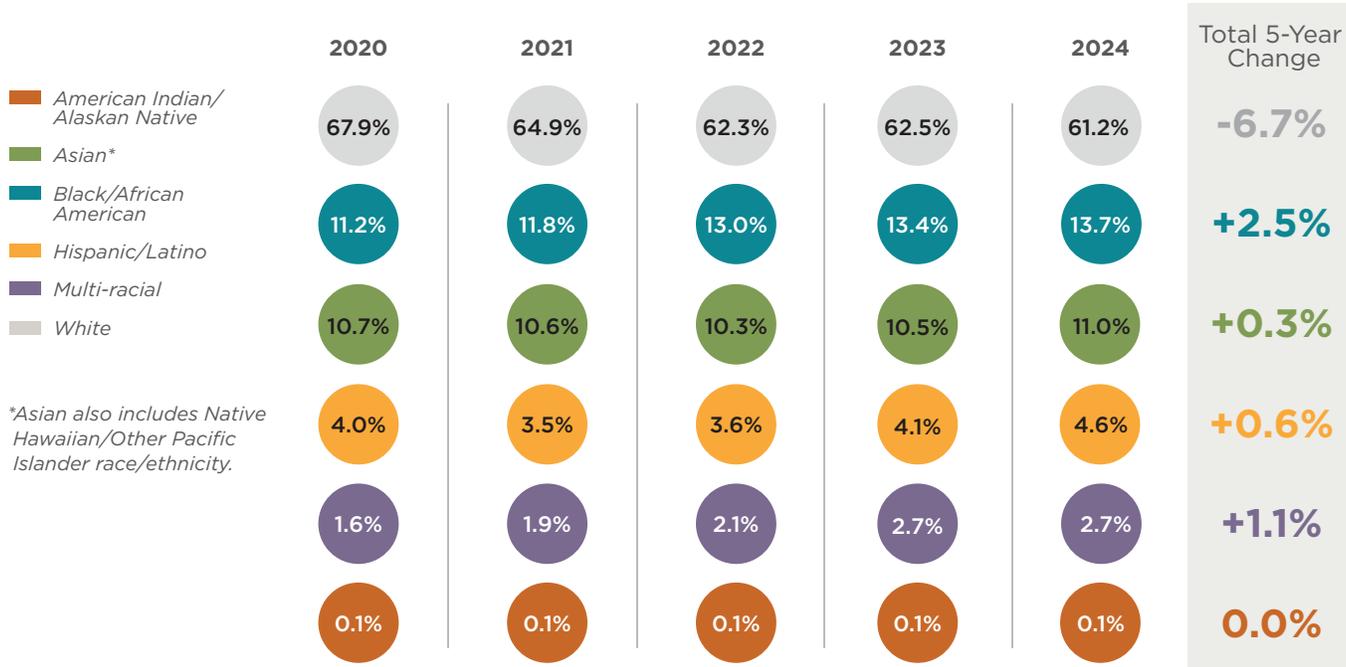


### Pell Grant

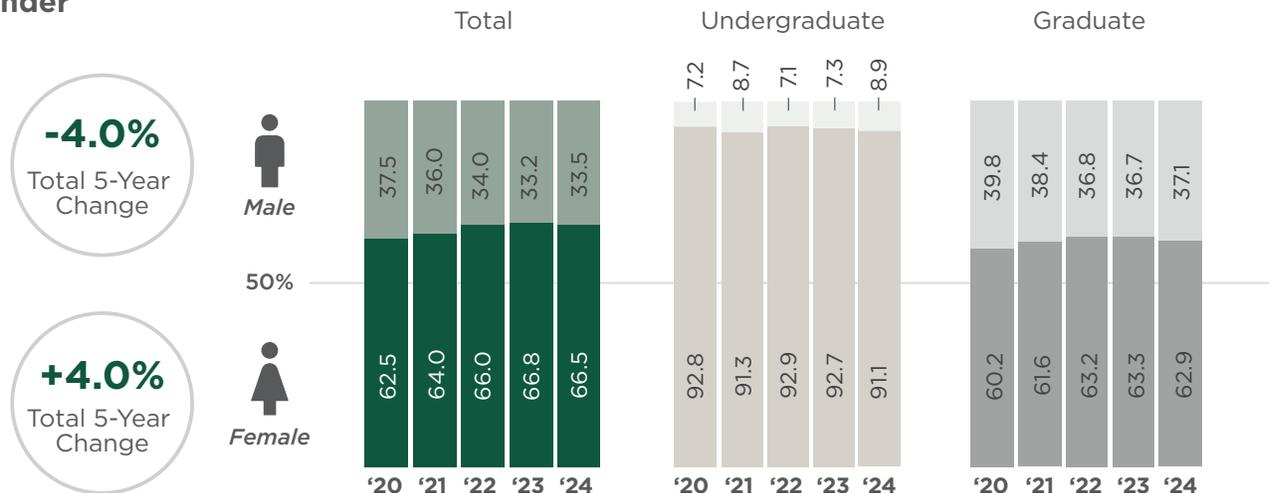


UT Health Science Center

Racial/Ethnic Minority



Gender





ACADEMIC AFFAIRS, RESEARCH  
AND STUDENT SUCCESS  
Institutional Effectiveness

*[ie.tennessee.edu](http://ie.tennessee.edu) | 865.974.3843*



# Update on the UT Research Enterprise

Board of Trustees Meeting  
October 24, 2024

# RESEARCH

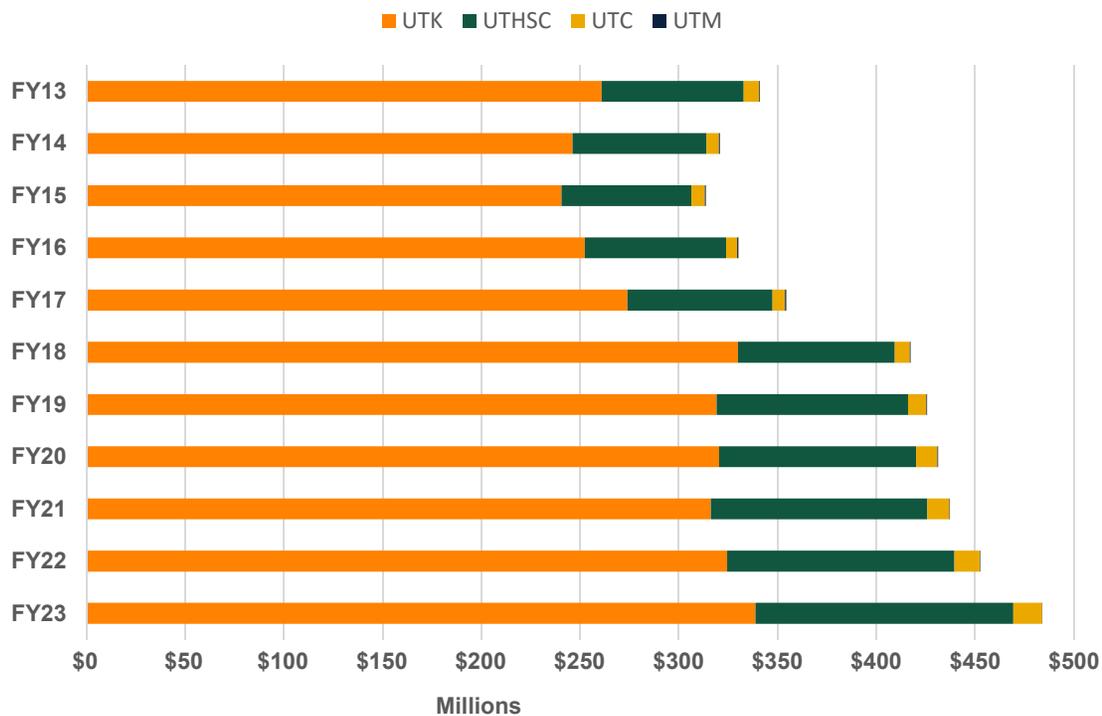
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An **integral** aspect of everything we do. It involves the faculty, staff and students **collaborating** with federal, state, and local agencies, industries throughout the state and beyond, and the **communities of TN**.

This is one of the primary ways we develop our **students into scholars** and give back to our communities and the state.

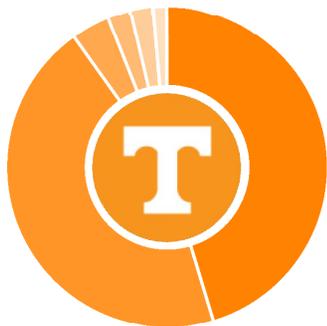


# Total Research Expenditures by Campus



- System-wide, total research expenditures increased 7.0% in the last year and 16.0% in the last five years
- From FY13 through FY23, the UT System captured 71% of its “fair share” of the growth in national research funding at US universities

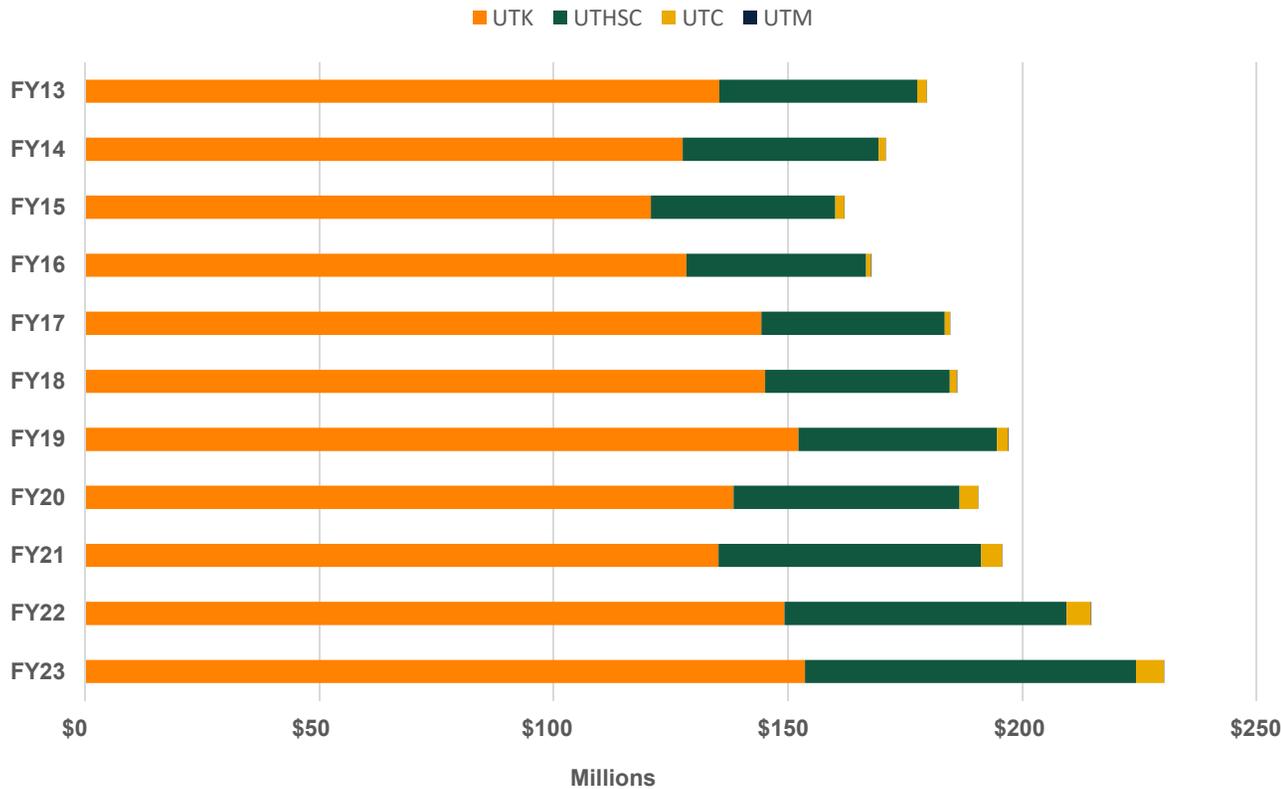
# Research Fund Sources for FY23



- Federal Gov.
- Institutional Funds
- State & Local Gov.
- Businesses
- Nonprofit Organizations
- Other Sources



## Federal Research Expenditures by Campus



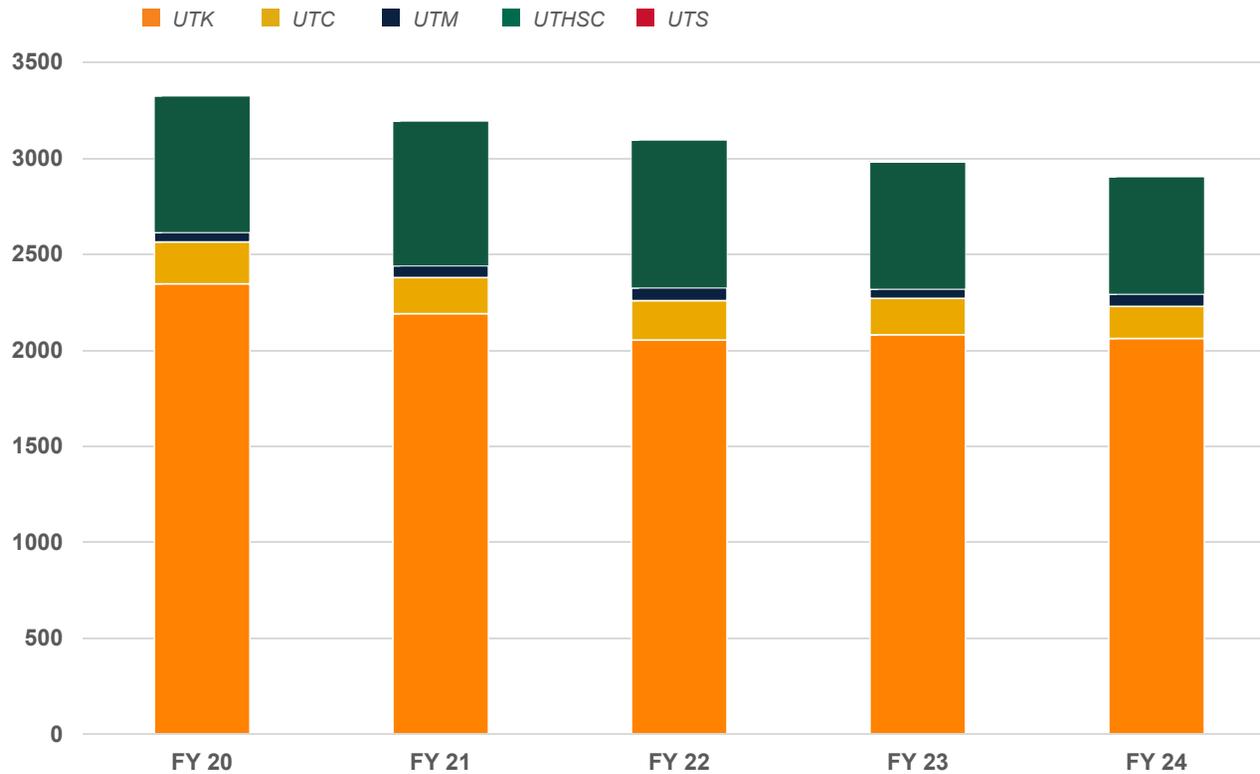
- System-wide federal research expenditures increased 7.3% in the last year and increased 23.7% in the last five years.
- From FY13 through FY23, the UT System captured 52% of its “fair share” of the growth in federal research funding at US universities.



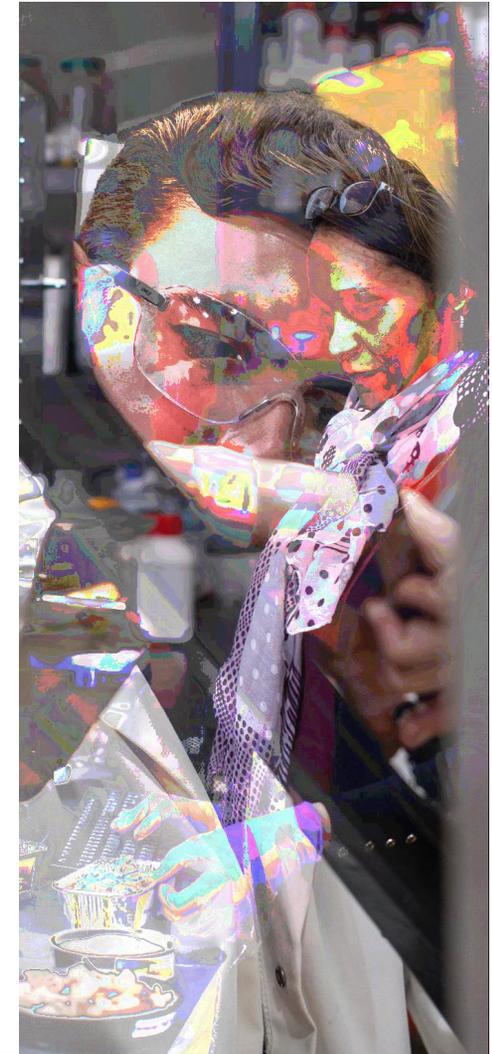
# NSF Higher Education Research and Development Survey Rankings\*

*\*Total Research Expenditures  
– Public Universities FY22*

# Number of Proposals by Campus

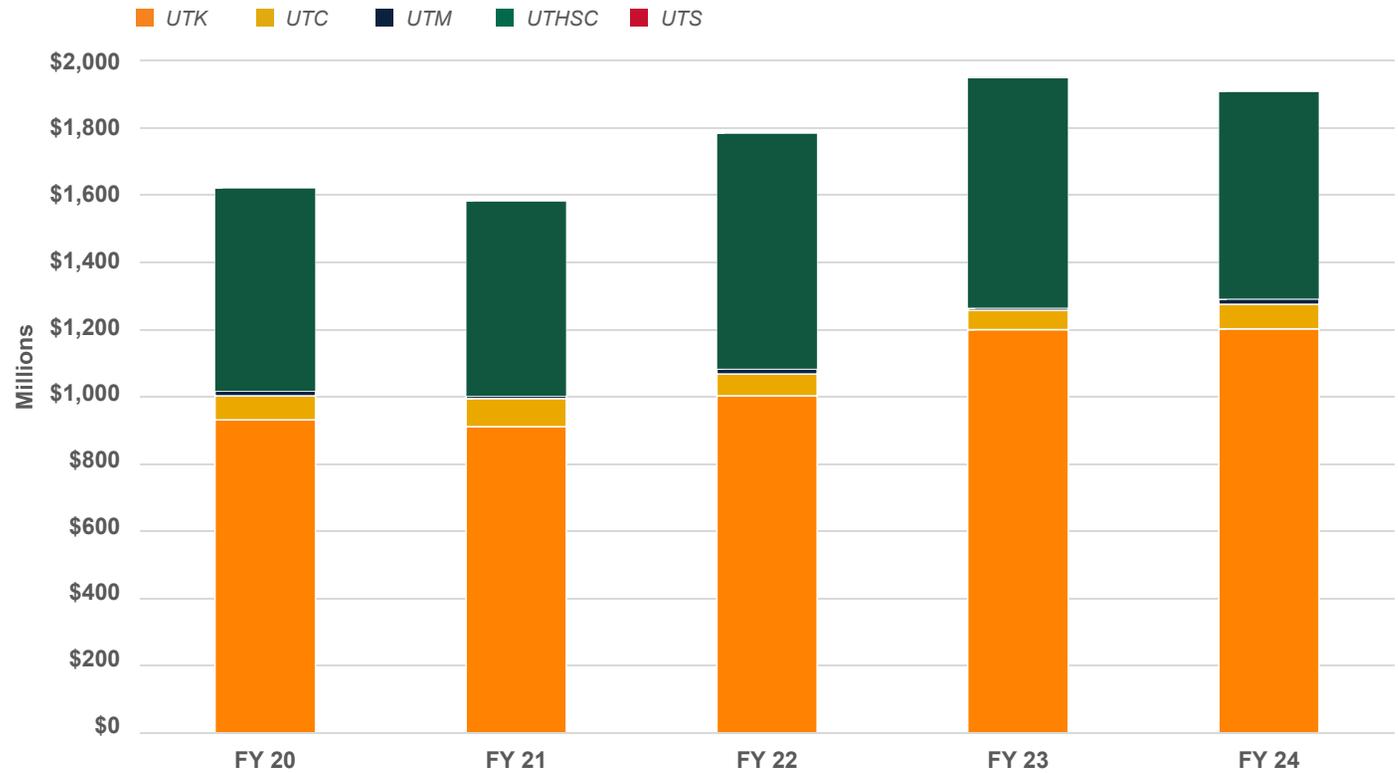


Note: UT Southern only has information for FY23 - with a proposal count of 1.





## Proposal Amounts by Campus



Note: UT Southern only has information for FY23 - with a proposal amount of \$113,553.



# Best-in-Class Tools and Technology







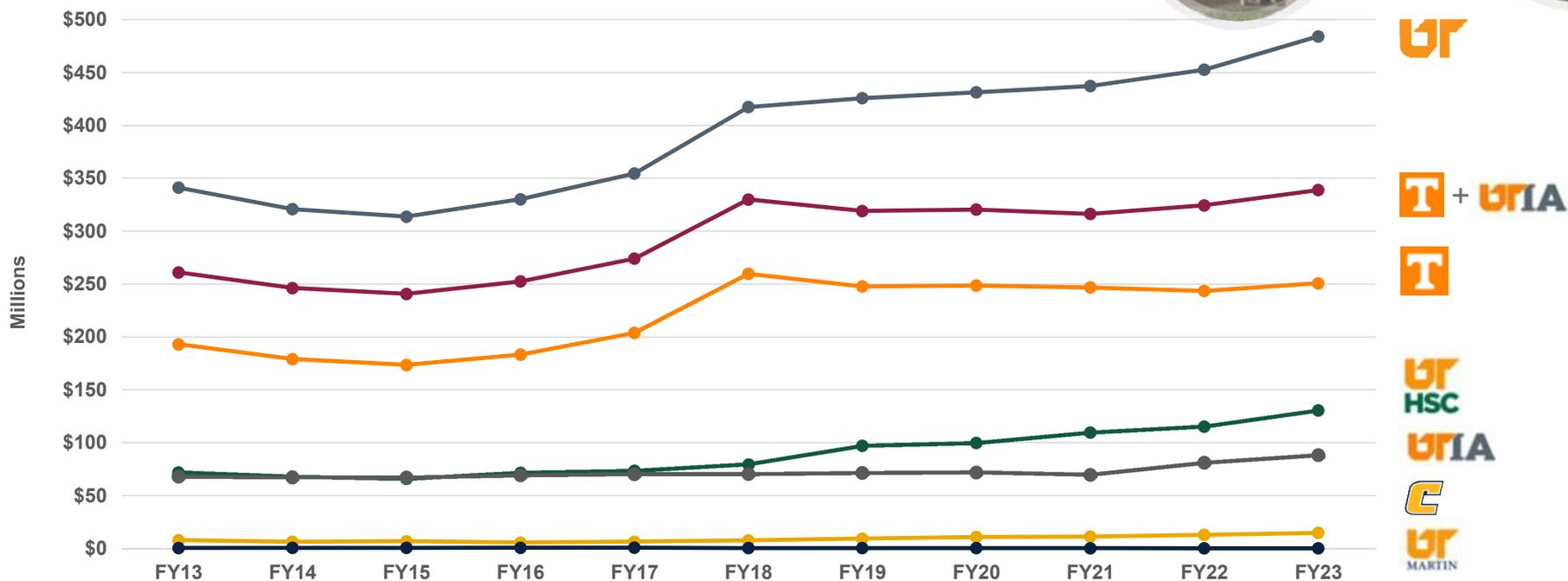
# Points of Pride



Questions?

