

**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA
ADVISORY BOARD MEETING**

2:00 PM EST
Thursday
May 6, 2021

Zoom Meeting
<https://tennessee.zoom.us/j/99229026088>

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I. CALL TO ORDER AND ROLL CALL

Chair Scott LeRoy called the meeting to order at 2:02 p.m. Secretary David Steele, UTC Chief of Staff, called roll. The following Board members were present:

Fred Decosimo
Serina Desai
Jamie Harvey
Carole Hoffman
Scott LeRoy (Chair)

A quorum was present.

Others in attendance included: Dr. Steven Angle, UTC Chancellor; Ms. Vicki Farnsworth, Vice Chancellor for Information Technology and CIO; Mr. Tyler Forrest, Vice Chancellor for Administration and Finance; Dr. Yancy Freeman, UTC Vice Chancellor of Enrollment Management, Student Success and Student Affairs; Dr. Jerold Hale, Provost and Senior Vice Chancellor for Academic Affairs; Mr. Yousef Hamadeh, University Associate General Counsel; Mr. George Heddleston, Vice Chancellor for Communication and Marketing; Ms. Gina Stafford, Assistant Vice Chancellor for Communications and Marketing; Mr. David Steele, Chief of Staff; Mr. Lofton Stuart, Interim Vice Chancellor for Development and Alumni Affairs and Executive Director of the UC Foundation, Inc.; Mr. Mark Wharton, Vice Chancellor and Director of Athletics.

II. OPENING REMARKS

Chair LeRoy thanked the Board members and attendees for taking time to participate in the meeting, noting that it is probably one of the more important meetings the Board has because of the review of the budget and potential approval to pass it on to the UT Board of Trustees.

III. APPROVAL OF THE MINUTES OF FEBRUARY 16, 2021

Chair LeRoy asked for a motion to approve the minutes for the October 5, 2020 Board meeting, a copy of which was provided to the Board members prior to the meeting. Dr. Harvey made a motion to approve the minutes, with Ms. Desai seconding. A roll call vote was taken, and the minutes were approved unanimously. A copy of the February 16, 2021 meeting minutes approved by the Board is included in **Appendix A** to these minutes.

IV. BYLAW REVISION

Chair LeRoy next asked Mr. Yousef Hamadeh, University Associate General Counsel, to share information about the proposed Board bylaw amendments for consideration. Mr. Hamadeh shared that the changes primarily address filling vacancies on the Board. Currently the bylaws are silent on that. The proposed changes substantively track the requirements for filling board

vacancies under the FOCUS Act. A table of contents is also being proposed included to make it easier to navigate and find information in the bylaws.

Mr. Hamadeh asked if there were any questions. Chair LeRoy commented that the Board is dealing with a vacancy with Judge Barker's position as his term expired and a replacement has not been appointed, so he is continuing to serve. The proposed amendment will provide the Board with a process for filling vacancies when the legislature is unable to do so in the normal timeframe. He asked if there were any questions about the proposed bylaw amendments. There being none, he asked for a motion to approve. Dr. Harvey made a motion to approve the proposed amendments to the bylaws, with Mr. Decosimo seconding. A roll call vote was taken, and the amendments were approved unanimously. A copy of the proposed Second Amended and Restated Bylaws are included in **Appendix B** to these minutes. The proposed Second Amended and Restated Bylaws will now be submitted to the UT Board of Trustees for final approval before they become effective.

V. CHANCELLOR'S REPORT

Chair LeRoy called on Chancellor Angle for his report. Chancellor Angle thanked everyone for participating in the meeting and all they do for UTC. Chancellor Angle shared updates on the following items:

- Commencement ceremonies. Between April 21st and 25th the University had nine in-person commencement ceremonies. Each student was able to bring four guests, and the ceremonies were held in McKenzie Arena. Everything went well. There were 1,838 students who received degrees, and 1,260 of those participated in the commencement ceremonies. He commended the hard work and dedication of everyone who helped make the ceremonies happen.
- Budget. UTC had a good budget year, with the state fully funding the formula. UTC is going to receive funding for three deferred maintenance projects in the \$7-\$9 million range. He thanked Governor Lee, the General Assembly, and particularly the members of the Hamilton County delegation. He also thanked Senator Bo Watson and Representative Patsy Hazelwood, who are chairs of their respective budget committees, for their commitment to the state and particularly to higher education and the budget that was enacted.
- COVID-19. Chancellor Angle thanked the faculty, staff and students for what they have done to navigate COVID-19 and move forward. Enrollment increased slightly, and contract and grant activity were up. UTC has been able to continue, maintain and move forward in spite of COVID-19. UTC is performing routine testing and contract tracing. There is a vaccine clinic on campus. UTC is planning a return to normal in the fall, with full density in classrooms. It is extremely likely that students will wear masks indoors and UTC is encouraging as many people as possible to get vaccinated. UTC is going to work out details for the fall opening by August 1 and make sure everyone is aware of those details so there can be a safe return to an in-person fall semester.

