

THE UNIVERSITY OF TENNESSEE AT MARTIN ADVISORY BOARD

Minutes of the Fall Meeting

The fall meeting of The University of Tennessee at Martin Advisory Board was held at 1:00 p.m. (CDT) on Friday, September 29, 2022, in the Boling University Center, Room 206AB, on the campus of The University of Tennessee at Martin.

I. Call to Order and Roll Call

Chair Sparks requested a roll call to bring the meeting to order. The roll was called by Edie Gibson, Secretary to the Board, with the following members present:

Hal Bynum
Monice Hagler (via Zoom)
Iman Ahmed
Art Sparks
Anderson Starling
Johnny Woolfolk

With six members of the Advisory Board in attendance, five onsite and Monice Hagler via Zoom, a quorum was announced. Ms. Hagler acknowledged her attendance without other guests onsite. Not available to attend the meeting was Julia Wells. Others in attendance included UT Martin administrative and leadership staff. Chair Sparks began the meeting with a reminder that the proceedings are open to the public and streaming via the campus website with a recording to be posted on the AB website following the meeting. The meeting was streamed live for the convenience of the University community, the general public, and the media. All votes were taken by roll call in compliance with the Advisory Board Bylaws.

II. Opening Remarks

Chair Sparks welcomed the Advisory Board members and campus guests to the fall 2022 meeting, in particular the two newest members, Iman Ahmed, Student Member, and Dr. Anderson Starling, Faculty Member. Ms. Ahmed, a junior majoring in Political Science from Cordova, TN, began her term of service on July 1, 2022, and continues through June 30, 2023. Dr. Starling serves as an Associate Professor of Political Science and is currently serving as the Interim Chair in the Department of Accounting, Finance, Economics, and Political Science. His service to the Board also began July 1, 2022, and continues through June 30, 2024.

III. Approval of Minutes

Chair Sparks introduced the first item of business as the approval of the minutes from the summer meeting. Chair Sparks directed the members to consider a copy of the May 20, 2022, minutes from the regularly scheduled summer meeting of the Advisory Board for approval. With no corrections or modifications, the summer meeting minutes were approved.

Motion: Anderson Starling moved to adopt the UT Martin Advisory Board meeting minutes for the May 20, 2022, meeting, as presented in the meeting materials, and Hal Bynum seconded the motion. A roll call vote on the motion was taken, and the motion carried unanimously.

IV. Enrollment Update & Strategic Plan Refresh

Chair Sparks invited Provost and Senior Vice Chancellor Philip Acree-Cavalier to the podium to provide an overview of fall semester's enrollment numbers and an update of the refreshed Strategic Plan. Provost Cavalier began his report by noting progress with UTM's enrollment for fall 2022, totaling a census day count of 6,268 students, which is up ~170 students over the fall of 2021. Much of the increase is attributed to students in three categories: first-time, first-year students, new graduate students, and transfer students. The Fall 2022 student-body includes a smaller entering class from last fall (2021), which will continue to work their way through the pipeline for the next four admission cycles/years.

UTM's first-time, full-time retention rate increased, returning to 71%, which is slightly above the previous rate last fall at 70%. Although, one percent may sound like a small number, it represents real students and a lot of work by UTM's first Retention Director, Brad Baumgardner, and his Student Success team. To illustrate the point, Dr. Cavalier described how the Student Success team spent 10 weeks this summer focused on 569 UTM students, who were eligible to return to this fall semester but had not pre-registered, working to resolve individual enrollment barriers. Of the 569 students, 268 of those students returned to continue their coursework this fall. Retention work continues as the Student Success team identifies challenges and works to resolve those issues for all students.

New graduate student enrollment set a university record, enrolling a record 268 entering graduate students, this fall. Based on the high success rate with 285 graduate students completing their degrees last year, the overall graduate enrollment numbers appear flat. These two significant accomplishments are attributed to the work of Dr. Joey Mehlhorn, the Dean of Graduate Studies, and his team.

Enrollment trends and highlights of student success indicators (enrollment, retention, and graduation rates), set the stage for UTM's new academic programs and support our enrollment growth. For comparative purposes, UTK and UoM have grown enrollment, UTC is up ~1%, MTSU and APSU are down ~3%, while UTM is up ~2% in headcount from Fall 2021. TBR's community colleges are down ~3%, which will likely impact our transfer population. Overall, as a campus, UTM is doing well and serving the service region. Chancellor Carver further acknowledged that other four-year institutions are spending more time in West Tennessee recruiting, so the region is becoming a battlefield for students.