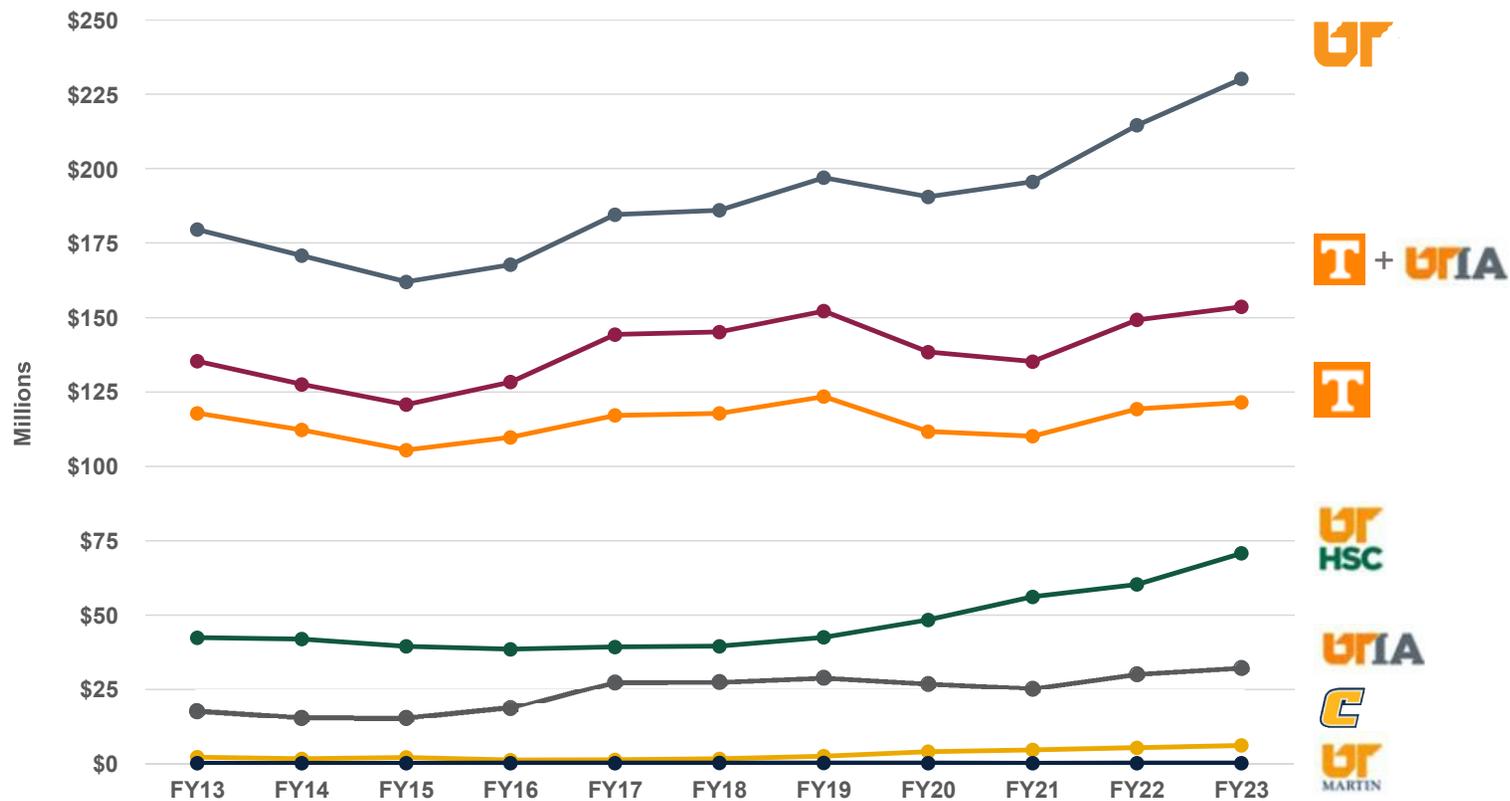


# Total Research Expenditures by Campus





# Federal Research Expenditures by Campus





**UT RESEARCH  
FOUNDATION**

**Maha Krishnamurthy, Ph.D., MBA**  
*President*

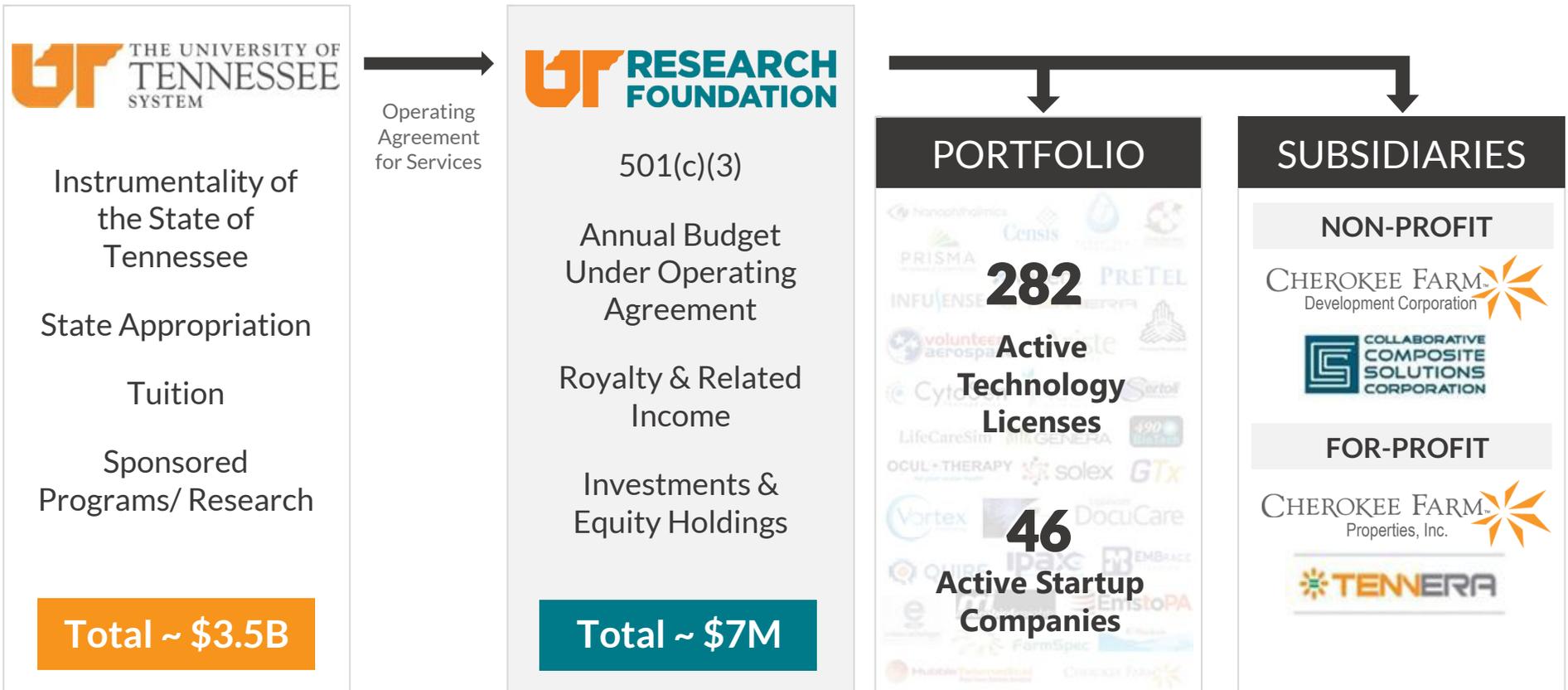


# OUR MISSION

- Protect, manage, and commercialize UT's innovations
- Support UT's research
- Support and encourage an entrepreneurial culture
- Contribute to state and regional economic development

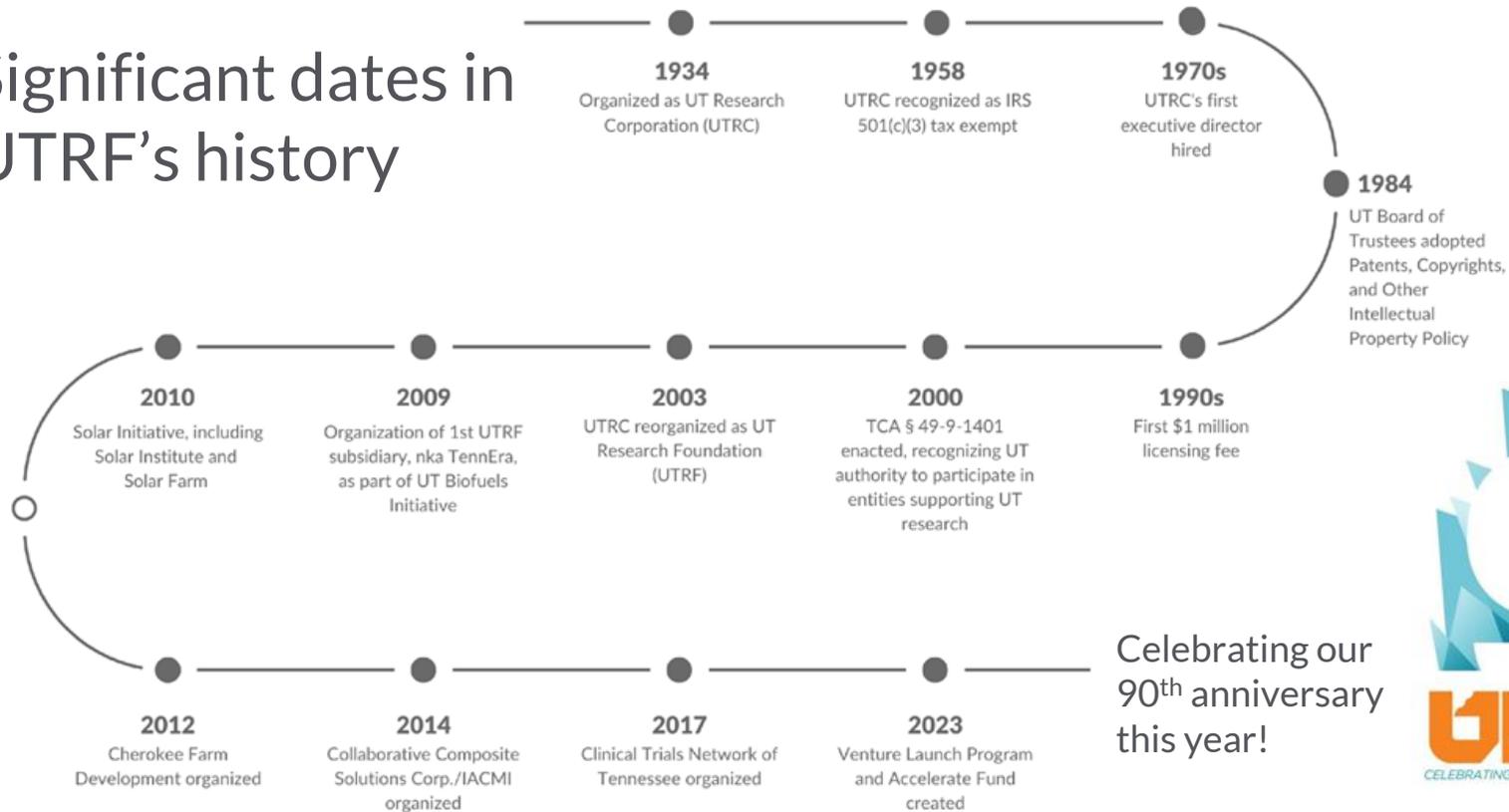


# STRUCTURE / ORGANIZATION



# CELEBRATING 90 YEARS

## Significant dates in UTRF's history



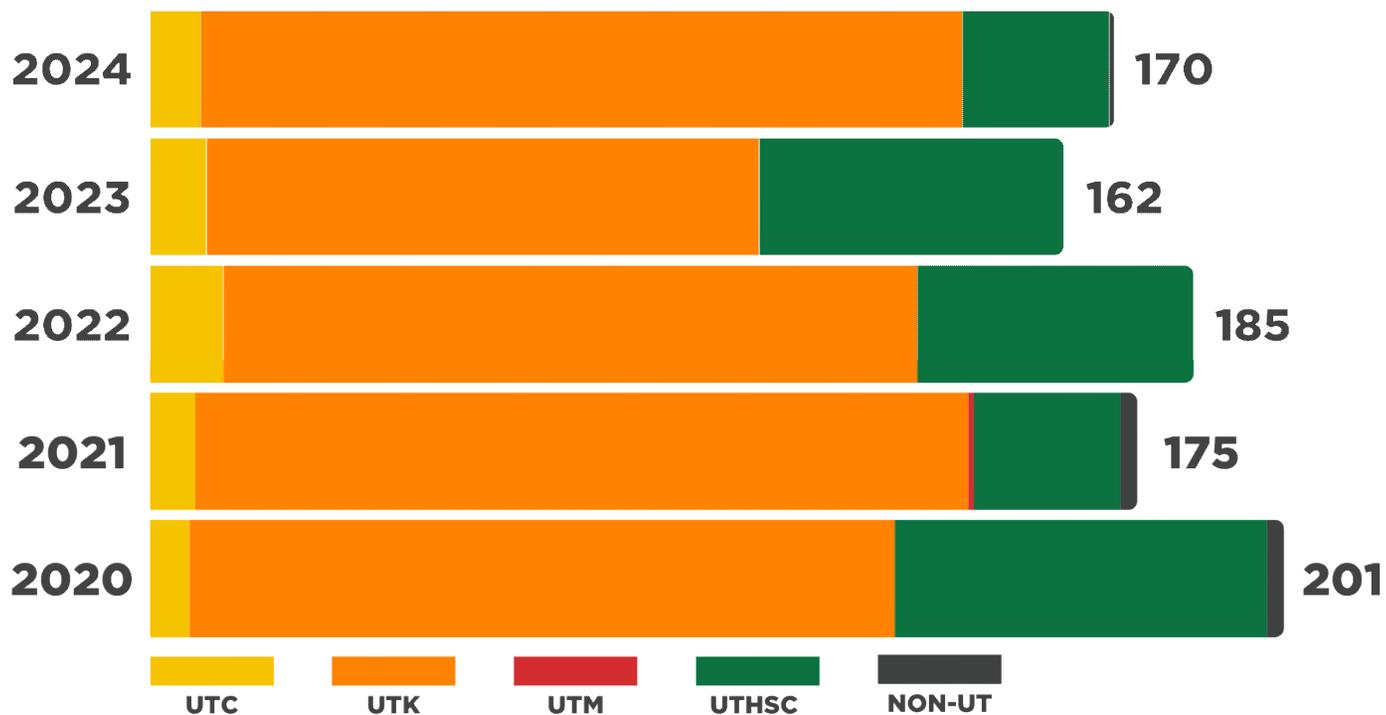
Celebrating our 90<sup>th</sup> anniversary this year!



# DISCLOSURES BY CAMPUS

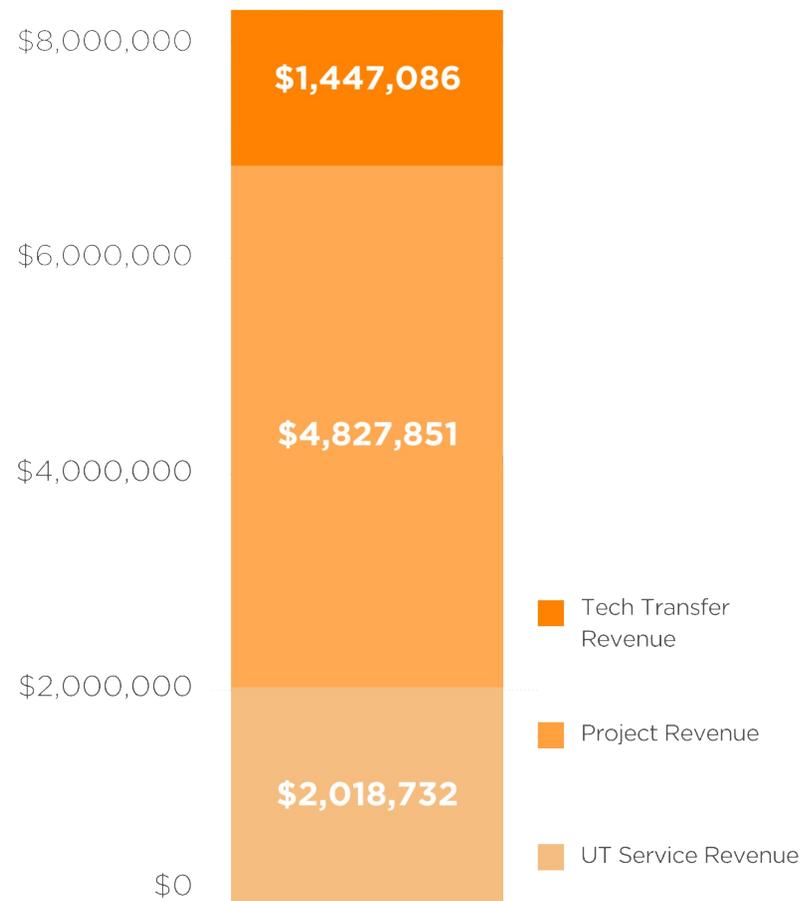


Innovation  
is  
everywhere!



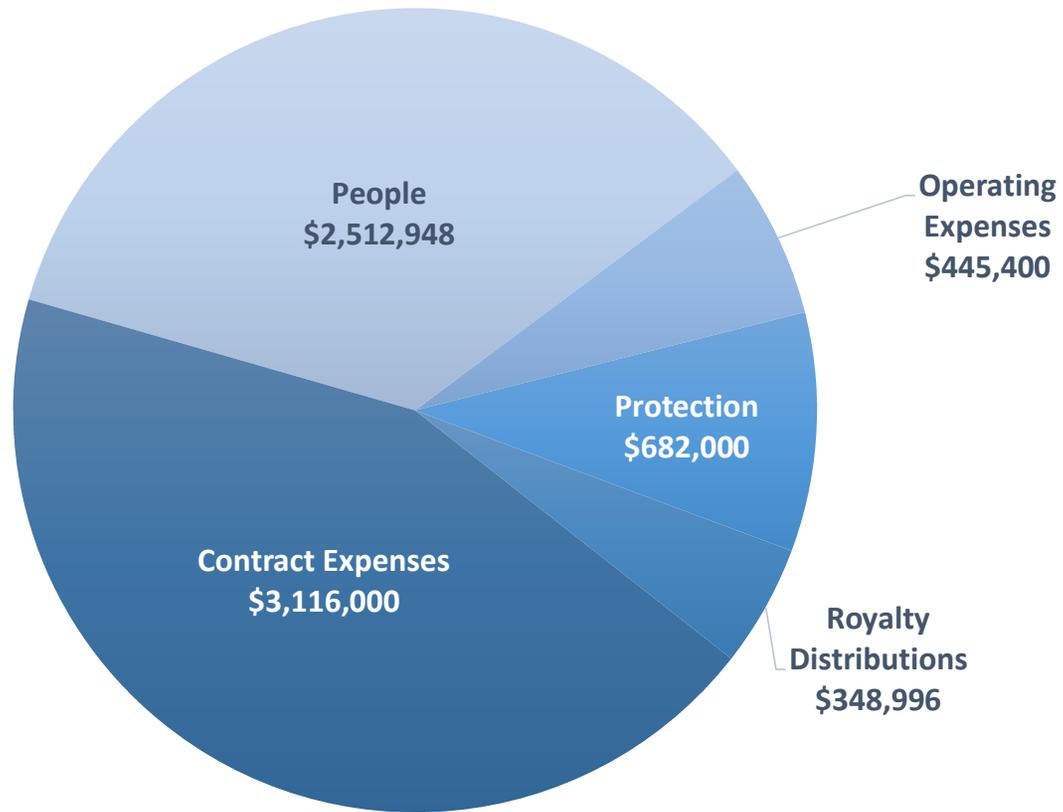
# FY24 UTRF REVENUE

- Fees and Royalties from Agreements
- UT Funding Under Annual Operating Agreement



# FY25 BUDGET - EXPENSES

---



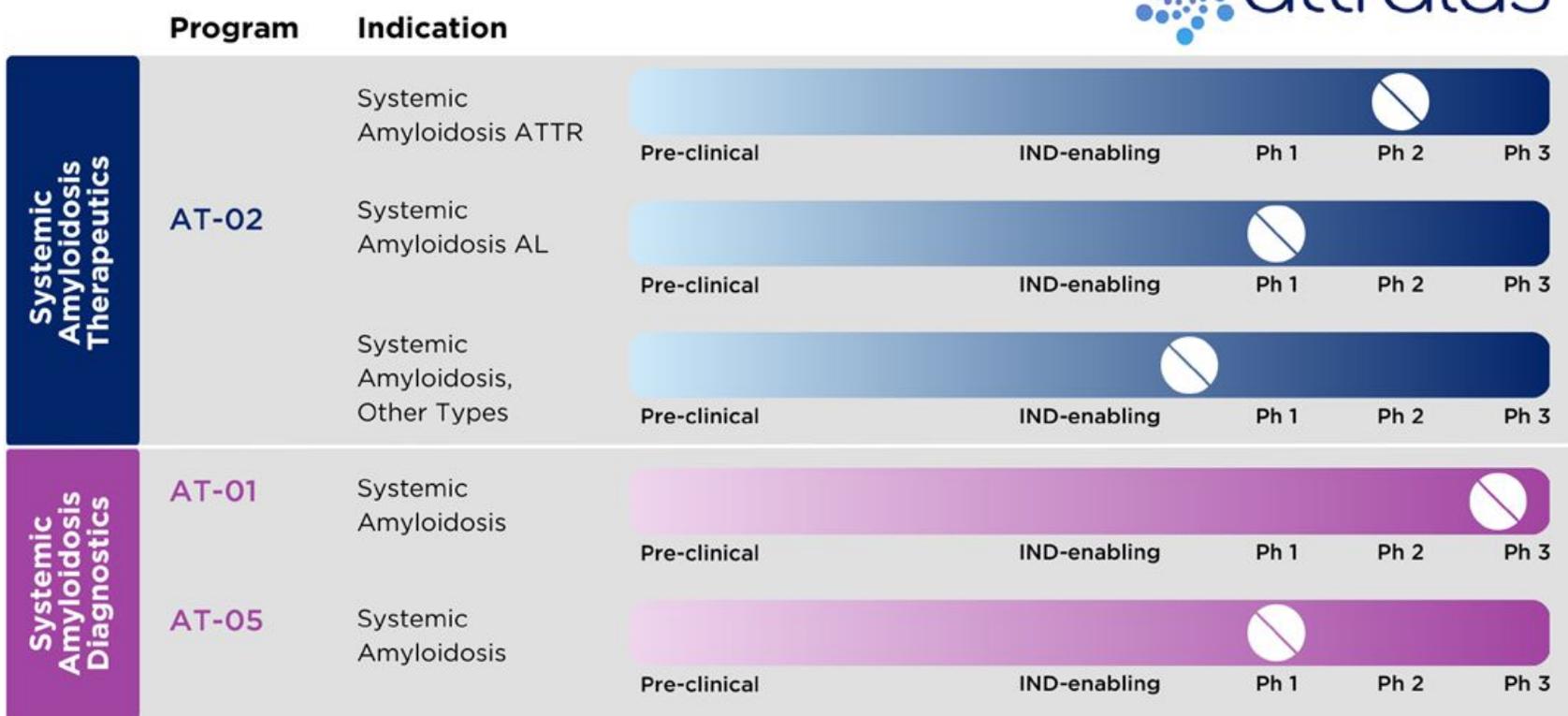
# LICENSES



# DRUG DISCOVERY PRODUCT PIPELINE

Program	Licensee	Indication	Pipeline Progress					
GT-024 (Enobosarm)	Veru, Inc.	Preserve muscle in GLP-1 patients	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3
Veru-111 (Sabizabulin)	Veru, Inc.	Anti-viral: ARDS in COVID-19; general	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3
Anviron-11	Anviron	Pancreatic/breast cancer	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3
JW-65	Acadia Pharma- ceuticals	Anti-seizures	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3
Gene Therapy	San Rocco Therapeutics	Beta Thalassemia	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3
Ophthalmic Pregabalin	Tavo Biothera- peutics	Glaucoma, other ophthalmic diseases	Discovery	Lead Op	IND-enabling	Ph 1	Ph 2	Ph 3

# DRUG DISCOVERY PRODUCT PIPELINE



# CURRICULUM LICENSE

- Innocrate curriculum developed for all levels, K-12
- Executed a license to enable broad and efficient distribution



*Making Life and Lives Better!*



# ACCELERATE FUND

---

*Investing in great ideas!*

- Build a reputation and presence for UT and UTRF investing in tech-based companies
- Mentor entrepreneurs
- Good companies that other investors will want to follow

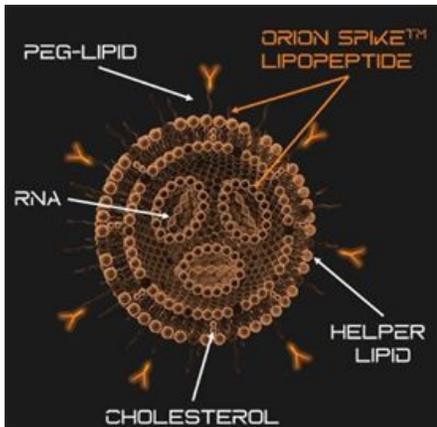


# ACCELERATE FUND - *FIRST INVESTMENT!*



## *Orion Therapeutics*

- UT graduate Dr. Trey Fisher and his PhD mentor, Dr. Deidra Mountain, developed the technology at UTHSC-GSM.
- The lipid nanoparticle platform is highly versatile, distinguishing itself from conventional delivery methods.
- The platform can adapt to different types of RNA and addresses a wide range of disease indications.



# ACCELERATE FUND

---

- UTRF and *Invest TN*, LaunchTN's venture fund, invested **\$150K** each as a pre-seed investment.
- InvestTN used the same terms and convertible note as UTRF
- UTRF has a board observer seat
- Currently conducting due diligence on two potential investment opportunities



# VENTURE LAUNCH PROGRAM

---

- **Executives-in-residence** work with founders and innovators at the early development stage to bring entrepreneurial and sector-specific knowledge and connections for opportunity assessment.
  - Hired Bob Vanderhoff and Andria L. Yates
- **Entrepreneurial Fellow** retains talented individuals in the region by pairing with executives-in-residence to work on tech startups.
- **Mentors** provide guidance, advice, and insights on various aspects of entrepreneurship.

# ENTREPRENEURIAL FELLOW PROGRAM

---

- Hired our first Entrepreneurial Fellow, Tanner Hobson, a PhD UTK graduate in computer science, to continue working in Dr. Jian Huang's lab.
- Hobson focuses solely on developing a minimum viable product and meeting with potential end-users.
- Developed an AI-driven visualization and big data analytics product that facilitates healthcare claim reimbursements, improving operating margins
- Launched a startup, Visualiz-AI, to commercialize this product.





**UT RESEARCH FOUNDATION**

**THANK YOU!**



# COACHE Faculty Job Satisfaction Survey





## COACHE

(Collaborative on Academic Careers in Higher Education)

Research-practice partnership based in the Harvard Graduate School of Education



Tools to assess faculty members within their roles as faculty

External partner – akin to McLean

# Faculty Job Satisfaction Survey

Assess faculty perceptions of:

- Nature of work
- Resources and support

Measured along 25 dimensions with comparison against *participating* peers.





## Faculty Job Satisfaction Survey (cont'd)

Triennial, used by all UT campuses at least once



### **2021**

UT Knoxville

### **2022**

UT Chattanooga, UT Southern, UT Martin, UT Health Science Center

# Future of Faculty Job Satisfaction Survey

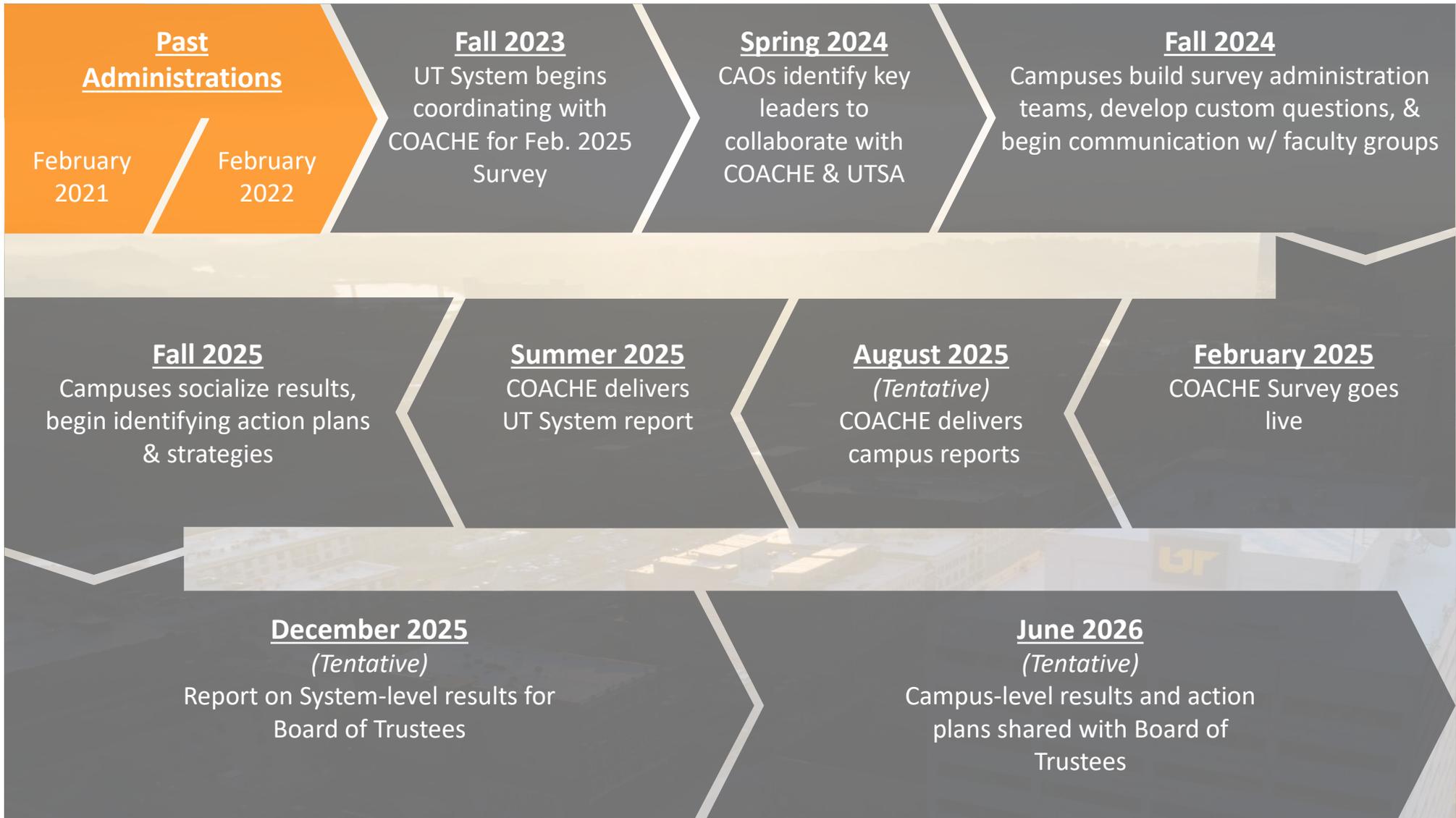
February 2025 – Synchronized administration to all campuses

August 2025 – Results provided to campuses and UT System

December 2025 – UT System Results report

June 2026 – Report to ERS







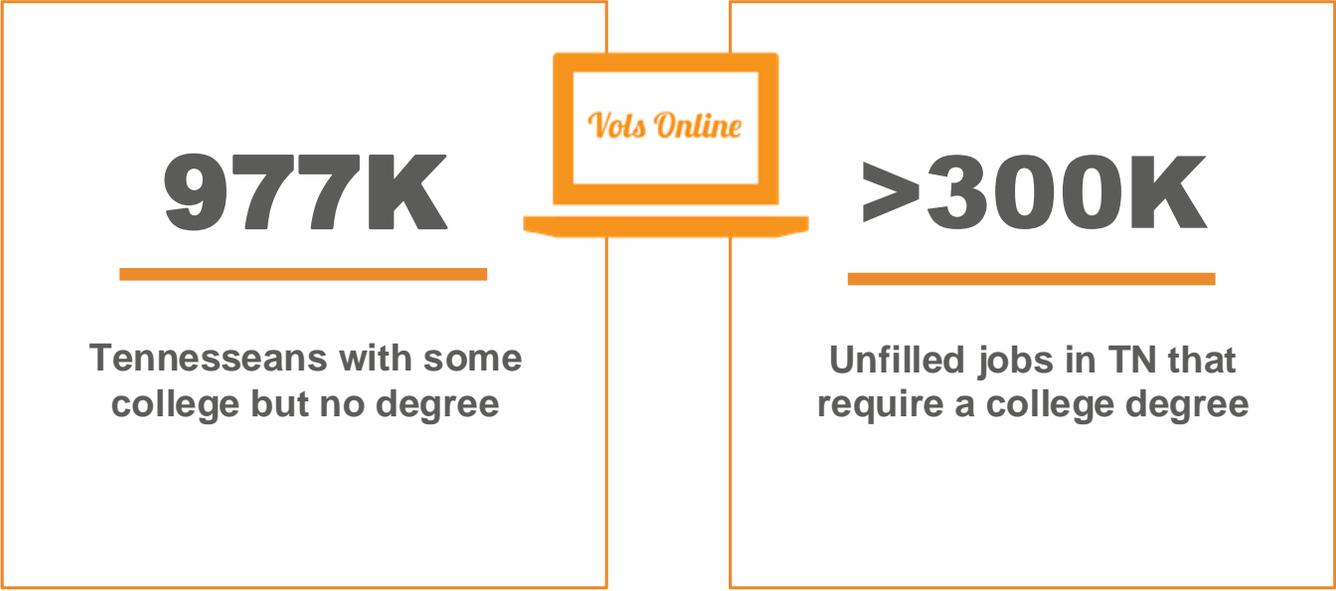
THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

DIGITAL LEARNING

# Online Programs

October 24, 2024

# Meeting learners where they are through fully online programs as part of our land-grant mission

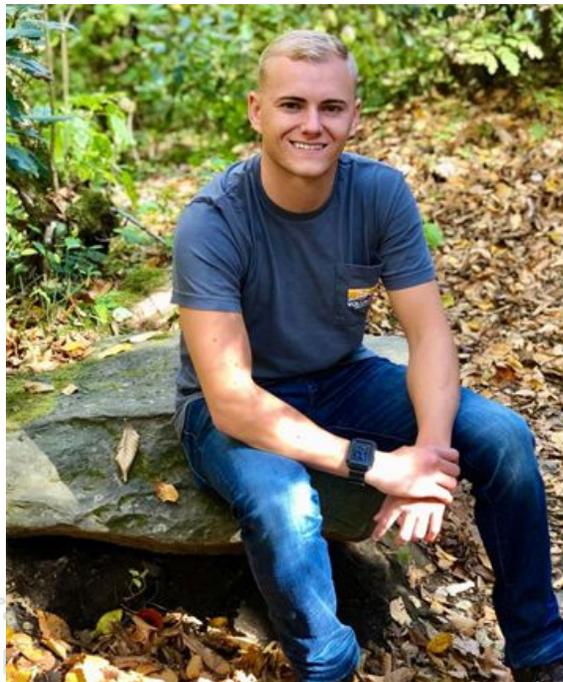


# Meet three Tennessee Volunteers

**Jade Pfister**



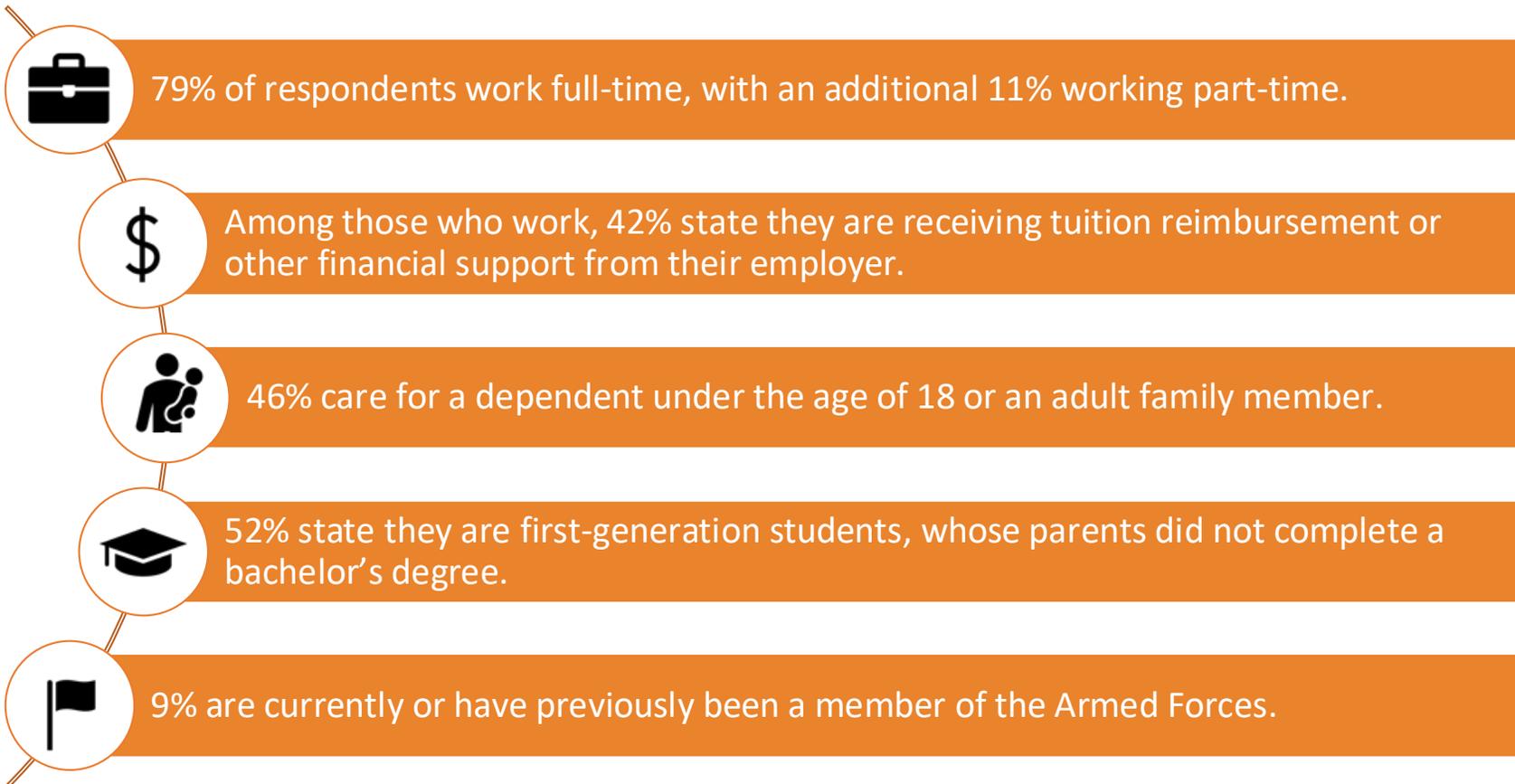
**Chase Watts**



**Jena West**



## Fully online UT student lifestyle demographics



Insights collected from an online survey emailed to currently enrolled online students at UT, excluding active UT employees. 441 responses (367 complete / 74 partial) were collected from February 16 - March 5, 2024, representing 398 graduate and 43 undergraduate students.

# Demand for fully online programs at public 4-year institutions

**22%** of students at 4-year public institutions are studying in fully online programs.

**40,928**

Tennesseans are studying fully online at an out-of-state university

**9,012** of these students study at public institutions

**83%** of learners choose modality first

**87%** choose a program based upon career outcomes

**70%** choose an institution within 100 miles of where they live

**↓ 3%** Decrease in Undergraduate Enrollment Across Public 4-year Institutions

**↑ 39%** Increase in Fully Online Program Enrollment Across Public 4-year Institutions

*Citations: NCES 2023, NC-Sara 2023*

# Undergraduate Program Portfolio

Best practice indicates that **UT should have 20-30 online undergraduate programs.**

To support large enrollment, we must have a wide breadth of programs, responding to the diverse needs of students in the region.

## Selected Fields of Study (Current | **Planned**)

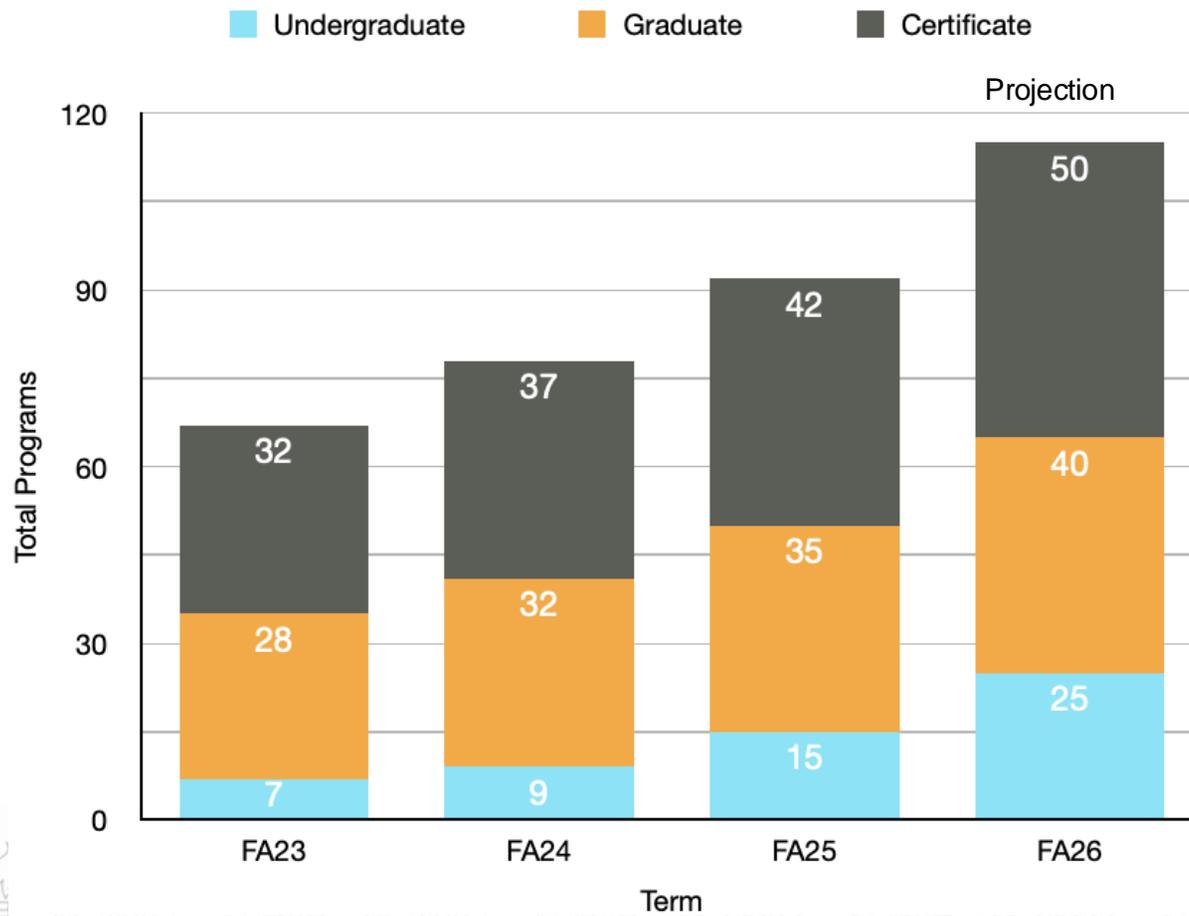
Agriculture  
Management  
Information Science  
Political Science  
Early Childhood Education  
Interdisciplinary Programs  
Nursing  
Religious Studies  
Social Work

**Sociology**  
**Sustainability**  
**Data Science**  
**Artificial Intelligence**  
**General Business**  
**English**



# Programs

Available fully online



# Degree seeking enrollment growth since 2022

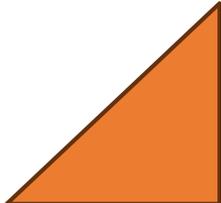
	Academic Year 2022-2023	Academic Year 2023 -2024	Enrollment Growth	Percentage Growth
<b>Overall</b>	2488	3201	713	29%
<b>Undergraduate</b>	234	353	119	51%
<b>Graduate</b>	2270	2867	597	26%