Provost Cavalier opened his "Prepare for Takeoff 2.0" presentation by identifying university benchmarks of success standards achieved within the current Strategic Plan during the past four to five years. He reported that Strategic Plan version 2.0 aligns with the UT System Strategic Plan and takes the Martin Plan through the year 2025. The refresh process, a relatively quick and thoughtful process, began in April with five university-wide Task Force teams submitting their recommendations by July. Each of the five teams represented broad-based memberships and appropriate constituencies. Extensive feedback related to the refresh document was provided through campus leadership, goal committees, town hall sessions, and electronic distribution of the files. UTM students (i.e.: SGA and Freshmen Council) will be engaged in discussions next week before the final version is submitted to the UT Board of Trustees for approval. A complete listing of Strategic Plan goal accomplishments, along with benchmarking dashboards, can be found on the university's Strategic Plan website at <https://www.utm.edu/about-ut-martin/strategic-plan/>.

Select Strategic Plan goal recommendations follow:

Goal 1: Prepare graduates to be responsible, informed and engaged citizens in their workplaces and the larger community. Recommendations to enhance faculty effectiveness, strengthen student-learning outside the classroom with high-impact practices, and revise FYI and GENS 101.

Goal 2: Recruit, retain, and graduate students prepared for careers, professions, and life.

Recommendations to review administrative processes to reduce unnecessary barriers, ensure consistency in departmental and college communication and process, and finalize the development of the co-curricular transcript.

Goal 3: Ensure a campus that is open, accessible, and welcoming to all. Recommendations to create a central steering committee to coordinate work on diversity, inclusion, and equity, develop measurable plans for recruiting and retaining underserved prospective students, and establish professional development employment track for promotional opportunities and increase diverse campus leadership.

Goal 4: Promote strategic, sustainable, and responsible stewardship of human, financial and capital resources in support of university goals and objectives. Recommendations to reconsider summer compensation formula and adjunct salaries, enhance employee compensation to be competitive in the region and with peers, and guide our budget planning procedures to ensure flexibility for unforeseen financial challenges, if needed.

Goal 5: Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond. Recommendations to utilize software to increase and monitor on-campus internships, enhance tracking and assessment of public service and outreach activities, and maintain a core response team in support of workforce and curriculum development.

With an eye toward the reflection of the region and in conjunction with our campus focus on increasing the diversity of campus leadership, Provost Cavalier reported that there is not a single answer to modeling diversity. We need to encourage existing faculty and staff to explore leadership programs, like UT's Executive Leadership Institute, as meaningful opportunities that allow individuals to prepare for professional advancement and consider taking on new roles. In keeping with the diversity of our student body (underrepresented, minorities, international populations), it makes sense to align campus leadership diversity with the region and the campus community.

Pursuant to Tennessee law and the Bylaws of the Board of Trustees and in accordance with Trustee guidance, Chancellor Carver submitted the Strategic Plan for approval, requesting the Advisory Board recommend the refreshed Plan be presented to the President.

Motion: Iman Ahmed moved that the Advisory Board recommend the proposed strategic plan for 2022-25 to the President as presented in the meeting materials. Johnny Woolfolk seconded the motion. A roll call vote on the motion was taken, and the motion carried unanimously.

Chair Sparks expressed his appreciation to Provost Cavalier for the informative enrollment presentation and sharing the updated strategic plan.

V. Title IX Update

Next up, Chair Sparks called on Dominique Crockett, Director of Equity and Diversity and Title IX Coordinator, to present a Title IX update. Chancellor Carver noted that Ms. Crockett is one of the newest members of the UTM campus leadership team and that she hit the ground running. She is no stranger to UT, coming to us from UTHSC.

In recognition of this year marked as the 50th anniversary of Title IX, Ms. Crockett acknowledged the vision and work of numerous individuals, who pioneered the advancement of opportunities for millions of women in the areas of education and sports, in particular, UTM alumnae and UTK Women's Basketball Coach Pat Head Summit, and UTM's own Women's Athletics Director, Bettye Giles. Title IX's scope is defined as "No person in the United States shall, on the basis of sex, be excluded from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance."

UTM's Title IX commitment is outlined in our university policy. The policy aligns under four pillars: *Prevention and Education*, promoting campus community and safety through unique entities (i.e.: UTM's Care Team, Counseling, and WRAP); *Support and Interim Measures*, highlighting available resources, even if an individual does not choose to file an official report; *Investigation and Resolution*, addressing options for reported incidents; and *Patterns and Trends*, identifying opportunities that may require additional education or Title IX attention. UTM submits an annual Title IX Report each year, which is essentially a snapshot of the previous year's work, highlighting education, prevention, and training efforts, along with detailing campus statistics and emerging patterns or trends identified. For FY22, UTM achieved top UT campus status with 100% completing Title IX employee training, plus ~1,200 students receiving Sexual Misconduct Policy training.