# Non-Credit Learners

**4,351** Learners in AY23-24\*

**Major contributors:**  
UT-PLAYS (CEHHS)  
SCM Academies (HCB)  
Vet Med (UTIA)



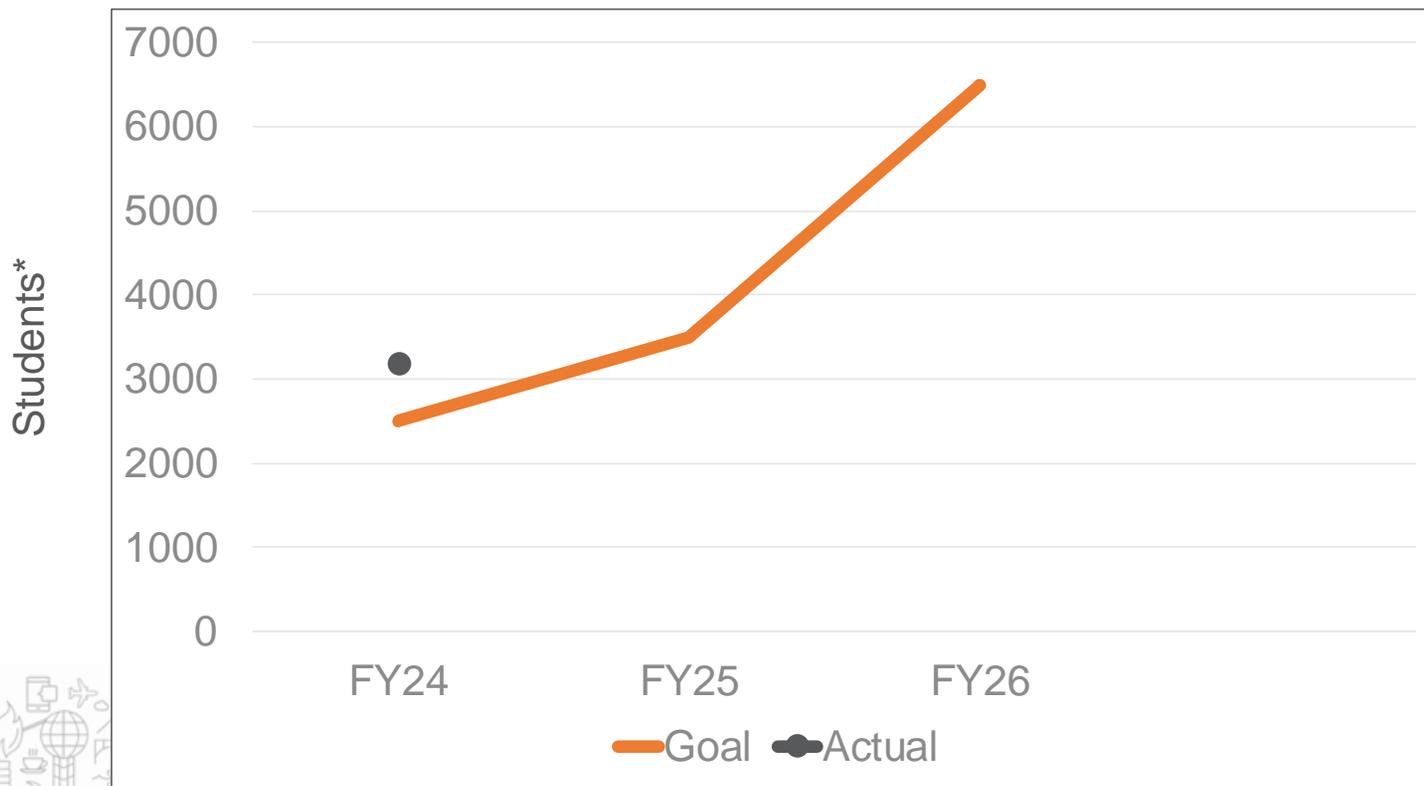
Goal to have a minimum of  
**15,000**  
Learners 2025-2029

- ➔ **Workforce development**
- ➔ **Upskilling**
- ➔ **Credentialing**

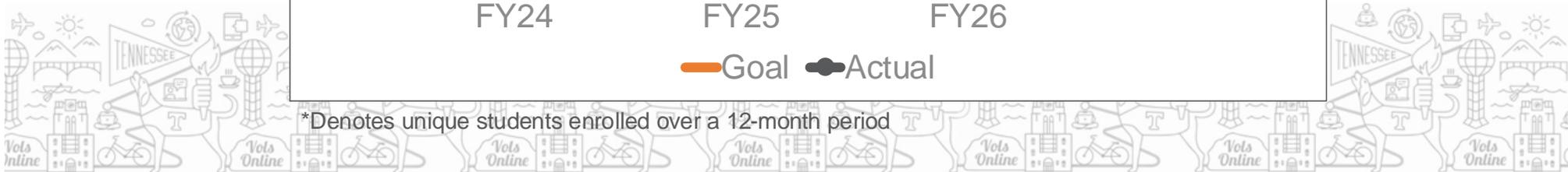


\* Note this is the first year this information has been captured.

# Fully Online Student Enrollment



\*Denotes unique students enrolled over a 12-month period



## How Digital Learning helps:

- 1) adult learners find and connect with UT,
- 2) adult learners find the right online programs,
- 3) faculty put quality programs online, and
- 4) students be successful



Program Strategy &  
Course Production



Marketing



Enrollment Coaching



Success Coaching



Technology & Process



Data & Insights

# Connecting with adult learners

**Search**

**Sponsored**  
[volsonline.utk.edu](https://volsonline.utk.edu)  
<https://volsonline.utk.edu> |  
**UT Knoxville Is Now Online – Explore With Vols Online**  
 University Of Tennessee Knoxville. Four Simple Steps To Start Your Degree Online.

**Sponsored**  
[volsonline.utk.edu](https://volsonline.utk.edu)  
<https://volsonline.utk.edu> |  
**UT Knoxville Is Now Online – Start Your Degree Online**  
 Same Instructors, Same Degree, One Vols Community. Learn More About Vols Online. University Of Tennessee Knoxville. Four Simple Steps To Start Your Degree Online. Affordable Tuition. Vibrant Vols Community.

**Sponsored**  
[volsonline.utk.edu](https://volsonline.utk.edu)  
<https://volsonline.utk.edu> |  
**UT Knoxville MSIS Degree - Library Science Options**  
 Earn A Master Of Science In Information Sciences Degree, Online. Start Your Degree Today! Info Science Opens Up Career Options. Data Analyst, Library Science, UX Designer, & More! Experienced Professionals. High-Quality Learning. Vibrant Vols Community.

**Sponsored**  
[volsonline.utk.edu](https://volsonline.utk.edu)  
<https://volsonline.utk.edu> |  
**Flexible MS Social Work Degree - MS Online Courses At UTK**  
 Choose From Several Programs: Trauma, Veterinary Gerontology, And Forensic Social Work.

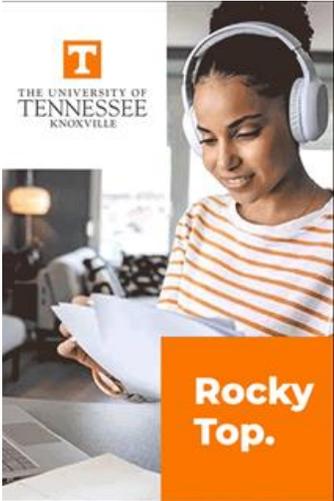
**Display**



**Get your degree from UT.**

It's attainable, flexible, and empowering.

Vols Online [GET INFO](#)

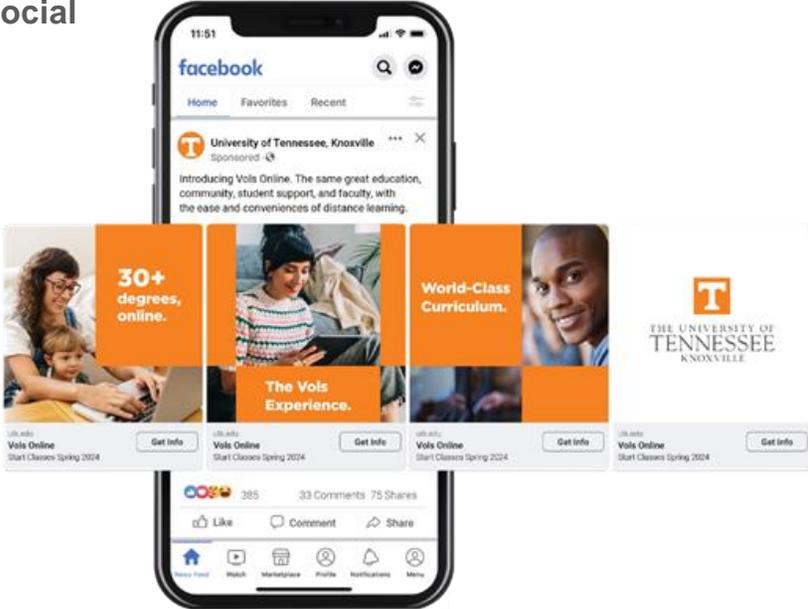


**Rocky Top.**

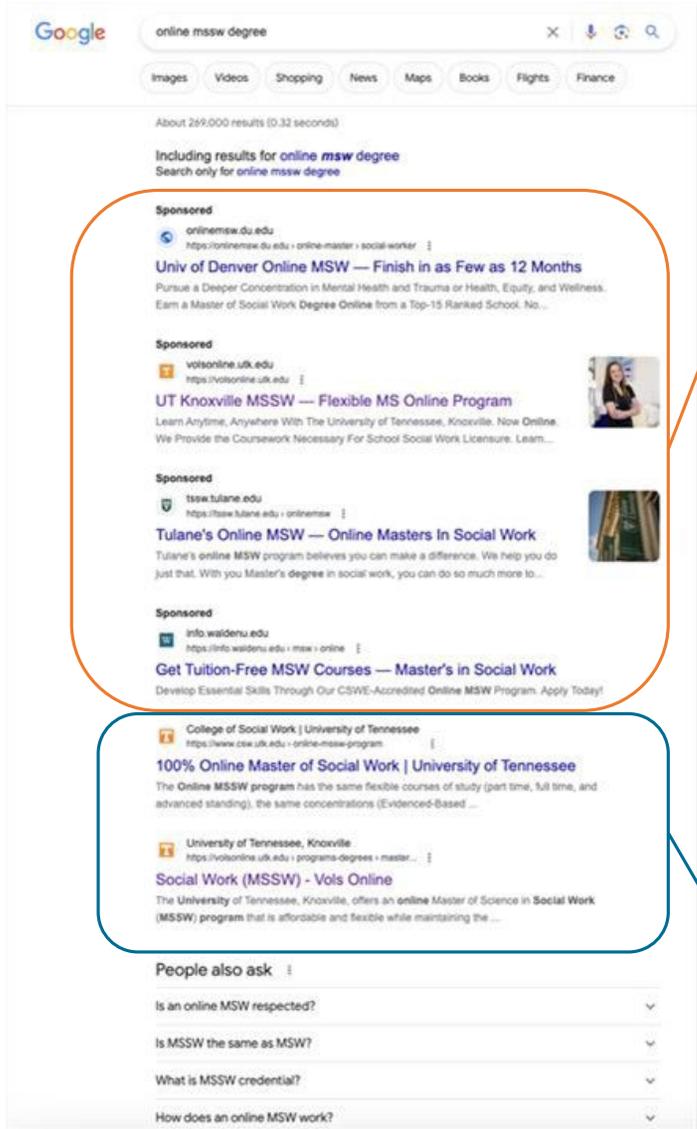
Get your UT degree from *Home Sweet Home.*

Vols Online [GET INFO](#)

**Social**

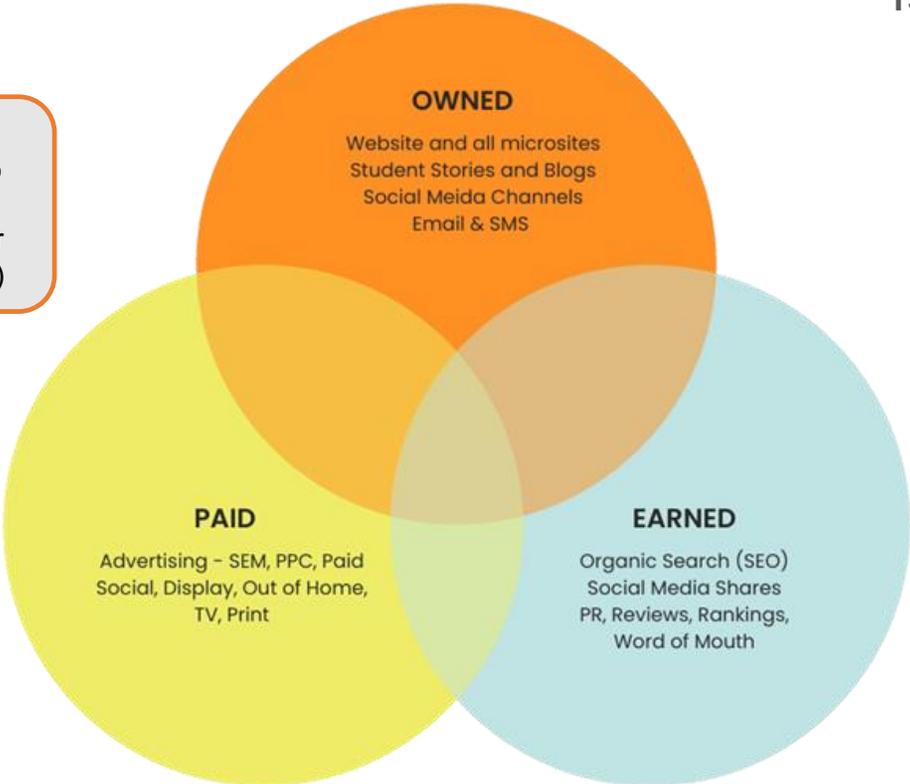


The Facebook post features a collage of images: a woman with a child, a woman reading, and a woman smiling. Text overlays include "30+ degrees, online.", "The Vols Experience.", and "World-Class Curriculum." The post includes a "GET INFO" button and engagement metrics (385 likes, 33 comments, 75 shares).



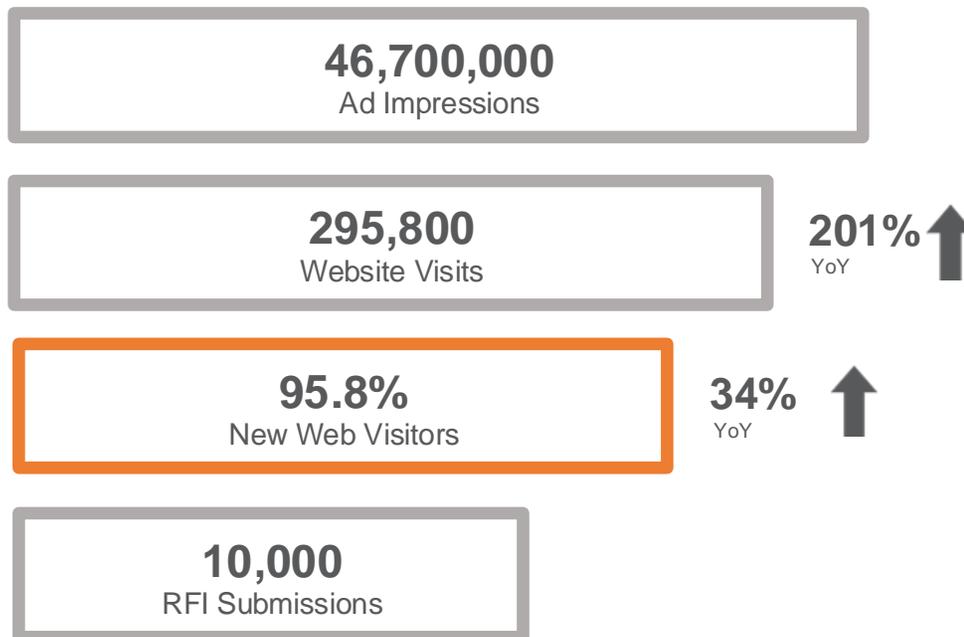
Paid = "Sponsored" Search Results, also called SEM (Search Engine Marketing) or PPC (Pay-fPer-Click)

Organic results are not paid and rank on many factors including SEO work.

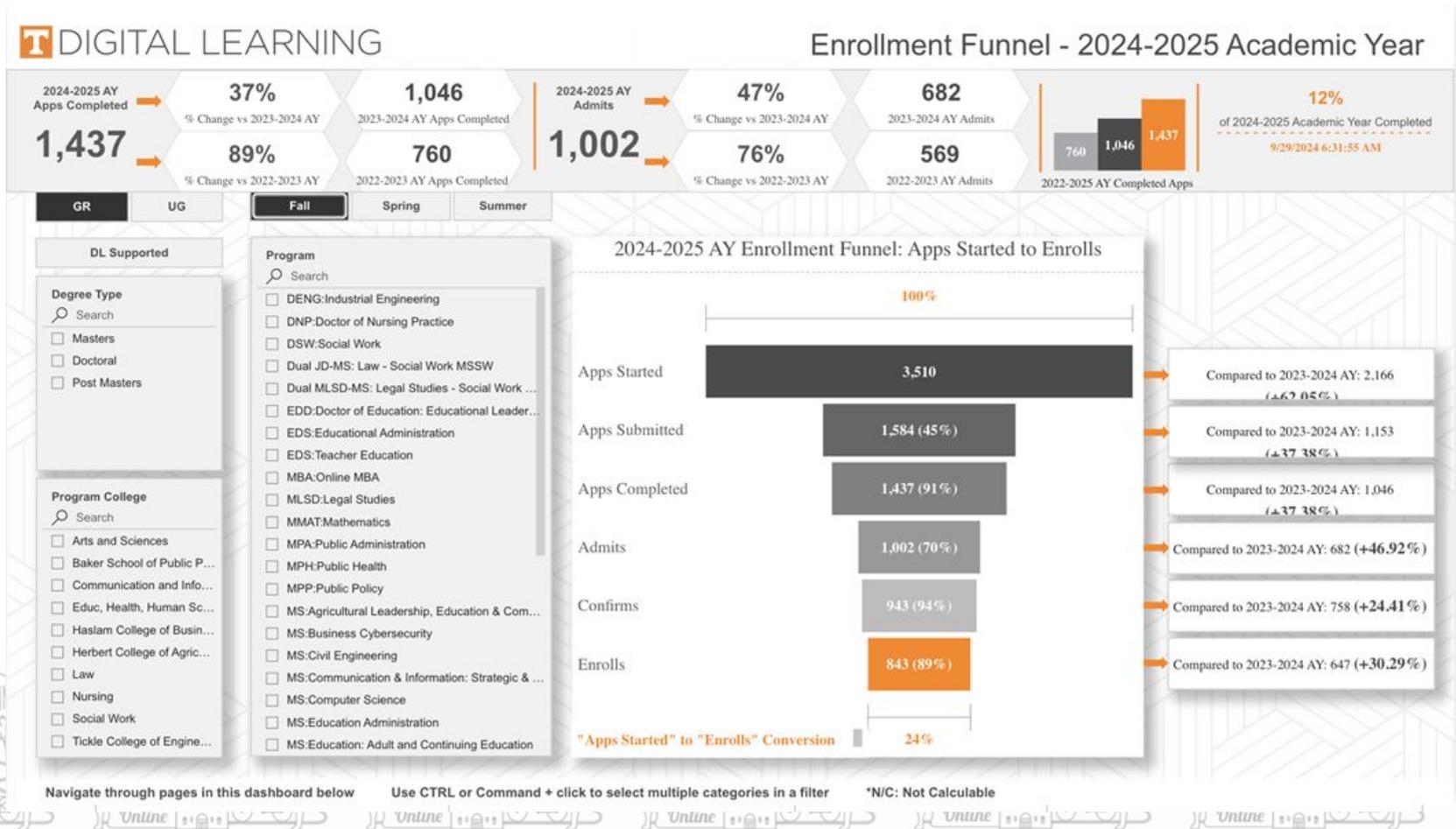


The best strategy to is to leverage Owned, Earned, and Paid together to reach the right people at the right time with the right content to help them decide on an action.

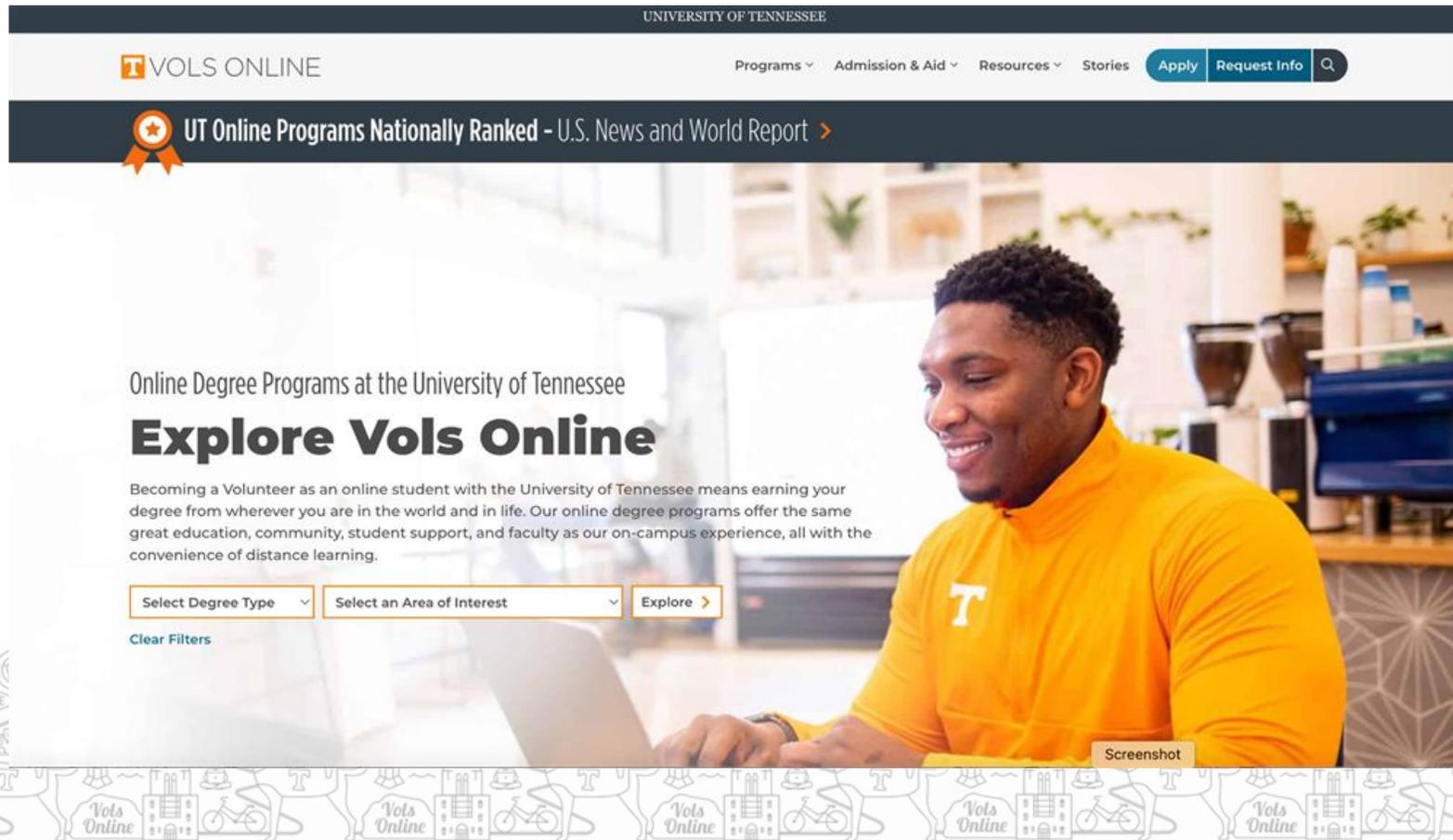
The word is out that it's great to be a Tennessee Vol!



# Building relationships to support future Vols



# And making it easy to find the right program



Screenshot

## Building a UT quality education, accessible from anywhere

### Unlocking Innovation

State-of-the-art multimedia studio providing new solutions for quality, engaging online coursework



Built 57 full courses in FY24 (111% YoY increase) On track to build 100+ in FY25

### Our Momentum

850+ faculty touchpoints in professional development offerings related to online teaching



## So why partner with Arizona State University?

**Operational Advisory:** 20 years of experience in online as a public university with 80K+ online students

**Course Exchange:** Immediate access to ASU course catalog to supplement the breadth and capacity of UT courses

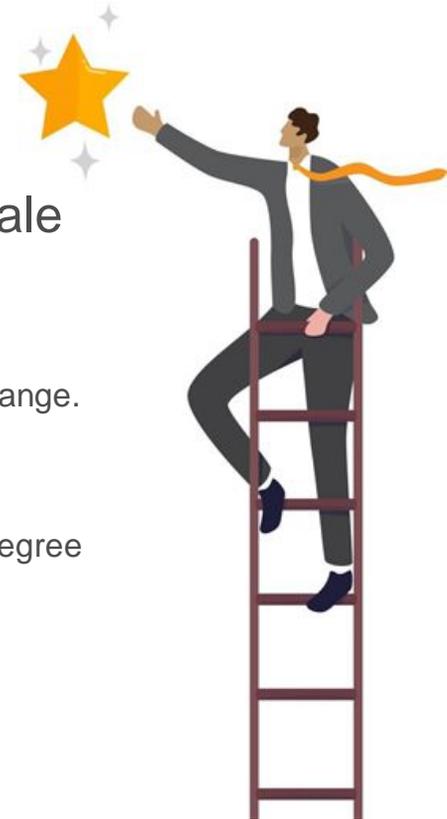
**Innovation:** #1 most innovative university for 10 years running (US News 2024)



# Our priorities

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- Building the base of online degree programs to drive scale
  - Additional 4-6 UG programs for Fall 2025 launch
  - Remove AA/AS requirements on existing bachelors' programs to bolster UG enrollment beginning in Spring 2025 using new courses and ASU course exchange.
- Expanding to advance the university mission
  - Focus on non-credit programs to fulfill workforce needs and which link to our degree programs to allow pathways for growth
  - Sharing innovation and improvements across campus and the system





THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE

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DIGITAL LEARNING



ACADEMIC AFFAIRS, RESEARCH  
AND STUDENT SUCCESS

# Institutional Accreditation

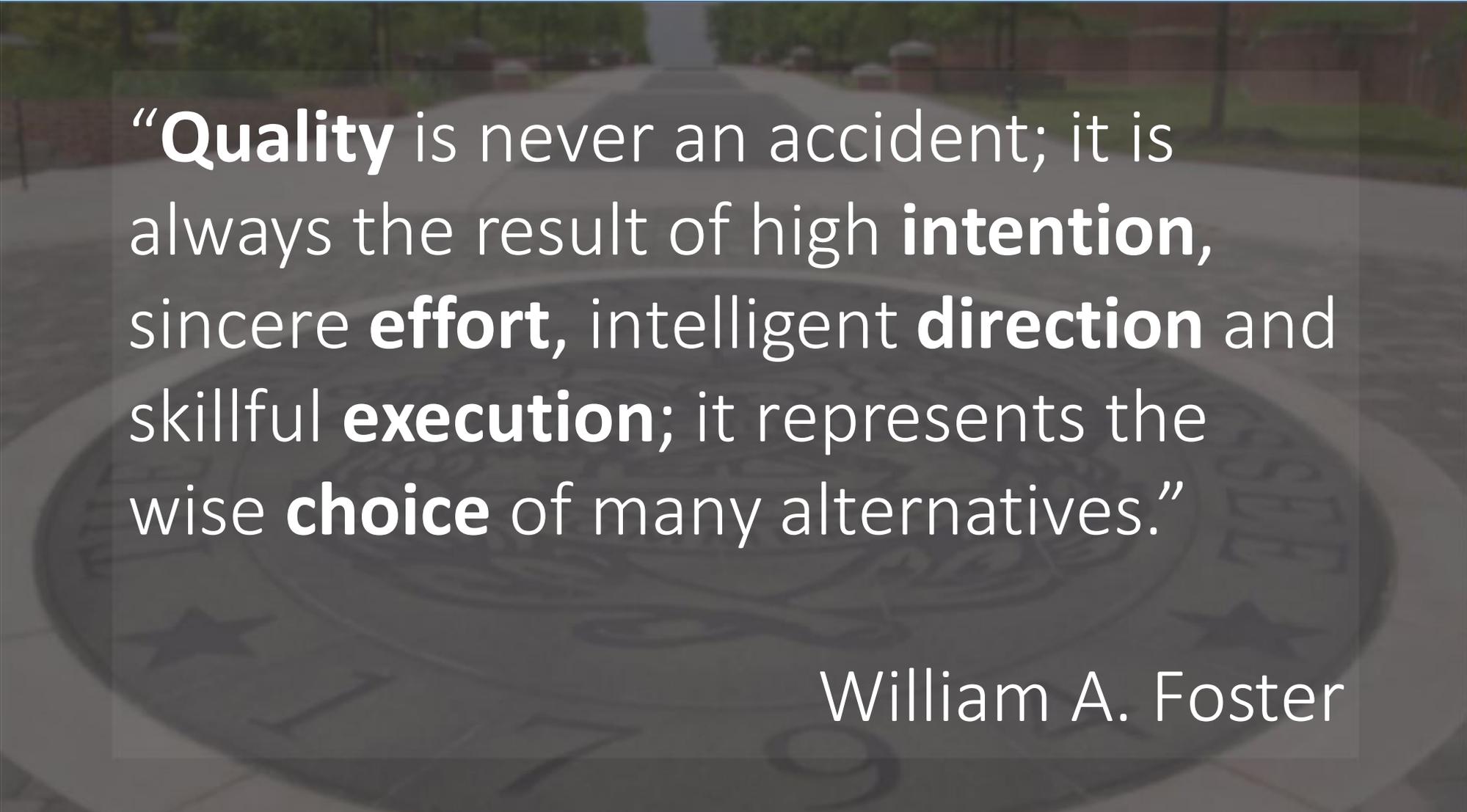
Jorge Pérez, Ph.D.  
Associate Vice President for Institutional Effectiveness

*Board of Trustees — October 24-25, 2024*

*Institutional Effectiveness*



*ie.tennessee.edu*



“**Quality** is never an accident; it is always the result of high **intention**, sincere **effort**, intelligent **direction** and skillful **execution**; it represents the wise **choice** of many alternatives.”

William A. Foster



# Highlights

- Accreditation and why it matters
- Types of accreditation
- Reaffirmation process
- UT campus milestones
- Looking ahead



# Accreditation

- Voluntary self-regulation
- Peer review
- Prescribed standards
- Quality enhancement and continuous improvement



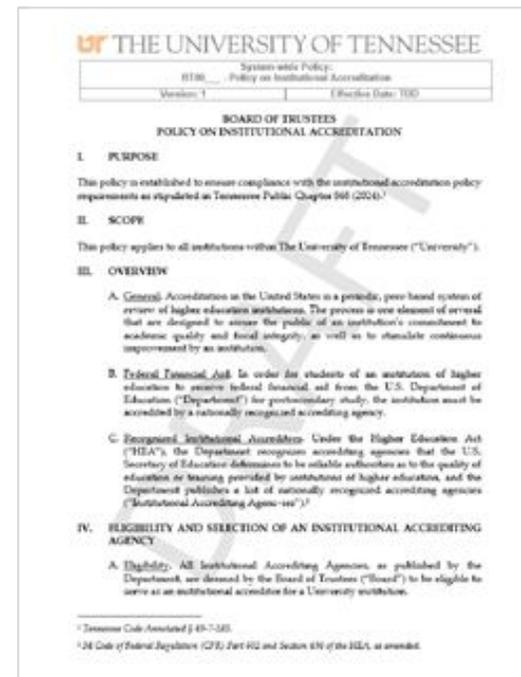
# Why accreditation matters

- Reputation, legitimacy, and competitiveness
- The value of degrees
- Attracting international students
- Important to employers
- Ability to distribute federal financial aid



# Types of accreditation

- Institutional 
- Programmatic





# Institutional Accreditors

- Higher Learning Commission (HLC)
- Middle States Commission on Higher Education (MSCHE)
- New England Commission of Higher Education (NECHE)
- Northwest Commission on Colleges and Universities (NWCCU)
- **Southern Association of Colleges and Schools Commission on Colleges (SACSCOC)**
- Western Association of Schools and Colleges Senior College and University Commission (WSCUC)



# Programmatic Accreditors

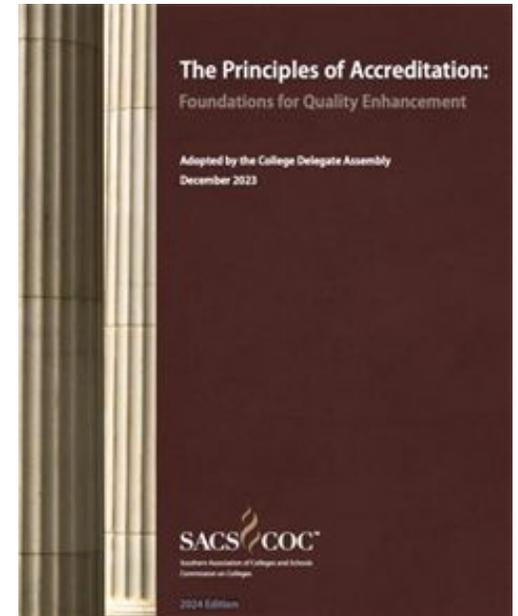




# UT Campuses

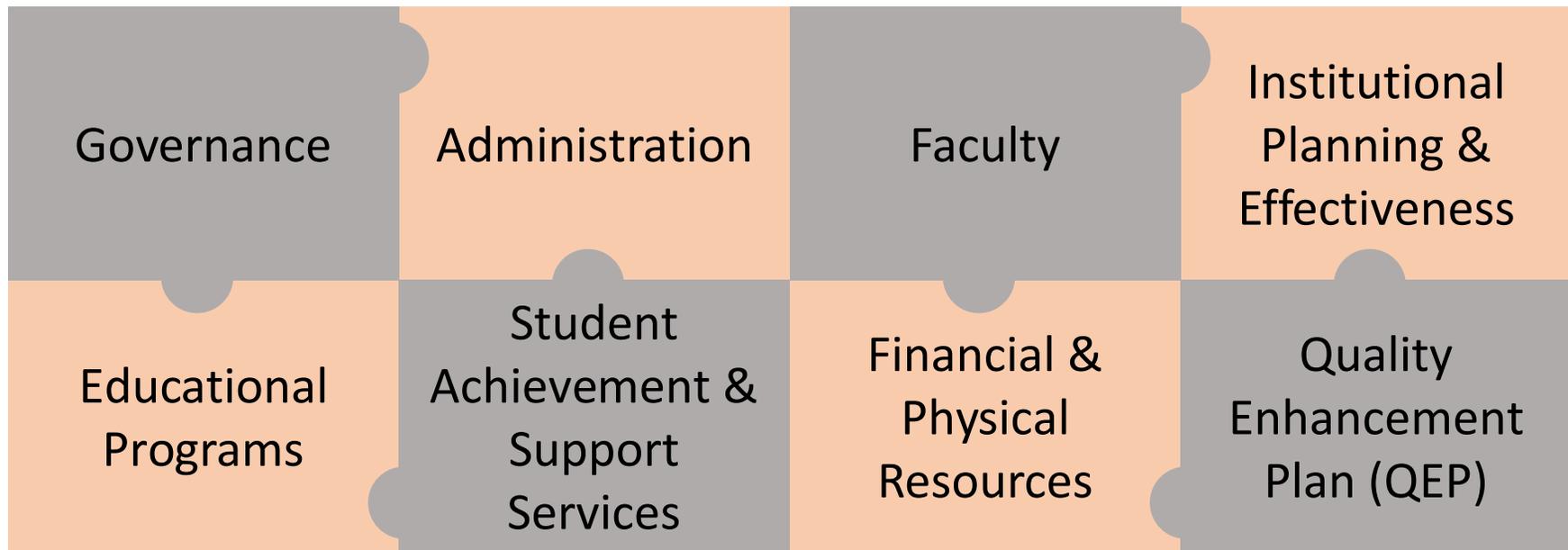
- Accredited by the **Southern Association of Colleges and Schools Commission on Colleges**

- **SACS**  **COC**™ accredits institutions





# SACSCOC Standards





# Reaffirmation Process





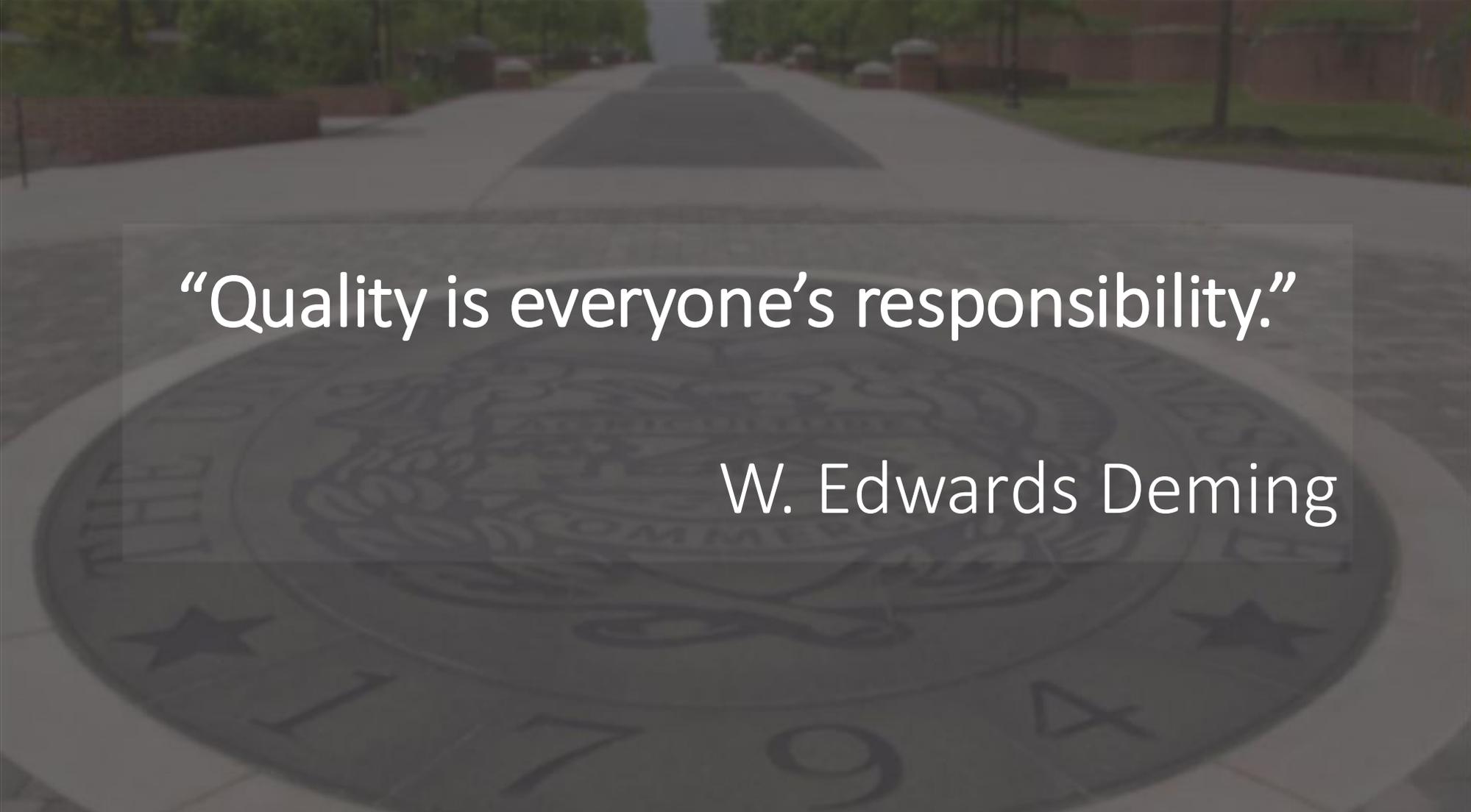
# UT SACSCOC Reaffirmations

CAMPUS	YEAR	SACSCOC LIAISON
UTK	2025	Dr. Heather Hartman
UTS	2029	Dr. George Cheatham
UTHSC	2030	Dr. Allen Dupont
UTC	2032	Dr. Cindy Williamson
UTM	2033	Dr. Stephanie Kolitsch



# Looking ahead

- Calls for effectiveness and transparency from Congress and the US Department of Education
- Greater accountability for student achievement
  - Retention and graduation rates
  - Jobs and earnings



“Quality is everyone’s responsibility.”

W. Edwards Deming



# Reaffirmation Process (Detail)





# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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## AGENDA ITEM SUMMARY

Meeting Date:	October 24, 2024
Committee:	Education, Research, and Service
Item:	<b>Board Policy on Institutional Accreditation</b>
Type:	Action
Presenter(s):	Jorge Pérez, Associate Vice President Institutional Effectiveness

### Background Information

Tennessee Code Annotated § 49-7-185, effective May 1, 2024, requires each governing board of a public institution of higher education to regularly update the institution's policies and practices regarding institutional accreditation. By December 31, 2024, each governing board shall:

- (1) identify and determine the institutional accrediting agencies or associations eligible to serve as an accreditor. Such institutional accrediting agencies or associations must be recognized by the database created and maintained by the U.S. Department of Education ("Department"); and
- (2) update the institution's policies and practices regarding accreditation to ensure that the institution may freely choose to pursue accreditation by any accreditor recognized by the Department.

To comply with the new statutory requirements, a proposed Board Policy on Institutional Accreditation is being presented to the Committee for its consideration.

### Committee Action

The Committee Chair will call for a motion to recommend adoption of the following resolution by the Board of Trustees.

#### **Resolved:**

**The Board of Trustees hereby approves the Policy on Institutional Accreditation, which Policy shall be attached to this Resolution after adoption. Further, the Board Secretary is hereby authorized to renumber and reorder the Board's outstanding policies to reflect the addition of this new policy and as may otherwise be necessary or appropriate to improve the overall organization of the approved Board policies.**



<b>System-wide Policy:</b> <b>BT00__ - Policy on Institutional Accreditation</b>	
<b>Version: 1</b>	<b>Effective Date: TBD</b>

**BOARD OF TRUSTEES**  
**POLICY ON INSTITUTIONAL ACCREDITATION**

**I. PURPOSE**

This policy is established to ensure compliance with the institutional accreditation policy requirements as stipulated in Tennessee Public Chapter 868 (2024).<sup>1</sup>

**II. SCOPE**

This policy applies to all institutions within The University of Tennessee (“University”).

**III. OVERVIEW**

- A. General. Accreditation in the United States is a periodic, peer-based system of review of higher education institutions. The process is one element of several that are designed to assure the public of an institution’s commitment to academic quality and fiscal integrity, as well as to stimulate continuous improvement by an institution.
- B. Federal Financial Aid. In order for students of an institution of higher education to receive federal financial aid from the U.S. Department of Education (“Department”) for postsecondary study, the institution must be accredited by a nationally recognized accrediting agency.
- C. Recognized Institutional Accreditors. Under the Higher Education Act (“HEA”), the Department recognizes accrediting agencies that the U.S. Secretary of Education determines to be reliable authorities as to the quality of education or training provided by institutions of higher education, and the Department publishes a list of nationally recognized accrediting agencies (“Institutional Accrediting Agencies”).<sup>2</sup>

**IV. ELIGIBILITY AND SELECTION OF AN INSTITUTIONAL ACCREDITING AGENCY**

- A. Eligibility. All Institutional Accrediting Agencies, as published by the Department, are deemed by the Board of Trustees (“Board”) to be eligible to serve as an institutional accreditor for a University institution.

<sup>1</sup> *Tennessee Code Annotated* § 49-7-185.

<sup>2</sup> *34 Code of Federal Regulation (CFR) Part 602 and Section 496 of the HEA, as amended.*

- B. Selection. Each institution may freely choose to pursue accreditation by any Institutional Accrediting Agency consistent with the review and approval process set forth herein.

**V. REVIEW AND APPROVAL PROCESS**

- A. Reviews and Recommendations. Any proposed change in institutional accreditor by a University institution shall be reviewed and recommended by (i) its respective Chancellor, and (ii) the President of the University.
- B. Approvals. Pursuant to its Charter, the Education, Research, and Service Committee assists the Board in carrying out its fiduciary duty to oversee educational quality by, among other things, regularly reviewing institutional accreditation. As such, any proposed change in institutional accreditor by a University institution shall be submitted to the Committee for its review and consideration then presented to the Board for its approval, unless presented directly to the Board or the Executive Committee as may otherwise be permitted by the University’s Bylaws.

**VI. REPORTING - STATE LAW VIOLATIONS**

With respect to the University, if it is determined that an accrediting agency or association violates Tennessee Code Annotated § 49-7-185(b)<sup>3</sup>, the General Counsel shall notify the President of the University and the Board Secretary and Special Counsel. In accordance with state law, the Board Chair, on behalf of the Board, shall notify the general assembly.<sup>4</sup>

**VII. ADMINISTRATIVE RESPONSIBILITY**

The University’s Vice President for Academic Affairs, Research, and Student Success shall have the administrative responsibility for establishing such processes or other guidance as may be necessary for implementing the provisions of this policy and ensuring compliance with the provisions of Tennessee Public Chapter 868 (2024).

History:

Adopted	
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<sup>3</sup> *Tennessee Code Annotated § 49-7-185(b) – An accrediting agency or association shall not compel a public institution of higher education in this state to violate any state law. Any adverse action taken against a public institution of higher education in this state based, in whole or in part, on the institution's compliance with any state law constitutes a violation of this section that may be enforced in accordance with this subsection (b), but only to the extent that the state law is not preempted by a federal law recognizing the necessity of the accreditation standard or requirement. A public institution of higher education in this state that is negatively affected by a violation of this section may bring a civil action against the accrediting agency or association in a court of competent jurisdiction in this state.*

<sup>4</sup> *Tennessee Code Annotated § 49-7-185(c).*



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

## AGENDA ITEM SUMMARY

Meeting Date:	October 24, 2024
Committee:	Education, Research, and Service
Item:	<u>New Academic Program: Occupational Therapy Doctorate, UTHSC</u>
Type:	Action
Presenter:	Cindy Russell, Vice Chancellor for Academic, Faculty and Student Affairs, UTHSC

### Background Information

The University of Tennessee Health Science Center's College of Health Professions (COHP) proposes a new academic program, an Occupational Therapy Doctorate (OTD), to begin in Fall 2025. This 106-credit hour, entry-level OTD program will be offered in addition to the Master of Occupational Therapy (MOT) degree. Both degree levels prepare graduates for entry-level clinical practice; however, the doctoral degree provides an additional 31 credit hours, two additional semesters of study, and a 14-week capstone experience and culminating capstone project. Graduates of the OTD program will be better positioned to move into managerial roles faster than MOT graduates in clinical settings.