In FY23, UTM's annual Title IX training will be more interactive than in the past, encouraging enhanced engagement and recall of training materials. Additionally, the UT System offered training to campus investigators, hearing officers, and others associated with the Title IX procedures, providing policy updates and strengthening review processes. Recalling her first official activity, Ms. Crockett sponsored "Denim and Donuts" as a means to encourage students, faculty, and staff to visit her office and introduce available campus and community resources. Other engagement opportunities included welcome back to school events with housing, the Care Team, and various university offices. She has partnered with UT General Counsel to update and publish the Pregnancy Policy mandating that our campus provide reasonable accommodations for students who are pregnant.

In recognition of October as Domestic Violence Awareness Month, the Title IX office is partnering with UTM offices to host the following special events, a brunch with an author/speaker, a self-defense training program with Public Safety, lunchtime with Title IX, and multiple presentations with Greek leadership and organizations. Having observed a Title IX uptick in digital stalking, she plans to address the issue with an educational campaign to encourage students to not post their location on social media or delay location sensitive posts until a later time.

VI. Capital Projects Update

Chair Sparks invited Senior Vice Chancellor for Finance and Administration Petra McPhearson to the podium to share updates on UTM's capital projects list. UT Martin is a large enterprise and responsible for maintaining 2,537,979 total gross square feet of building space, along with 798,765 total gross square feet of housing property. UTM facilities reside on 320 acres on the main campus, plus 1,000 acres of farm property. In FY22, 89 maintenance and construction/craft employees oversaw the care of grounds and facilities. Annual facility operating expenditures of \$2.37 per gsf and utility costs of \$0.95 per gsf

benchmarks are excellent and lower than UTM's peers. UTM generated 263 tons of recycled materials and 2,000 tons of trash in FY 22.

UT Martin received ~\$130 million to fund capital projects, as follows:

Completed projects

Clement Hall Building Systems Improvements (~\$10 million) to upgrade infrastructure and finishes in the north and east wings for student services; Security Improvements (~\$1 million) to add security cameras and update classroom door hardware to lock from inside; Campus Master Plan (~\$500,000) to update the 10-year campus plan; and University Center Sodexo Freshens Project (~\$140,000) to update the Food Court area for Freshens (retail vendor).

Design projects

Elam Center Mall Glass Replacement (~\$4 million) to replace the glass roof and update associated systems; Indoor Batting Facility (~\$620,000) to construct a new baseball batting facility (replacing the 30 ft. X 80 ft. building expanding to a 40 ft. X 80 ft. heated and cooled facility); Blaylock Outdoor Classroom (~\$5.4 million) to construct a new outdoor classroom space; Hall-Moody Administration Building Systems Upgrade (~\$7.6 million) to update facility systems and finishes; Grove Apartment Demolition (~\$500,000) to abate and raze (eventually) all buildings for green space and outdoor programming; and EPS Building Systems Upgrades (~\$9.9 million) to update building systems for the east wing.

Projects in Construction

Latimer Engineering & Science Building (~\$65 million) to construct a 121,696-sf classroom building for Engineering, Physics, Chemistry, Math, and Computer Science for classroom use by Spring 2023; and Elam Center Arena Lighting Upgrades (~\$760,000) to replace existing arena lighting fixtures with brighter and more energy efficient LED kits and controls.

Projects Approved

Tennessee Entrepreneurial Science & Technology (TEST) Hub (~\$19 million) to construct a 66,000-sf new facility for engineering, agriculture, TCAT, and local industries partnerships; University Center Sewer Line Improvements (~\$890,000) to replace the original sewer lines serving the cafeteria kitchen and dish room areas; Clement Hall Systems Upgrades Phase 2 (~\$4.2 million) to complete the system upgrades for the remainder of the northside of Clement Hall; South Chiller Plant Replacement (~\$1.8 million) to replace one of the chillers at the South Chiller Plant; and ROTC Building Envelope (~\$500,000) to replace brick façade and windows on the exterior east wall of the ROTC building due to seismic activity.

Reflecting back to UTM's Master Plan, VCFA McPhearson clarified that those plans focus on intentional pedestrian pathways to open access between the main campus and the north campus (Farm area). Input from our students encouraged the design team to designate north-south walkways that are safe and offer more direct access between both campuses.

As part of the FY-22 budgeting process, the university implemented funding adjustments to campus budgets. For FY-23, we did well with our budget process, planning for a flat enrollment. Although student headcount is up, our FTE (full-time equivalent) enrollment, reflecting how students pay, is relatively flat (down by 4 FTE). Achieving an increase in headcount and maintaining our FTE level is a phenomenal accomplishment in the face of the recruitment and economic challenges. Spring 2023 enrollment has an opportunity to exceed what is budgeted. UTM's Strategic Plan Goal 4 planning team recommended department budgets for FY-24 look similar to FY-23, which includes some reallocations and right-sizing reductions to fit with enrollment trends. Future budget growth will follow enrollment trends.

Chair Sparks express the Board's appreciation for the capital projects presentation and the budget summary.

VII. Comments by the Chancellor

Chancellor Carver began his comments with gratitude to the Advisory Board members for their attendance and commitment of time, especially welcoming the two newest members of the Advisory Board, Ms. Iman Ahmed and Dr. Anderson Starling. His next comments informed the Board of the vitality of the campus and described how the university felt like a residential campus this summer and again this fall. In the summer, we resumed hosting camps and two full, active Governor's Schools for Agriculture and for the Humanities. This fall, residential housing is 90% occupied, representing an additional 180 more on-campus residents than last fall. Our student activities are full-on back with Campus Rec, Athletics, cafeteria, and in all of our campus spaces. Athletics has generated enormous energy with our teams and excitement from four championship teams. Chancellor Carver encouraged the Advisory Board members to experience firsthand the excitement with our fall sports.

His enthusiasm continued with praise for the UTM Advancement team's engagement work with the faculty, staff, and students, who all serve as deputized alumni and advancement officers. Our campus set records for donors (high praise during COVID times) and for giving levels as we prepare to close out a \$175 million campaign in 2023. We are almost to the goal on this historical run.

New academic programs were introduced just days before the pandemic sent our students home. Amid these challenges and transitioning to remote teaching, our faculty expanded their teaching techniques, which allowed us to plan new academic offerings, (i.e.: cybersecurity is already a growth area for us).

For the winter AB meeting, Chancellor Carver suggested that the campus prepare discussions related to budget planning, an update on transfers and transfer pathways, a state of the OVC update, and retention strategies along with inclusivity.

Chancellor Carver encouraged everyone to attend the UT Board's fall meeting hosted by UTM on October 27-28, 2022. Hosting this meeting enables UTM to showcase the campus, as well as dedicate the new Latimer Engineering and Science Building.

In closing in on the end of year six as Chancellor, Dr. Carver stated that he is more excited with the work in retention, recruitment with new programming, new industry moving into the area, the success of our student organizations and athletics, and the way our alums are responding to this energy, "It is a great day to be a Skyhawk!"

VIII. Closing Remarks by Chair

Chair Sparks concurred that things are indeed looking good at UTM. All kidding aside, Chair Sparks praised Chancellor Carver for the outstanding accomplishments and benchmarks achieved by this university during his six years in leadership. He added that Chancellor Emeritus Robert Smith and Chancellor Carver came back to this university at a difficult time for the campus. Chancellor Smith came without an agenda and without intentions to become the next Chancellor, enabling him to make decisions that needed to be made. Chancellor Carver succeeded him and is doing a great job positioning UTM for a great future!

Chair Sparks further encouraged the Board members to attend the upcoming UT Trustees meeting, October 27-28, 2022, expressing the importance of showing the UT Trustees what we have at UTM. We know what we have, but it is important to show the Trustees what a jewel UTM is in West Tennessee. The Trustees are scheduled to tour several areas of campus including what UT Trustee and UTM Alum, Bill Rhodes, calls an “eye-opening” tour of the best and worst, experiencing the new Latimer Building

and the Business Administration Building and our housing facilities. Capital projects will change the face of UTM; investments in Martin can be truly transformative. It is the first time that any campus has been asked to host such a tour. Seeing select buildings will effectively show the UT Trustees the need. We admire Bill Rhodes for his suggestion, because he not only is saying that UTM has a need, he put money forward to address the need.

The next meeting of the Advisory Board will be the annual Winter Meeting scheduled for January 20, 2023, held in-person.

VIII. Adjournment

With no further business to come before the Board, a motion to adjourn was made by Hal Bynum and seconded by Iman Ahmed. The meeting adjourned at 2:20 p.m.

Respectfully Submitted,

Edie Gibson, Secretary