The proposed OTD program will be full-time and delivered in a traditional, in-person format. Students will matriculate into the OTD after successfully completing a bachelor's degree. The OTD will be housed in the Department of Occupational Therapy and located on the UTHSC Memphis campus. The professional standards of the Accreditation Council for Occupational Therapy Education (ACOTE) at the doctoral level require graduates to demonstrate expertise in clinical practice skills, research, administration, leadership, program and policy development, advocacy, education, and theory development. Courses in the proposed program will include basic sciences, theory, occupation-centered practice, perspectives of development across the lifespan, evidence-based practice, program development and grant writing, teaching and learning, biomechanical and neurological aspects of occupational performance, and leadership and administration in healthcare, all with an emphasis on interprofessional education and collaborative practice. Consistent with the Department of Occupational Therapy's mission, the OTD curriculum will include coursework and specific learning activities that prepare students to assume the role of advocate for their clients.



## THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

As the first higher education institution in West Tennessee to offer an OTD degree, the COHP and UTHSC are committed to investing the necessary resources to offer the proposed program. No new faculty or instructional staff will be hired during the first year of program implementation, but a faculty member will be hired in Year 2. Other costs associated with implementing the program include marketing, travel, and accreditation, which when combined with new faculty will account for approximately \$200,000 per year. All costs associated with the program are covered by the projected tuition revenues. The OTD faculty anticipate growing enrollment to 35 students with 11 graduates each year by the sixth year of the program.

### Committee Action

The Committee Chair will call for a motion to recommend adoption of the following resolution by the Board of Trustees.

#### **Resolved:**

**The Board of Trustees hereby approves the following:**

- 1. Subject to additional state approvals as required, the University of Tennessee Health Science Center is authorized to offer a new Occupational Therapy Doctorate;**
- 2. The implementation date is anticipated to be Fall 2025, pending final approval by the Tennessee Higher Education Commission; and**
- 3. The proper officers of the University are authorized to (i) seek any state approvals as may be required, and (ii) take other actions as may be necessary and deemed appropriate to effectuate the successful implementation of the proposed new academic program.**

# Doctor of Occupational Therapy

College of Health Professions

Presented by  
Dr. Cindy Russell  
Chief Academic Officer



## Academic Program Overview

The Doctor of Occupational Therapy (OTD) will offer students **advanced preparation** for a career in occupational therapy by providing them with a greater focus on **research** and **skills** to fulfill comprehensive roles in **advanced clinical care, management, leadership, or preparation for academia**. Graduates will receive robust preparation in a **unique, specialized area of professional interest**.

### Description

- 33 months
- 106 credit hours entry level
- 14-week capstone
- Face-to-face
- Full-time
- Memphis campus
- Seeking accreditation from the Accreditation Council for Occupational Therapy Education (ACOTE)

### Unique Features

- Capstone experience where students create, implement, and evaluate a scholarly practice-based project specific to a site, community, or population
- Direct experience in emerging and specialty areas of practice, program development, teaching, and advocacy work

### Program Goals

- Increase the number of licensed OTs for a fast-growing labor market who provide state-of-the-art rehabilitative care and contribute to research needs
- Prepare OTs who will fulfill more comprehensive and robust roles in clinical practice, research, emerging practice areas, and program development

# Supporting Evidence and Demand

**11%**  
Increase in jobs outlook nationally  
(*“much faster than average”*)  
2023 – 2033  
BLS, 2024

**#19 of 100**  
Best Jobs of 2024  
USNWR, 2024  
  
**9,800**  
Annual job openings  
BLS, 2024

**\$96,370**  
Median pay  
BLS, 2024  
  
**126 OTD – 32 MOT**  
Programs seeking initial accreditation  
ACOTE, Sept. 2023

**Top 15**  
High demand occupation in Southwest TN  
TNDOLWFD, 2021

**293**  
Open clinical positions in TN  
BLS, Sept. 2023

**2**  
OTD programs in public institutions, both in east TN

**Strong community partner support**



*“valuable addition”*



*“great potential partnerships”*



*“most substantial support”*

## Enrollment Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>Expenditures</b>	\$32,255	\$187,875	\$194,136	\$198,891	\$205,538	\$210,582	\$215,778
<b>Tuition Revenue</b>	\$127,149	\$243,032	\$440,995	\$613,312	\$796,697	\$875,567	\$864,300
<b>Enrollment (Graduates)</b>	5 (0)	9 (0)	17 (5)	23 (4)	32 (8)	35 (11)	35 (11)
<b>Projected Attrition</b>	0	1	0	0	1	0	1

**N.B.** Projections anticipate enrollment starting in Fall 2025. Tuition revenue declines slightly in Year 7 in this projection. This is a result of a conservative projection of enrollment in the program (the enrollment is projected to remain flat after Year 6) and how attrition is factored into tuition revenue.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

## AGENDA ITEM SUMMARY

Meeting Date:	October 24, 2024
Committee:	Education, Research, and Service
Item:	<b><u>New Academic Program: Doctor of Philosophy in Agricultural Leadership, Education, and Communication, UTK</u></b>
Type:	Action
Presenter:	John Zomchick, Provost and Senior Vice Chancellor, UTK

### **Background Information**

The Herbert College of Agriculture at the University of Tennessee, Knoxville (UTK) proposes a new academic program, a Doctor of Philosophy (PhD) in Agricultural Leadership, Education, and Communication (ALEC). The proposed program will prepare graduates for faculty and/or administrative positions in teaching, research, and extension. The opportunity to offer a doctoral program in the College's Department of Agricultural Leadership, Education, and Communication (Department) will elevate the status and recognition of the department to attract high-quality students and faculty, and to provide existing master's-level students an opportunity to earn a doctoral degree while addressing the workforce needs for the State of Tennessee.

The proposed program will require a minimum of 72 graduate credit hours beyond the bachelor's degree or a minimum of 48 graduate credit hours beyond the master's degree. Students will complete 24 credit hours of dissertation research credit that count toward the PhD course requirements and a minimum of 6 additional credit hours at the 600-level. Students must also complete a minimum of 18 hours in graduate-level research methods and statistics approved by the student's advisory committee with at least 12 credit hours in graduate-level research methods and statistics beyond the master's degree. These courses may come from any department but will most likely be taken in the College of Communication and Information and the College of Education, Health, and Human Sciences. For the remaining credit hours, students will complete ALEC specialization course credit hours chosen in consultation with their doctoral committee.

The demand for graduates in this field exceeds the annual production of graduates from existing programs. According to the Employment Opportunities for College Graduates report, there will be a 10.8% increase in the U.S. labor force between 2012-2022 due to job growth and openings from retirements. Of the southeastern states, Tennessee has had the



## THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

highest number of job postings in Agricultural and Extension Education Services. UTK ranks fourth among the top regional institutions supplying the labor market with workers employed in this occupational category (Emsi Q1 Data Set, March 2022). With the additional program, UTK will be in a stronger position to prepare more individuals to supply the demonstrated need.

The University of Tennessee Institute of Agriculture will utilize existing campus resources and additional requested resources to develop the ALEC PhD program. Recently, the Department added a faculty member to assist with graduate programming. No significant new costs are associated with the program beyond the recently added faculty member, four graduate assistant positions, and \$12,000 for new computers and expendable supplies. The Department expects approximately \$28,000 in year 1 and anticipates growing revenue to \$140,000 by year 7.

### Committee Action

The Committee Chair will call for a motion to recommend adoption of the following resolution by the Board of Trustees.

#### **Resolved:**

**The Board of Trustees hereby approves the following:**

- 1. Subject to additional state approvals as required, the University of Tennessee, Knoxville, is authorized to offer a Doctor of Philosophy degree in Agricultural Leadership, Education, and Communication;**
- 2. The implementation date is anticipated to be Spring 2025, pending final approval by the Tennessee Higher Education Commission; and**
- 3. The proper officers of the University are authorized to (i) seek any state approvals as may be required, and (ii) take other actions as may be necessary and deemed appropriate to effectuate the successful implementation of the proposed new academic program.**



**Doctor of Philosophy in  
Agricultural Leadership,  
Education, and Communication  
(ALEC)**

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**Herbert College  
of Agriculture**

**Presented by  
Dr. John Zomchick, Provost**



**THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE**

# Academic Program Overview

The program’s **objective** is to prepare students to address **social science issues** related to **food, agriculture, natural resources, and human sciences**.

**Primary**  
ALEC majors and professionals globally

**Secondary**  
Agriculture majors  
Communication majors  
Agriscience professionals  
Secondary teachers  
Extension professionals

**Geographic Focus**  
Tennessee and beyond

**Target Market**

**Modality**  
Face-to-Face (graduate assistants)  
Hybrid: on-campus and online (working adults)

**Coursework**  
Minimum of 72 credit hours beyond BS or minimum of 48 credit hours beyond MS

**Duration**  
5-6 years beyond BS or 3-4 years beyond MS

**Program Attributes**

Builds upon the success of the ALEC MS degree

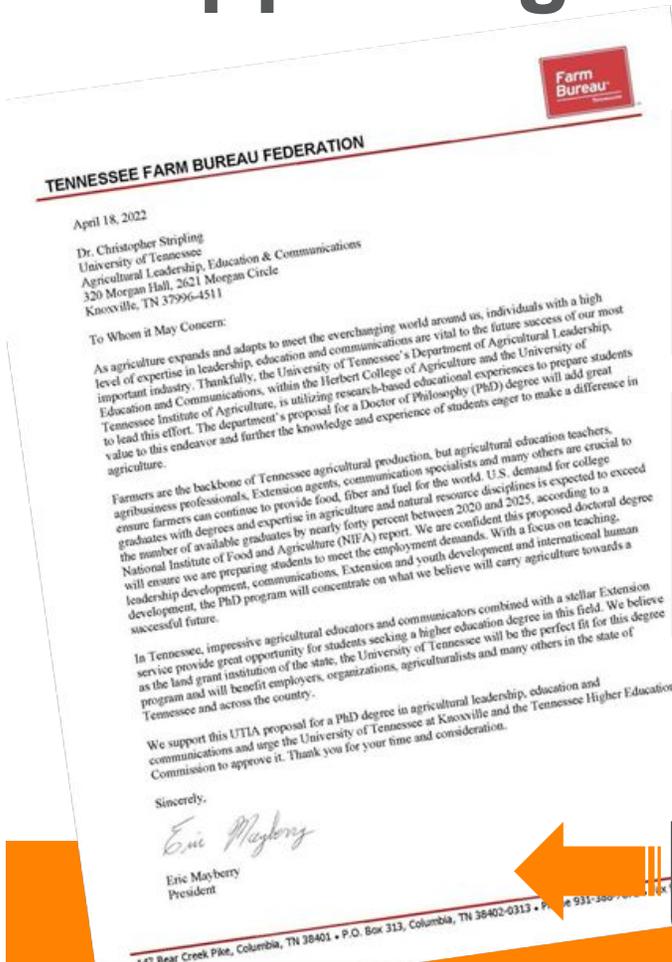
1st ALEC PhD degree in TN

Interdisciplinary degree

Adds a social science focused PhD in the Herbert College of Agriculture that enhances the current technical offerings and research programs

**Unique Features**

# Supporting Evidence & Demand



**37**  
potential feeder programs are present in Tennessee (THEC data)

**#1**  
Of the southeastern states, Tennessee has the highest number of job postings in Agricultural and Extension Education Services (CIP Code Title; Emsi Q1 Data Set)

**81%**  
of ALEC students expressed interest in learning more about an ALEC PhD program (Herbert Survey)

**61%**  
of ALEC-related TN state employees expressed interest in learning more about an ALEC PhD program (Herbert Survey)

**56%**  
of ag-related job openings are expected to be in education, communication, government services, management, and business (USDA Report)

**76**  
ALEC faculty positions were advertised between 2022 to April 2023 (AAAE national listserv post)

Strong industry and community support for the program, with partners indicating a willingness to employ graduates, promote the new program, and serve as external advisors.



# Enrollment & Financial Projections

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
<b>Expenditures</b>	\$73,492	\$103,594	\$133,711	\$163,844	\$162,182	\$163,037	\$163,909
<b>Revenues</b>	\$28,626	\$58,397	\$167,691	\$197,435	\$215,959	\$219,223	\$222,551
<b>Enrollment (Graduates)</b>	2(0)	5(0)	7(0)	10(2)	13(3)	14(3)	14(4)

 Projections assume a January 2025 program launch date.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024

Committee: Education, Research, and Service

Item: **Committee Consent Agenda**

Type: Action

Presenter: Jamie Woodson, Committee Chair

### **Background Information**

Items on the Committee Consent Agenda are not presented or discussed in the Committee unless a Committee member requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to Dr. Bernie Savarese before the meeting.

### **Committee Action**

If there are no requests to remove items on the Consent Agenda, the Committee Chair will call for motion that:

1. The reading of the minutes of the June 24, 2024, meeting of the Committee be omitted and that the minutes be approved as presented in the meeting materials.
2. The action items set forth on the Consent Agenda be recommended for adoption by the Board of Trustees.

If the motion passes, the items requiring Board approval will go forward to the Consent Agenda of the full Board meeting.



# THE UNIVERSITY OF TENNESSEE

## BOARD OF TRUSTEES

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4.1

### MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE

#### June 24, 2024

The Education, Research, and Service Committee of The University of Tennessee Board of Trustees met at 2:00 p.m. (EDT) on Monday, June 24, 2024. The meeting was held in the Agriculture and Natural Resources Building, located at the University of Tennessee, in Knoxville, Tennessee.

Committee Members Present: Jamie R. Woodson, Committee Chair; John C. Compton, Board Chair; Charles Hatcher, Commissioner, Tennessee of Department of Agriculture; Shanea A. McKinney; Donald J. Smith; Sean Walker (Faculty Representative).

Other in Attendance:

*Trustees:* Bradford D. Box; Decosta E. Jenkins; Christopher L. Patterson; William (Bill) C. Rhodes III; David N. Watson; and T. Lang Wiseman.

*University Administration:* President Randy Boyd; Bernard Savarese, Vice President for Academic Affairs, Research, and Student Success; 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). In addition, other members of the UT senior leadership and administrative staff were present.

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.

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#### Opening Remarks of the Committee Chair

Committee Chair Jamie Woodson welcomed everyone to the meeting. She recognized Sean Walker, the faculty representative serving on the Committee, and Woodi Woodland, the student trustee serving on the Committee, and thanked them for their many contributions over the past year. Committee Chair Woodson indicated that their terms would be expiring on June 30. Starting on July 1, the faculty representative to the Committee will be Dr. Beth Crawford from UT Chattanooga, and the student trustee will be Ms. Lisa Patel, who is a student at UT Knoxville.

#### Presentations

UT Knoxville and Arizona State University Collaboration. Donde Plowman, Chancellor of UT Knoxville, provided an overview of recent efforts by the campus to expand its online capabilities. Dr. Plowman reminded the Committee of UT Knoxville's strategic vision approved by the Board, which is focused on "empowering learners of all ages and backgrounds." She reviewed the number of Tennesseans (977,000) with some college credits, but no degree. These individuals are often working full time who cannot enroll in a traditional degree program. The presentation also provided information on the number of Tennesseans currently studying fully online at out-of-state

institutions (41,000). Dr. Plowman introduced Dr. Bruce Behn and Dr. Shay Scott, who are both professors in the Haslam College of Business, who are leading UT Knoxville's Digital Learning team.

Chancellor Plowman indicated that UT Knoxville created the Digital Learning administrative unit to catalyze progress and to develop a strategy to double the programs available and triple the students studying online over the next three years. In order to accelerate such growth, UT Knoxville is collaborating with Arizona State University (ASU), the most successful public research institution serving online learners, which had over 65,000 students enrolled online in Fall 2023. The ASU collaboration has three main components: (i) optional advisory services; (ii) a course exchange that will allow fully online students to take selected courses from the other university, benefitting learners at both institutions; and (3) cooperation on innovation in instructional technology and pedagogy to better serve learners. Chancellor Plowman concluded her remarks by indicating that there will be a more detailed presentation made at the Fall 2024 meeting of the Committee.

UT System Performance Compared to Peers. Bernard Savarese, Vice President for Academic Affairs, Research, and Student Success, provided a review of the UT System's performance compared to its peers (comparable and aspirational as approved by the Board) broken down by each UT campus. Information was presented for the period from 2018 to 2022, which is the most recent data available. The presentation provided information on: (i) enrollment growth rankings (undergraduate, graduate, and total enrollment); (ii) admission and yield rates; (iii) first-year retention rates; and (iv) four-year and six-year graduation rates. The full presentation appears in Tab 1.2 of the meeting materials filed with these minutes.

FAFSA Update. Janet Schmitt, Assistant Vice Provost for Enrollment Management Operation (UT Knoxville), and Destin Tucker, Assistant Vice Chancellor for Enrollment Management (UT Martin), provided an update to the Committee on the new Free Application for Federal Student Aid (FAFSA) and its recent roll-out by the U.S. Department of Education. They began their presentation by highlighting some key statistics associated with the completion of the FAFSA form and college access:

- 35% of undergraduate students in the United States receive Pell Grants;
- 51% of Pell funding is awarded to students whose families earn less than \$20,000 annually;
- 88% of Pell funding goes to public universities;
- 133,225 recipients in Tennessee; average award of \$5,046; and
- FAFSA is required to be eligible for the Tennessee's Hope Scholarship and UT Promise.

Additionally, information was provided on the percentage of Pell recipients attending a UT campus.

The presentation included a summary of recent revisions to the FAFSA form, the delayed launch of the new FAFSA form, and the resulting impact on students and institutions. Across the UT System, there has been a decrease in the number of FAFSA forms received compared to the prior year. The presenters concluded their remarks by updating the Committee as to the University's activities to encourage students to complete the FAFSA form and other efforts to support students.

UT System Enrollment Plan. Dr. Savarese reviewed the status of the University's Strategic Enrollment Plan, including: (i) demographic trends; student availability; phase one priorities (coordinated systemwide strategy, system and campus operations (set of operating practices and metrics), and campus differentiation). He then shared with the Committee the UT System Enrollment Planning Vision:

*"To deliver on the public land-grant mission and help meet the workforce needs of the state, the five campuses of the University of Tennessee System, each with unique characteristics and offerings, seek to enroll and educate 71,000 students by 2030. Collectively, we will prioritize serving Tennesseans while enhancing academic quality, increasing access and affordability, ensuring fiscal sustainability, and supporting the success of all students. We will integrate campus enrollment plans and embrace our commitment to transparency, clarity, and integrity in the admissions process."*

The presentation provided further information on: (i) Fall 2023 enrollment and Fall 2030 enrollment targets for each of the campuses and, in aggregate, for the UT System; (ii) the framework associated with enrollment planning; (iii) strategic enrollment priorities and initiatives; and (iv) next steps. Dr. Savarese responded to questions raised by the Trustees pertaining to the enrollment goals, infrastructure to support the planned growth, collaboration among the UT campuses, and anticipated competition from institutions in neighboring states.

The full presentation appears in Tab 1.4 of the meeting materials filed with these minutes.

### **Guaranteed Admissions Policy Review and Update**

Dr. Savarese provided an overview of the history of the guaranteed admissions policy approved by the Board, including the rationale for the policy. He provided insights as to what has worked well during the first year of implementation, along with opportunities for improvement. Dr. Savarese shared feedback that the University has received from the high school guidance counselor community and others. He noted that only 30% of Tennessee High Schools were able to submit class rank data of their applicants. In addition, as the GPA/ACT requirements applicable to UT Chattanooga, UT Martin, and UT Southern for guaranteed admission are similar to their rolling admission standards, it has created some inadvertent confusion as to whether applicants were still eligible to apply if they did not meet the guaranteed admissions criteria. Dr. Savarese presented the University Administration's recommendation for adjusting the criteria for guaranteed admissions for the next admissions cycle (Fall 2025 class).

Committee Chair Woodson opened the floor for discussion on the proposed changes. There was an extensive discussion regarding the eligibility requirements and the potential impacts. Dr. Savarese and the Chancellors responded to Trustee questions regarding, among other things: (i) data to support the recommended changes; (ii) whether a change is warranted at this time (only a single year under the policy); (iii) the ability of prospective students to be successful, given the proposed reduction in the ACT score, and whether additional support services would be necessary; and (iv) the anticipated impact of raising the GPA requirement, at UT Chattanooga, UT Martin, and UT Southern. In order for the University Administration to properly consider and respond to

feedback provided by the Trustees, action on this item was deferred to full Board of Trustees meeting on June 25, 2024.

### Consent Agenda

Committee Chair Woodson asked if there were any requests to remove an item from the agenda. There being none, upon motion duly made and seconded, the Committee approved: (i) the Resolution to adopt the minutes of the last meeting of the Committee; 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).

### Other Business and Adjournment

With no further business to come before the Committee, Committee Chair Woodson adjourned the meeting.

Respectfully Submitted,

/s/ Cynthia C. Moore  
Cynthia C. Moore  
Secretary and Special Counsel

### Approved Consent Agenda Items

- Minutes of the Prior Meeting
- 2024 Institutional Mission Profile Statements
- Authorization for Conferral Degrees, 2024-25 Academic Year
- Granting of Honorary Degrees, UT Knoxville
  - Senator Lamar Alexander
  - Ms. Rita Geier
- Proposed Faculty Handbook Revisions, UT Knoxville
- Proposed New Academic Unit (Department of Political Science and Global Affairs, UT Martin)
- Tenure Recommendations Requiring Board Approval
  - Grant of Tenure upon Initial Appointment
  - Grant of Tenure upon Early Consideration

### Information Items

- Certification of Degrees Conferred
- 2024 Tenure & Promotions



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024

Committee: Education, Research, and Service

Item: **Academic Program Modification: Bachelor of Science Business Administration - Business Analytics, UTC**

Type: Action

### **Background Information**

The Rollins College of Business at the University of Tennessee at Chattanooga proposes to elevate the existing Business Analytics concentration within the Bachelor of Science Business Administration in Management program to a freestanding degree. As a standalone program, Business Analytics will be more appropriately aligned with the other programs and courses offered within the new Data Analytics Department, which the Board of Trustees approved in October 2023.

The Business Analytics concentration was implemented in Fall 2016 with 26 students and grew to 103 as of Fall 2023. Offering Business Analytics as a free-standing Bachelor of Science Business Administration degree will allow graduates to be more marketable for specific data-related occupations. No changes will be made to the required curriculum once the concentration is elevated, and the learning outcomes for the Business Analytics degree will remain the same as they were for the concentration. Finally, no additional costs are anticipated to implement this academic program modification.

The following resolution is being presented to the Committee for its consideration.

#### **Resolved:**

**The Board of Trustees hereby approves the following:**

- 1. Subject to additional state approvals as required, the University of Tennessee at Chattanooga is authorized to elevate the Business Analytics concentration, within the Bachelor of Science Business Administration in Management program, to a freestanding Bachelor of Science Business Administration in Data Analytics;**



## THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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2. **The implementation date is anticipated to be November 2024, following final approval by the Tennessee Higher Education Commission; and**
3. **The proper officers of the University are authorized to (i) seek any state approvals as may be required, and (ii) take other actions as may be necessary and deemed appropriate to effectuate the successful implementation of the academic program modification.**



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.3

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024

Committee: Education, Research, and Service

Item: **Tenure Recommendations Requiring Board**

Type: Action

### **Background Information**

Under the Board's tenure policy, the President has authority to grant tenure to faculty members except in the following cases:

- Officers of the University (as defined by the Bylaws of the Board) who concurrently hold a faculty appointment;
- Any faculty member who is to be granted tenure upon initial appointment without serving a probationary period at a University campus;
- Any faculty member to be tenured after serving less than a six-year probationary period; and
- Any faculty member to be granted tenure in connection with the combination, merger, or consolidation of the University with, or the acquisition by the University of substantially all of the assets of, another institution of higher education.

Information pertaining to those faculty members being recommended for Grant of Tenure upon Initial Appointment and Grant of Tenure upon Early Consideration follows this summary.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.3

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024

Committee: Education, Research, and Service

Item: **Grant of Tenure upon Initial Appointment**

Type: Action

### **Background Information**

President Boyd and Chancellors Angle, Buckley, Martin, and Plowman are recommending that tenure be granted to individuals upon their initial appointment to a faculty position. The nominated individuals satisfy the following requirements to be considered for tenure upon initial appointment:

- (1) The tenure candidates were tenured at the institution from which they were recruited and could not have been successfully recruited without being considered for tenure upon initial appointment; or the President has documented other exceptional circumstances warranting the grant of tenure upon initial appointment; and
- (2) All the required tenure review and recommendation procedures were followed by the campus; candidates received a positive recommendation for tenure at every level of review.

Information on the candidate is provided in Attachments 1 and 2.

### **Resolved:**

**The Board of Trustees hereby grants tenure upon initial appointment to the individuals presented in the meeting materials and listed on Attachment 1, which shall be attached to this Resolution after adoption.**

**October 2024 Tenure upon Initial Appointment**

UTC			
Last Name	First Name	College	Department
Gritten	Tim	Library	Research and Public Services
UTHSC			
Last Name	First Name	College	Department
Snowden	Jessica	Medicine	Pediatrics
Tilashalski	Ken	Dentistry	Diagnostic Sciences and Oral Medicine
UTK			
Last Name	First Name	College	Department
Farhad	Siamak	Tickle College of Engineering	Mechanical, Aerospace and Biomedical Engineering
Freisthler	Bridget	Social Work	
Garcia	Leigh	Arts and Sciences	School of Art
Graham	Natalie J	Arts and Sciences	Africana Studies
He	JiangBiao	Tickle College of Engineering	Min H. Kao Department of Electrical Engineering and Computer Science
Kliewer	Brandon	Education, Health and Human Sciences	Educational Leadership & Policy Studies
McGuirt	Jared	Education, Health and Human Sciences	Nutrition
Moser	Debra	Nursing	
Nguyen	Duc	Arts and Sciences	Mathematics
Parra-Cardona	J. Ruben	Social Work	
Plummer	Paul J	Veterinary Medicine	Large Animal Clinical Sciences
Sharp	Ryan	Herbert College of Agriculture	School of Natural Resources
Sholl	David	Tickle College of Engineering	Chemical and Biomolecular Engineering
Washington	Tiffany	Social Work	
UTS			
Last Name	First Name	College	Department
Chandler	Prentice	School of Education	Secondary Education

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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#### UTC

Chancellor Steven Angle has recommended to President Boyd that tenure be granted to the following individual upon his initial appointment to a faculty position at UT Chattanooga:

**Mr. Tim Gritten**, previously Executive Director of the Library and Special Collections at Texas A&M University – San Antonio (TAMU-SA) Library, has been recruited to serve as the Dean of the UTC Library. His 20-year career as a librarian and leader in university libraries exceeds the standard for appointment at the rank of Professor with tenure in the Department of Research and Public Services. His prior library and administrative appointments demonstrate an upward trajectory of accomplishment and excellence, across four public universities. On the matter of librarianship, he not only assisted TAMU-SA with the design of that university’s first permanent library building, but also led the library staff toward a new collaborative and cohesive identity within the campus community. His librarianship at his other appointments spans the full scope of that role, including securing new special collections, building student success services, and strategic planning. As a scholar in his field, he has multiple publications, professional reviews, and presentations, including work subject to peer-review and international in scope, which collectively exceed the standard for tenure. Indeed, one of the external reviewers described Mr. Gritten’s work as a “significant body of creative work in both publications and presentations”. On the matter of service to the profession and community, Mr. Gritten has led committees within the Association for College and Research Libraries, the primary national organization for academic libraries, and served as an onsite and off-site reviewer for the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). The recommendation for tenure is unanimously supported at all levels of review, from the department to the Chancellor, including two strong external reviews, each noting his significant contributions to the libraries he has served, the advancement of his discipline (through scholarship and leadership), and a dedication to a broad vision of service.

#### UTHSC

Chancellor Peter Buckley has recommended to President Boyd that tenure be granted to the following individuals upon their initial appointment to a faculty position at UT Health Science Center:

**Dr. Jessica Snowden** has been appointed at the rank of Professor in the College of Medicine at UT Health Science Center, as part of her recruitment to serve as Vice Chancellor for Research. She previously held an appointment as Professor with tenure in the Department of Pediatrics and the Department of Biostatistics at the University of Arkansas for Medical Sciences. Dr. Snowden has fully met the standards for appointment with tenure, specifically in the areas of research, service, and education. Prior to her current research work, she studied the central nervous system immune response to biofilm-mediated foreign body infections, an area relevant to managing ventricular shunt infections in children with hydrocephalus. Her novel murine model of device infection led to valuable insights and innovative treatments. More recently she has focused on clinical research, taking on a site-level leadership in the IDeA States Pediatric Clinical Trials

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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Network (ISPCTN) at the University of Nebraska Medical Center and eventually serving more globally as the leader for the entire 18-state ISPCTN Data Coordinating and Operations Center. In the past 14 years she has attracted \$63 million across seven grants from the NIH, including \$1 million focused on effective treatment of neonatal opioid withdrawal syndrome (NOWS). Dr. Snowden has met the College standard for service, both locally within the institution, but also nationally as a member on committees for Infectious Disease Society of America (IDSA) and the Pediatric Infectious Disease Society (PIDS). Finally – and not least – she has an established record of teaching and mentoring, training the next generation of researchers and scientists who have extended her research and furthered the discipline.

**Dr. Kenneth Tilashalski** has been appointed at the rank of Professor in the Department of Diagnostic Sciences and Oral Medicine, College of Dentistry at UT Health Science Center, as part of his recruitment to serve as Dean for the College of Dentistry. He previously held an appointment as Professor in the School of Dentistry at the University of Alabama at Birmingham where he had held tenure from 2002 to his recruitment to UTHSC in 2023. The consideration of tenure was a prerequisite for Dr. Tilashalski’s successful recruitment as Dean in 2024 after accepting a non-tenure-track Professor and Executive Associate Dean appointment the previous year. Over the course of his career, Dr. Tilashalski has an established record of publications over a long period of time and a number of grants, including one from the NIH. Perhaps his greatest contributions have been in dental education and service to the profession over the course of three decades. His peers recognize him as excellent instructor with expertise in topics like oral pathology, oral medicine, infection control, forensic dentistry, and patients with special needs. Across his prior institution he contributed in multiple leadership and service roles, and he is a fellow in multiple disciplinary organizations like the American College of Dentists and the International College of Dentists.

### UTK

Chancellor Donde Plowman has recommended to President Boyd that tenure be granted to the following individuals upon their initial appointment to a faculty position at UT Knoxville:

**Dr. Siamak Farhad** has been appointed at the rank of Professor in the Department of Mechanical, Aerospace and Biomedical Engineering within the Tickle College of Engineering at UTK, transitioning from an appointment as professor with tenure in the Mechanical Engineering Department at the University of Akron. He brings with him an impressive record of research, scholarship, teaching and service which more than meets the expectations for tenure in the Department and College and University. Not only has he established a substantial body of research in precision manufacturing, smart and sustainable manufacturing, and energy storage – in all, 59 journal papers, 44 conference proceedings, 3 books and 3 book chapters – but he has put that research into action as the founder and Director of the Timken Foundation Center for Precision Manufacturing, an industry and workforce-development center which aligns well with the UTK mission. Further, he has successfully attracted over \$7.6 million in external funding from sources like the National Science Foundation (NSF) and the Department of Energy (DOE), among others. As a teacher and mentor, Dr. Farhad has supervised 8 successful doctoral students and 9

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## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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master's degree students and has a documented record of successful instruction across the curriculum, including courses core major courses and more specialized, advanced courses. In the realm of service, Dr. Farhad is a contributing member of professional organizations like the American Society of Mechanical Engineers (ASME) and the American Society of Engineering Education (ASEE), where he has organized and chaired sessions for conferences. Not only has he reviewed manuscripts for key journals in his profession and served on the editorial board for Discovery Energy Journal, but he has also served on review panels for the NSF. Dr. Farhad's achievements as a faculty member will significantly enhance the academic and research profile of UTK, and the trajectory of his career suggests that that work will continue for a substantial time.

**Dr. Bridget Freisthler** has been appointed as the Cooper-Herron Endowed Professor of Mental Health Practice and Research in the College of Social Work at UTK, transitioning from an appointment as professor with tenure in the College of Social Work at the Ohio State University where she had also served as the Associate Dean of Research and Faculty Development from 2017 to 2023. Previously she held an appointment in the Department of Social Welfare in the School of Public Affairs at the University of California, Los Angeles where she was tenured and promoted to the rank of professor. Dr. Freisthler is a nationally recognized leader in the fields of child abuse and neglect, and substance abuse whose record of scholarship and research exceeds the standard for tenure in the College of Social Work at UTK. With more than 100 peer-reviewed publications and over 5,500 citations in the literature, the work of her career has influenced policy and practice in the areas of child welfare and substance misuse prevention. Federal entities like the National Institute on Drug Abuse (NIDA) and the National Institute for Alcohol Abuse (NIAA) have supported her work alongside private foundations and others, and she has served as the PI or Co-PI for more than \$80 million in funding. In instruction and curriculum development, she has also met the standard for tenure in the College of Social Work, with her successful teaching at multiple institutions across the curriculum, the use of multiple modalities, and the cultivation of community-engaged pedagogy. While the College only requires emerging leadership in service, Dr. Freisthler's record demonstrates that she has established a significant record of leadership, including national roles serving for the Center for Disease Control and Prevention and the National Institutes of Health, as well as service on the editorial board of Child Maltreatment and International Journal of Population Research.

**Professor Leigh Garcia** has been appointed at the rank of Associate Professor in the School of Art, Division of Arts and Humanities in the College of Arts and Sciences at UTK, transitioning from an appointment at Kent State University where she was promoted to the rank of Associate Professor with tenure in June 2024. Prof. Garcia meets the standard for tenure in the School of Art in all three areas of teaching, research, and service and her trajectory as a leader in contemporary printmaking indicates she is poised to continue and expand that work at UTK. She has held 11 solo exhibitions and participated in 66 group exhibitions, at sites around the world including Italy, Puerto Rico, Mexico, Germany, and Canada. Some of her work is part of permanent collections in institutions like the Cleveland Museum of Art and the University of California, Santa Barbara. Even with this productivity, Prof. Garcia has focused on excellence in teaching across the curriculum and modalities, creating new courses, and integration of her scholarship into teaching. She has received an award for mentoring and numerous teaching conference and

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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development grants to support her ongoing devotion to her pedagogy. Finally, Prof. Garcia has a strong record of service both to the university and to her profession. In the former capacity, she served on two college-level strategic planning committees, recruited graduate students, and led workshops, among other responsibilities. Within the profession, she co-chaired the Mid-America Print Council conferences both in 2020 and 2022, demonstrating a level of leadership which aligns well with the standards for tenure at the rank of Associate Professor.

**Dr. Natalie J. Graham** has been appointed at the rank of Professor in the Department of Africana Studies, Division of Social Sciences in the College of Arts and Sciences at UTK, transitioning from an appointment at California State University, Fullerton where she held the rank of Professor with tenure. At her prior appointment she served as the Interim Associate Dean for Faculty in Humanities and Social Sciences, the founding Director for the Institute of Black Intellectual Innovation (IBII), and former Chair of the Department of Africana Studies. As an accomplished poet and researcher with a record of innovation in teaching and service to her institution and profession, Dr. Graham surpasses the expectations for tenure at UTK. Her body of written work includes two major books, including her own poetry collection entitled *Begin with a Failed Body* (2017), and poems and short fiction in numerous anthologies and literary publications, including three poems in the noted journal *Callaloo*. From 2021 to 2023, she was the Orange County (CA) Poet Laureate. As a teacher at her prior appointment, she implemented a new campus-wide ethnic studies requirement, developed coursework in her home department to align with that requirement, and assisted with other departments to create their own courses. In the classroom, she has taught 9 courses in the discipline, covering art within African American culture across literature, music, and food, and will make important contributions to the curriculum available to students attending UTK. Across the discipline and in her community, Dr. Graham has shown a commitment to service, most notably as Director of IBII but further as a mentor to students and even junior faculty within her institution.

**Dr. Jiang Biao** He has been appointed at the rank of Associate Professor in the Min H. Kao Department of Electrical Engineering and Computer Science in the Tickle College of Engineering at UTK, transitioning from an appointment as Associate Professor with tenure at the University of Kentucky. Joining the “Future Mobility Cluster” sponsored by the UTK Office of Research and Innovation, Dr. He is an accomplished researcher in the areas of power electronics and electric motor drives, and his record of research, scholarship, teaching, and service exceeds the standard for tenure in the Department. In the area of research and scholarship, he has published over 50 articles, many appearing in the most prestigious journals in power electronics and motor drives, and his work has been cited over 2,800 times. Further, as PI and Co-PI, he has attracted over \$4.35 million in extramural support of his research from federal agencies (like the Department of Energy and NSF) and from industry partners like General Electric. In the classroom, Dr. He has taught standard coursework in the Electrical Engineering curriculum while also developing new courses which he also delivered; for his teaching he received a departmental award in 2021. Further, he is mentoring and training new students in his field, with 2 PhD students having already completed their study under him and 7 more in process, as well as 3 MS students. As a contributor to his discipline, he serves as an associate editor for four IEEE Transactions journals and has been selected to serve as the technical program chair for the 2025 IEEE International

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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Electric Machines and Drives Conference. His prior institution recognized him for his dedication to service with an Excellence in Service Award from the UK College of Engineering.

**Dr. Brandon Kliewer** has been appointed at the rank of Associate Professor in the Department of Educational Leadership and Policy Studies, College of Education, Health and Human Sciences at UTK, transitioning from an appointment as Associate Professor with tenure at Kansas State University. Dr. Kliewer meets the standards for tenure at UTK in research and scholarship, teaching, and service. As a qualitative researcher, he has concentrated his work on organizational leadership, leadership learning, and the theories of democracy in the workplace and has a record of 21 peer-reviewed publications. By way of a number of partnerships, Dr. Kliewer has established himself in the area of community-engaged scholarship, leading to external funding to support those efforts. In one notable example, he is the co-author of a grant proposal funded by the U.S. State Department to fund the Mandela Washington Fellowship for Academic Leaders for which he subsequently served as the academic director. Dr. Kliewer is also an accomplished teacher with experience in many undergraduate courses in leadership across different modalities as well as graduate courses in leadership, quantitative methods, and adult learning. Through consistent professional development, he has honed his craft with a number of teaching effectiveness seminars and a training from the American Council on Education. Further he has chaired one doctoral student to completion and is the chair for eight additional students completing a PhD. Finally, Dr. Kliewer has a stellar record of service across the institution and beyond, serving not only on faculty governance at KSU but also in the community working with organizations like the U.S. Army and the U.S. Embassy in South Sudan.

**Dr. Jared McGuirt** has been appointed at the rank of Associate Professor in the Department of Nutrition, College of Education, Health and Human Sciences at UTK, transitioning from an appointment as Associate Professor with tenure at the University of North Carolina Greensboro. With a record of effective teaching, established multi-disciplinary research, and leadership in service to his profession, Dr. McGuirt meets the expectations for tenure in the Department of Nutrition. As a teacher and mentor, Dr. McGuirt has taught capably across the undergraduate and graduate curriculum in nutrition at two universities and chaired two graduate committees to successful completion (one master's level and one doctoral) and is currently chairing an additional doctoral student. The body of Dr. McGuirt's research covers food access, measurement of the food environment, and innovations in promotion of healthier food choices, and that work appears across 70 peer-reviewed articles; notably he appears as the senior or primary author for 18 of those, often in top-tier journals in applied nutrition. He has a record of attracting external funding, with over \$440,000 in grants, contracts, and subcontracts from sponsors like the U.S. Army and Department of Health and Human Services. His most recent funding is a subcontract under the Robert Wood Johnson Foundation - Healthy Eating Research grant focused on providing equitable access to summer meals for children. Within the discipline, Dr. McGuirt has served his primary professional organization, the Society of Nutrition Education and Behavior, as chair of its Digital Tech Committee and co-chair of the Society's annual conference. As part of the Greensboro, NC community he has served as a member of the Nutrition and Obesity Policy Research and Evaluation Network's Rural Food Access Working Group, a role which fits nicely with his teaching and research.

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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Dr. Debra Moser has been appointed at the rank of Professor in the College of Nursing at UTK, transitioning from an appointment as Professor with tenure at the University of Kentucky where she also served as an Assistant Dean. Dr. Moser brings decades of experience in interdisciplinary research, instruction, mentorship, and service which are truly global in scale and impact, and she easily clears the bar for tenure at UTK. During her career she has published more than 400 journal articles, 25 book chapters, and 3 books with the body of her work covering primarily cardiovascular nursing, especially interventions in populations with notable health disparities, to reduce morbidity and mortality. She is a prolific collaborator, including her mentees in her research publications, from students to junior faculty. Understandably, a researcher at her level has successfully attracted substantial funding (over \$40 million in total) and received numerous awards (30 notable ones, including from the American Heart Association). Dr. Moser is also an accomplished teacher, having taught at the bachelor's, master's, and doctoral level in nursing programs; mentored over 45 PhD students; and held visiting appointments at institutions in Australia, Ireland, and Scotland. At her prior appointment that experience informed her as the lead for that institution's PhD program in Nursing, where she held responsibility for cultivation and development of curriculum. Finally, Dr. Moser has led a life dedicated to the service of her discipline, having chaired many institutional committees and task forces, served on committees within the American Heart Association, and led the Journal of Cardiovascular Nursing as its Editor-in-Chief since 2019.

**Dr. Duc Nguyen** has been appointed at the rank of Associate Professor in the Department of Mathematics, Division of Natural Sciences and Mathematics in the College of Arts and Sciences at UTK, transitioning from an appointment as Associate Professor with tenure at the University of Kentucky. Dr. Nguyen was hired as part of the Science Informed Artificial Intelligence (ScAI) cluster team in the science, mathematics, and optimization of AI for advancing scientific and engineering applications. He brings expertise in data science, artificial intelligence, and machine learning with biomedical and pharmaceutical applications. Out of his 30 publications, more than half (18) have been authored since his first faculty appointment in 2019, with citations and impact above average for faculty in the department. His work has also attracted prodigious external funding, including \$1 million in grants from NSF and \$600,000 from industry, and further funding in the pipeline. His scholarship is informed by his close partnerships with Pfizer and Bristol Myers Squibb where he has served as a consultant for many years, fitting squarely with the research and application aims of the ScAI cluster. As an accomplished instructor, Dr. Nguyen has a record of classes which runs from freshman calculus up through graduate courses, with positive evaluation and recommendations to support the quality he brings to the classroom. Beyond the traditional classroom, he is mentoring 4 graduate and 10 undergraduate students to degree completion and has played a key role in the graduate program at his prior appointment. As a professional dedicated to service of his discipline, he has been productive as a referee and both an assistant and associate editor for journals in his field, while also serving on the program committee for the Platform for Advanced Scientific Computing (PASC) 2023 conference.

**Dr. J. Ruben Parra-Cardona** has been appointed at the rank of Professor as the Roger and Carol Nooe Endowed Chair in the College of Social Work at UTK, transitioning from an appointment as Professor with tenure at the University of Texas, Austin where he also served as the Interim Director of the Latino Research Institute and Associate Dean for Global Engagement. Overall

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

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Dr. Parra-Cardona exceeds the standards for tenure in the College and at UTK, especially in research, scholarship, and service. He is a national leader in family studies, developing culturally adapted parenting programs to prevent child maltreatment and adolescent drug use, particularly among Latinx populations. The empirical foundations for his research make it particularly useful in application with parenting interventions, and it has demonstrated impact both in the U.S. and in Latin America. With over 73 refereed publications in peer-reviewed journals, including publications with students and junior colleagues, and a citation count above 2,800, Dr. Parra-Cardona exceeds the expectations for tenure in research. That record of applied research has also attracted external funding, with the National Institute for Health providing continuous funding (as PI or Co-PI) for 14 years. Nationally he has been recognized with awards from the American Association for Marriage and Family Therapists and the American Family Therapy Academy, and he was inducted as a Fellow into the Association for Psychological Science in 2020. As a teacher he has taught across both undergraduate and graduate levels, across modalities, and across areas of practice, including clinical training and research. Finally, Dr. Parra-Cardona's service to his institution, profession, and community are clear through his service and, more importantly, leadership roles in a variety of areas. Along with more traditional faculty community service, Dr. Parra-Cardona has served as Senior Project Co-Leader on a Parenting Handbook Guide for Disseminating Evidence-based Programs with the World Health Organization and Member-at-Large on the Board of Directors for the Society for Prevention Research.

**Dr. Paul Plummer** has been appointed Professor in the Department of Large Animal Clinical Services, College of Veterinary Medicine, UT Institute of Agriculture and UTK, as part of his recruitment to serve as Dean of the College of Veterinary Medicine. He had previously held an appointment at the rank of Professor with tenure at Iowa State University where he also served as Associate Dean of Research and Graduate Studies. As an internationally recognized scholar in antimicrobial resistance with an extensive publication record, history of service to profession and institution, and excellence in teaching, Dr. Plummer has easily met the standards for tenure the Department and College. Dr. Plummer's research career covers 97 refereed publications, 28 book chapters, and well over 100 presentations and posters at meetings and conferences. To support his research, he has attracted over \$35 million in funding from national agencies (like the NIH and the US Department of Agriculture) and nonprofit organizations like the Walmart Foundation and Gates Foundation. Building on the work he started at his own institution, centered on his own research, Dr. Plummer launched the National Institute of Antimicrobial Resistance Research and Education (NIAMRRE) which now includes 47 academic and industry members representing more than 1,000 scientists. And in the classroom, he has won a college award for his teaching in veterinary medicine and has mentored 24 graduate students. Even beyond the traditional student journey, he has conducted 110 invited presentations as part of veterinary continuing education.

**Dr. Ryan Sharp** has been appointed at the rank of Associate Professor in the School of Natural Resources at the UT Institute of Agriculture and UTK, transitioning from an appointment as Associate Professor with tenure at Kansas State University. Dr. Sharp was recruited to the School of Natural Resources to direct a new degree concentration and establish a new Extension program in Outdoor Recreation. He meets the standard for tenure within the School with a record of excellence in research, teaching, and service to his discipline. In the area of research and

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

4.3

scholarship, Dr. Sharp published more than 38 peer-reviewed articles, six conference proceedings, and two book chapters. He has also contributed through multiple professional publications like National Environmental Policy Act (NEPA) documents for national and historic parks around the U.S. His extensive work has attracted more than \$2.5 million in extramural funding, including a single award of \$445,000 from the National Park Service and multiple awards over \$100,000 since 2019. As a teacher he has mentored over 30 graduate students, developed a curriculum in Outdoor Recreation and Parks Management, and led an internship program, with affirmation of his contribution coming in the form of multiple awards for teaching and mentoring. In his commitment to his discipline, Dr. Sharp has held leadership roles within his institution and in the broader professional community, including service on the Boards of Directors for both the Society of Outdoor Recreation Professionals and the George Wright Society, two of the top professional organizations for Outdoor Recreation.

**Dr. David Sholl** has been appointed at the rank of Professor Department of Chemical and Biomolecular Engineering, Tickle College of Engineering at UTK, as part of his recruitment to serve as Executive Director of the University of Tennessee-Oak Ridge Innovation Institute (UT-ORII) and Vice Provost. He has previously held appointments at the rank of Professor with tenure at both the Georgia Institute of Technology and Carnegie Mellon University. Dr. Sholl is an internationally recognized scholar in the field of chemical engineering with over 400 peer-reviewed publications which have been cited nearly 40,000 times across the literature. During his career he has attracted funding exceeding \$95 million from agencies like the Department of Energy, and he holds leadership roles in both a \$19 million NEETER (Non-Equilibrium Energy Transfer for Efficient Reactions) Energy Earthshot Research Center and a \$25 million Transformational Decarbonization Initiative, both at ORNL. In cultivating future generations of scientists, Dr. Sholl has mentored 80 PhD students and 25 postdoctoral researchers, and his curricular contributions earned him a teaching innovation award at his prior university faculty appointment. His leadership extends to the broader profession with roles in several professional organizations, like the Board of Directors of AIChE and within the American Chemical Society, and as the Editor-in-Chief of the AIChE Journal.

**Dr. Tiffany Washington** has been appointed at the rank of Associate Professor in the College of Social Work at UTK, transitioning from an appointment as Associate Professor with tenure at the University of Georgia. She is a national leader in health social work, focused on community engaged healthcare interventions with a recent focus on kidney disease and cognitive decline. With a substantial body of research, a history of extramural funding, extensive teaching, experience with curriculum development, and substantial professional service, Dr. Washington meets the standard for tenure within the College. Her record of 36 publications in prestigious peer-review journals has garnered 600 scholarly citations, with 400 of those having been earned just in the past five years. As PI and Co-PI, she has earned over \$1 million in funding for her work, including sources such as the U.S. Department of Agriculture and the Alzheimer's Association. Dr. Washington has demonstrated evidence of being an outstanding teacher in multiple modalities across undergraduate and graduate curricula, including the doctoral level. Within the context of curriculum, she has documented experience revising a curriculum, including the creation of a medical social work course. She has previously served as a member-at-large (2017-2019) and the treasurer (2020-2022) for the Board of Directors of the Association for

## October 2024 Grant of Tenure upon Initial Appointment

### Candidate Summaries

4.3

Gerontology Education in Social Work and currently serves as the Membership Chair for the Gerontological Society of America.

#### UTS

Interim Chancellor Linda C. Martin has recommended to President Boyd that tenure be granted to the following individual upon his initial appointment to a faculty position at UT Southern:

**Dr. Prentice Chandler** has been appointed at the rank of Professor in the Grissom School of Education at UTS, as part of his recruitment to serve as Provost and Vice Chancellor for Academic Affairs. Dr. Chandler previously held an appointment as Professor with tenure at Austin Peay State University, where he also served as Dean of the Ericksson College of Education, and had previously earned tenure at two other universities, including the University of Cincinnati, a large R1 institution. His research, teaching, and service exceed the expectations for tenure within the School of Education and at UT Southern. Dr. Chandler led his previous institution to national prominence with the first federally registered teaching apprenticeship program. Indeed, his scholarship covers teacher education and K-12 school-university partnerships, and his latest book, *Creating teacher apprenticeship programs: A guide*, is scheduled for publication this year by the Harvard Education Press. His research, consisting of over 24 articles and 30 books/book chapters, has been published in prestigious journals like *Social Education* and has garnered over 1,000 citations from others in his field. Dr. Chandler has also attracted more than \$6 million in extramural funding, including numerous recent awards from New Leaders, a non-profit organization funding new ways to train new education leaders.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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4.3

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024  
Committee: Education, Research, and Service  
Item: **Grant of Tenure upon Early Consideration**  
Type: Action

### **Background Information**

President Boyd and Chancellor Freeman are recommending a faculty member for tenure who has served less than a six-year probationary period at his respective campus. All steps in the tenure review process outlined in Board policy and campus procedures have been completed for this faculty member, and he received strong support at each level of review.

Information on the candidate is provided in Attachments 1 and 2.

### **Resolved:**

**The Board of Trustees hereby grants tenure upon early consideration to the individual presented in the meeting materials and listed on Attachment 1, which shall be attached to this Resolution after adoption.**

**October 2024 Tenure upon Early Consideration**

<b>UTM</b>			
<b>Last Name</b>	<b>First Name</b>	<b>College</b>	<b>Department</b>
Nordberg	Erik	Library	

**4.3**

## October 2024 Grant of Tenure upon Early Consideration

### Candidate Summaries

4.3

#### UTM

Chancellor Yancy Freeman has recommended to President Boyd the following faculty, who has served less than a six-year-probationary period at UT Chattanooga, for tenure:

**Dr. Erik Nordberg** was appointed at the rank of Professor to serve as Dean of the Paul Meek Library at UT Martin in 2021. Since his appointment, Dr. Nordberg has demonstrated a strong record in the areas of Librarianship, Scholarship, and Service, exceeding the requirement for tenure at UTM and in the Library. Indeed, one of his most recent publications, the peer-reviewed chapter "Professional Identity during COVID-19: Experiences of Academic Library Leaders in the United States" which appeared in Doris Van Kampen-Breit's *Managing Crisis in the Academic Library: Past, Present, and Future* (Association of College and Research Libraries, 2023) spans two of the areas of professional performance, as a work of scholarship which itself comments on contemporary librarianship. His regular professional presentations and continuous stream of publications ensure that he is both in tune with and contributing to his discipline. Both his Martin colleagues and the external reviewers noted his leadership to librarianship, especially within the context of UTM and the Tennessee community and during and after the initial effects of the COVID-19 pandemic. As a faculty member dedicated to service at the University, Dr. Nordberg has an exceptional record contributing to the Quality Enhancement Plan Committee, Strategic Plan Refresh Committee, and on the committee to recruit a new Dean for the College of Humanities and Fine Arts. Beyond the borders of UTM, he has served on the Advisory Council for the Tennessee Library Association and nationally as Co-Chair of the Library Leaders and Managers Interest Group, Core Section, American Library Association. The request to grant early tenure was supported on all levels.



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

5.1

## AGENDA ITEM SUMMARY

Meeting Date:	October 24, 2024
Committee:	Education, Research, and Service
Item:	<b><u>Annual Report on Intercollegiate Athletics</u></b>
Type:	Information

### **Background**

In 2007, the Association of Governing Boards (AGB) adopted a statement on Board Responsibilities for Intercollegiate Athletics. In a follow-up 2012 report, *Trust, Accountability, and Integrity*, AGB noted, “To honor and exercise the duty of trust, the board must ensure that student-athletes are...successful as students...[and] be attentive to the academic progress of athletes, ensuring that their participation in intercollegiate sports does not negatively affect their progress and success in the curriculum.”

Effective November 2019, the University of Tennessee Board of Trustees issued BT0015 – Policy on Oversight of Intercollegiate Athletics, which details the Board’s role and the specific responsibilities of the Chancellors and Intercollegiate Athletics Departments relative to the Board’s oversight. The policy requires that any UT campus with an intercollegiate athletics program submit a written report to the Education, Research, and Service Committee each fall. Each campus report must contain the following information: (1) the role of athletics on the campus; (2) oversight of the faculty athletics representative (FAR) on each campus; (3) how athletics program success is measured; (4) National Collegiate Athletic Association (NCAA) Academic Progress Rate (APR) data or comparable measure; (5) NCAA Graduation Success Rate (GSR) or comparable measure; (6) department benchmarks for student performance assessment; (7) admissions policy; (8) student-athlete summary information on declared majors; and (9) academic standards and policy descriptions.

### **Campus Highlights and Report Summary**

The Chancellors of the Knoxville, Chattanooga, Southern, and Martin campuses submitted summary reports outlining all required information as well as campus highlights. See the Appendix for copies of the full reports.



## THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

5.1

- At UT Chattanooga, the Mocs posted a 3.318 overall GPA in the spring of 2024, the 20th time in the last 21 semesters, marking the 12<sup>th</sup> straight semester overall that UTC has posted over a 3.0 GPA. Spring 2024 was the highest semester GPA and the first time every team had over a 3.0 in a non-COVID term.
- UT Knoxville set record grade point average (GPA) performances for both Fall 2023 (3.40) and Spring 2024 (3.37), and the 2023-24 academic year was the best year of competitive results in Tennessee Athletics history under the leadership of Vice Chancellor/Director of Athletics Danny White.
- UT Martin student-athletes registered a 3.24 cumulative GPA in the fall and spring semesters, marking the ninth consecutive semester with a departmental cumulative GPA above 3.20, extending UTM's record in that category. While holding a record of student success, three programs (football, beach volleyball, and men's basketball) claimed Ohio Valley Conference championships.
- UT Southern recorded a 3.21 GPA in 2023-2024 with 15 teams earning above a 3.0, demonstrating commitment to ongoing student success. Additionally, 18 of 19 teams at Southern made it to the postseason, and four teams (men's basketball, women's soccer, cheer, and clay target) made it to National Tournaments.

All campuses have implemented policies and guidelines that support board reporting and standards set forth by the NCAA (UTK, UTC, & UTM) or NAIA (UTS), respective divisions or conferences, and the campus academic community. Moreover, the UT campuses have established targets to improve performance, even when division averages exceed national averages. The UT campuses also have clear statements and practices to ensure that student-athletes are held to the same academic integrity, policies, and standards of conduct. Concerning specific practices across the UT campuses, all four chancellors ensure a thorough review of athletic programs and student-athletes' success. Finally, each campus has a Faculty Athletics Representative to oversee and ensure compliance with all rules and regulations established by the campus's respective athletic conference or association.

## EDUCATION, RESEARCH, AND SERVICE COMMITTEE WORK PLAN (2024-2026)

### PURPOSE:

The Education, Research, and Service Committee shall assist the Board in overseeing the University's educational mission of teaching, research, and service, including matters related to academic programs, the faculty, student success, student conduct, research, service, and outreach. The Committee shall have the specific responsibilities included in this committee charter approved by the Board.

### RESPONSIBILITIES:

The Education, Research, and Service Committee shall recommend to the Board of Trustees, or to the Executive Committee when necessary between meetings of the Board, the following and similar matters within the scope of the Committee's purpose<sup>1</sup>:

1. Mission statement for the University of Tennessee System and each campus and institute;
2. Scope of the educational opportunities to be offered by the University, including: (i) approval of new academic degrees or degree programs, subject to final approval by the Tennessee Higher Education Commission ("THEC") as may be required and (ii) if Board approval is required by THEC, approval of the modification of existing programs; provided that the planning and development of curricula shall be the function of the faculties;
3. Establishment of a new campus, institute, college, school, or academic unit;
4. Termination of academic programs when termination of tenured or tenure-track faculty members is involved;
5. Annual ratification of administrative action to terminate academic programs when termination of tenured or tenure-track faculty members is not involved;
6. General admission, retention, and graduation requirements for each campus;
7. Policies and procedures, including campus faculty handbook provisions, governing (1) academic freedom; (2) appointment, retention, promotion, tenure, evaluation, and termination of faculty members; (3) faculty workload; (4) intellectual property rights; and (5) compensated outside services by faculty members;
8. Granting tenure as specified by the Board's Policies Governing Academic Freedom, Responsibility, and Tenure, as may be amended from time to time;

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<sup>1</sup> Under the Bylaws of the Board, the Chair of the Board may designate any of the listed matters for deliberation and action at a meeting of the Board without prior review and recommendation of the Committee.

## EDUCATION, RESEARCH, AND SERVICE COMMITTEE WORK PLAN (2024-2026)

5.2

9. Granting honorary degrees as specified by the Board's Policy on Awarding of Degrees and Certificates in Memoriam, as may be amended from time to time;
10. Policies and procedures governing student conduct and disciplinary actions;
11. Policies or actions relating to the coordination of research, outreach, and economic development functions and activities among the campuses, institutes, Oak Ridge National Laboratory, the University of Tennessee Research Foundation, and other entities affiliated with the University;
12. Policies or actions to enhance the quality and national prominence of the campuses through the promotion of academic programs of distinction, increasing University research and research opportunities for students, faculty, and staff and through the development of world class faculty and scholars;
13. Policies or actions related to non-academic programs other than athletics, including programs related to diversity, and compliance of non-academic programs with federal and state laws, rules, and regulations; and
14. Policies concerning the general welfare and success of students, and the adoption of rules, procedures, rights, and responsibilities governing the academic relationships between the University and its students.

### OTHER RESPONSIBILITIES:

The Committee shall assist the Board in carrying out its fiduciary duty to oversee educational quality by reviewing at least annually the following information for each campus and, as applicable, comparable information for peer and aspirational institutions:

1. Enrollment, retention, graduation (completion), and career attainment;
2. Academic program reviews; and
3. Institutional and program accreditation, including student learning goals, how learning is assessed, and learning outcomes data.

The Committee shall receive reports at least annually on how the University is fulfilling its education, research, and service missions.

The Committee Chair, in consultation with Committee staff, shall review the committee charter prior to each Annual Meeting of the Board to determine whether the Committee is carrying out its responsibilities effectively and whether any revisions to the charter should be submitted to the Committee for recommendation to the Board.

## EDUCATION, RESEARCH, AND SERVICE COMMITTEE WORK PLAN (2024-2026)

REGULAR REPORTS AND UNIVERSITY UPDATES						
	F-2024	W-2025	A-2025	F-2025	W-2026	A-2026
❖ Tennessee High School Pipeline Report		X			X	
❖ Admissions & Retention Update (e.g., Application Numbers, Admit and Yield Rates, First-Year Retention Rate, etc.)		X			X	
❖ Student Success Indicators Report (e.g., fall enrollment, retention, graduation, and other key success metrics disaggregated by student populations)	X			X		
❖ Student Outcomes Report (e.g., degrees awarded, student debt, career outcomes, etc., disaggregated by student populations)	X			X		
❖ Peer Institutions Comparison Report (e.g., admissions and enrollment, student success indicators, etc.)			X			X
❖ Research Activity Update (e.g., UT Research Foundation Report, HERD Survey Update, UT Oak Ridge Innovation Institute Update, campus research spotlights, etc.)	X	X	X	X	X	X
❖ Annual Report on Periodic Post-Tenure Performance Reviews (Processes & Outcomes)		X			X	
❖ Constituent Survey Reports (e.g., COACHE faculty survey, UT/Gallup climate survey, student experience survey, etc.)		X	(*)		X	(*)
❖ Intercollegiate Athletics Program Report	X			X		
❖ University Service and Outreach Update	(*)	(*)	(*)	(*)	(*)	(*)
❖ Updates on Strategic Initiatives (e.g., TN Grow Your Own Center, Mental Health and Wellness, UT Promise, etc.)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Accreditation and Academic Program Quality Indicators			(*)			(*)

(\*) = As needed

## EDUCATION, RESEARCH, AND SERVICE COMMITTEE WORK PLAN (2024-2026)

ACTION ITEMS						
	F-2024	W-2025	A-2025	F-2025	W-2026	A-2026
❖ Annual Approval of Institutional Mission Profiles			X			X
❖ Annual Ratification Administratively Terminated Programs	X			X		
❖ Authorization - Conferral of Degrees			X			X
❖ Certification - Conferred Degrees	X	X	X	X	X	X
❖ Mission Statements (UT System/Campuses/Institutes)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Academic Programs (New/Modified)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Termination of Academic Programs (Tenure/Tenure-Track)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Establishment of Campus/Institute/College/School/Department	(*)	(*)	(*)	(*)	(*)	(*)
❖ Policies (Education/Research/Service)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Policies and Procedures (Faculty, Students, Non-Academic)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Tenure (Early)			(*)			(*)
❖ Tenure (Initial Appointment)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Tenure (Other)	(*)	(*)	(*)	(*)	(*)	(*)
❖ Approval of Honorary Degrees	(*)	(*)	(*)	(*)	(*)	(*)

(\*) = *As needed*

**EDUCATION, RESEARCH, AND SERVICE COMMITTEE  
WORK PLAN (2024-2026)**

<b>EDUCATIONAL SESSIONS/INTERSTITIAL MEETING TOPICS FOR CONSIDERATION</b>
❖ Strategic Enrollment Planning
❖ Accreditation
❖ On-line Education
❖ The Tenure Process
❖ Dashboards and Data Resources
❖ Workforce Needs and Trends
❖ Economic Impact of the University
❖ Tennessee Demographic Trends
❖ Affordability, Student Debt, and Financial Aid
❖ Emerging Research in Higher Education
❖ Factors Impacting Student Success/Student Outcomes
❖ Legal Issues in Higher Education

5.2



# THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

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5.3

## AGENDA ITEM SUMMARY

Meeting Date: October 24, 2024

Committee: Education, Research, and Service

Item: **Ratification of Administrative Action to Terminate or Inactivate Academic Programs**

Type: Information

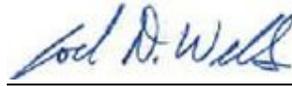
### **Background**

Each fall, campuses report whether any academic program have been terminated (permanently closed) or inactivated (no longer enrolling students). No academic programs were terminated or inactivated via administrative action during the 2023-24 academic year.

Registrar's Certification Regarding Satisfaction of Degree Requirements

I hereby certify that all University of Tennessee, Chattanooga students upon whom degrees have been conferred on *August 10, 2024* have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:



Signature

Joel D. Wells  
Name

University Registrar  
Title

9/6/2024  
Date

Bursar's Certification Regarding Satisfaction of University Debts and Obligations

I hereby certify that all University of Tennessee, Chattanooga students upon whom degrees have been conferred on *August 10, 2024* have satisfied all debts and obligations owed to the University in accordance with requirements of state law. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

– *Janice Cosey*

\_\_\_\_\_  
Signature

Janice Cosey

\_\_\_\_\_  
Name

Bursar

\_\_\_\_\_  
Title

9/6/2024

\_\_\_\_\_  
Date

Registrar's Certification Regarding Satisfaction of Degree Requirements

I hereby certify that all University of Tennessee Health Science Center students upon whom degrees have been conferred from *June 14, 2024* through *August 19, 2024* have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

  
Signature

Scott Summers

Name

University Registrar

Title

9/24/2024

Date

Bursar's Certification Regarding Satisfaction of University Debts and Obligations

I hereby certify that all University of Tennessee Health Science Center students upon whom degrees have been conferred from *June 14, 2024* through *August 19, 2024* have satisfied all debts and obligations owed to the University in accordance with requirements of state law. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

*Byron T Porter*

Signature

Byron T. Porter

Name

Bursar

Title

09/24/2024

Date



THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE

5.4

Registrar's Certification Regarding Satisfaction of Degree Requirements

I hereby certify that all University of Tennessee, Knoxville students upon whom degrees have been conferred on May 18, 2024 have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

UNIVERSITY REGISTRAR

\_\_\_\_\_  
Signature

Brian Coldren  
Name

AVP & University Registrar  
Title

6/18/2024  
Date

**Office of the University Registrar  
Enrollment Management**

1331 Circle Park Drive    209 Student Services Building    Knoxville, TN 37996-0230  
865-974-1111    fax 865-974-2606

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Flagship Campus of the University of Tennessee System 



THE UNIVERSITY OF  
TENNESSEE  
KNOXVILLE

5.4

Bursar’s Certification Regarding Satisfaction of University Debts and Obligations

I hereby certify that all University of Tennessee, Knoxville students upon whom degrees have been conferred on May 18, 2024, have satisfied all debts and obligations owed to the University in accordance with requirements of state law. A complete and accurate list of those students and degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

  
Signature

Kevin Rushing  
Name

Bursar  
Title

June 24, 2024  
Date



THE UNIVERSITY OF  
**TENNESSEE**  
KNOXVILLE

5.4

Registrar's Certification Regarding Satisfaction of Degree Requirements

I hereby certify that all University of Tennessee, Knoxville students upon whom degrees have been conferred on August 10, 2024 have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

*Brian M Coldren*  
UNIVERSITY REGISTRAR

\_\_\_\_\_  
Signature

Brian Coldren  
Name

AVP & University Registrar  
Title

9/11/2024  
Date

**Office of the University Registrar  
Enrollment Management**

1331 Circle Park Drive    209 Student Services Building    Knoxville, TN 37996-0230  
865-974-1111    fax 865-974-2606

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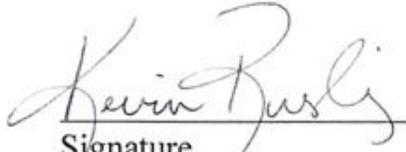
Flagship Campus of the University of Tennessee System



Bursar's Certification Regarding Satisfaction of University Debts and Obligations

I hereby certify that all University of Tennessee, Knoxville students upon whom degrees have been conferred on August 10, 2024, have satisfied all debts and obligations owed to the University in accordance with requirements of state law. A complete and accurate list of those students and degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

  
Signature

Kevin Rushing  
Name

Bursar  
Title

September 11, 2024  
Date



Registrar's Certification to the Chancellor

I hereby certify that all *University of Tennessee at Martin* students upon whom degrees have been conferred on *August 10, 2024*, have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

Martha M. Barnett  
Signature

Martha M. Barnett  
Name

Registrar  
Title

09/11/2024  
Date



Bursar's Certification to the Chancellor  
Regarding Satisfaction of Debts and Obligations Owed to the University

5.4

I hereby certify that all *University of Tennessee at Martin* students with degrees conferred on *August 10, 2024*, on the attached list have satisfied all financial debts and obligations owed to the University in accordance with requirements of state law.

Certified:

Stacey Jackson  
Signature

Stacey Jackson  
Name

Bursar  
Title

9/11/24  
Date



Registrar's Certification Regarding Satisfaction of Degree Requirements

I hereby certify that all University of Tennessee Southern students upon whom degrees have been conferred on August 8, 2024 have satisfied all degree requirements. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

Chris Mattingly  
Signature

Chris Mattingly  
Name

Registrar  
Title

10/3/2024  
Date



Bursar's Certification Regarding Satisfaction of University Debts and Obligations

I hereby certify that all University of Tennessee Southern students upon whom degrees have been conferred on August 8, 2024 have satisfied all debts and obligations owed to the University in accordance with requirements of state law. A complete and accurate list of those students and the degrees conferred has been filed with the Office of the Board of Trustees.

Certified:

  
\_\_\_\_\_  
Signature

Lonnie Dillard III  
\_\_\_\_\_  
Name

Assistant Bursar  
\_\_\_\_\_  
Title

10/3/2024  
\_\_\_\_\_  
Date