Chancellor Angle also shared that enrollment is really strong and noted that Dr. Freeman would be providing an update shortly.

He also shared that Ms. Stacy Lightfoot was just announced as the Vice Chancellor for Diversity and Engagement, beginning July 1. It was a national search and a really strong pool of candidates applied. Stacy rose to the top of that pool. He noted that there will also be a search for a Vice Chancellor for Development and Alumni Affairs. Fred Decosimo and Yancy Freeman will be serving as co-chairs of the search committee. Chancellor Angle thanked the Board members for serving and thanked Rachel Worley, the student representative who is graduating and rotating off the Board and noted that the Board will welcome the new student representative at the next meeting. He also welcomed Board member Muecke Barker, who joined the meeting a little late.

VI. ACADEMIC AFFAIRS UPDATE

Chair LeRoy next called on Provost Hale for an update on Academic Affairs. Provost Hale shared a PowerPoint presentation which can be found [here](#).

Provost Hale shared additional information on the number of graduates who participated in each ceremony. Three were very small; four were pretty large, Friday, Saturday and the graduate ceremony on Sunday afternoon. He noted that the University received wonderful feedback from the graduates and their families, as well as from the faculty and staff. Provost Hale stated that he felt what the graduates for the class of 2021 have accomplished is especially notable because of the persistence and flexibility they showed in the last year. He noted that faculty are finishing grading and turning in their grades.

The Provost stated that the plan is for a fall semester that looks like what a pre-COVID fall semester looked like. He shared the course schedule numbers as of May 5. Seventy-two percent (72%) of courses in the fall are scheduled to be face-to-face; 6% are scheduled to be in some hybrid form (i.e., some combination of meeting face-to-face and meeting online); 22% are scheduled to be exclusively online, nearly all of those or the vast majority of them, will be asynchronous online, and not synchronous for the most part. There were faculty members for ten course listings who want to continue to try to offer courses in the hyflex format, which is simultaneously online and face-to-face. Seventy-six percent of courses in 2019 would have been exclusively face-to-face with some hybrid and about 20% of them exclusively online. Dr. Hale stated he was pleased with the course distribution for the fall because it was expected, as faculty became more comfortable with teaching online, that the number of online courses offerings as a matter of routine would increase and might go so far as to say that is preferable. One of the things that UTC would like to do on campus is to increase the number of fully online degree programs, or at least to give students those options, so that the accessibility to the university by students who live outside of the metropolitan area, probably outside of about a 50-mile radius around the campus, can still access UTC education if they would like to do that.

Provost Hale also shared that the Associate Vice Chancellor for Human Resources has left up to the various vice chancellors and division heads, the task of devising their own schedules for employees who have been working remotely to return to work on campus. Academic Affairs

expects all staff to return to face-to-face work on campus on July 1, 2021. Faculty should be back on campus by August 2, 2021.

Provost Hale also provided an update on the SACSCOC reaffirmation process. Theresa Liedtka, Dean of the UTC Library, has taken on the additional duty of being the SACSCOC coordinator for the campus, and she has done a marvelous job in the first few months of being appointed. The other key person is Cindy Williamson, the director of assessment and the SACSCOC liaison in the Office of Planning, Evaluation and Institutional Research. Every aspect of the campus will be judged by an accreditor, and there are 74 separate standards for reaffirmation, including ones related to things like the Campus Advisory Board and how it interacts with the System and Board of Trustees, for example. The most important thing that has to be done in the short run for SACSCOC reaffirmation is completion of the Quality Enhancement Plan (QEP). The QEP must be aimed at improving student learning outcomes in some way; it must come along with a resource commitment by the university; and it has to include a plan for how to assess the progress to know whether the university is succeeding or failing. A number of QEP input sessions have been held, with attendees including faculty, staff and students, with a handful of members of the community of various advisory boards participating as well. Also, a survey related to the QEP has been administered. The QEP topics being considered to date include cohort-based learning experiences (which data from other universities shows greatly enhances student success metrics on university campuses), experiential learning and high impact educational practices learning beyond the classroom and improving diversity and inclusion on campus. Input is being solicited and the Executive Leadership Team can make a choice and chart a course for the next 10 years. Dr. Hale concluded his report by asking if there were any questions.

Chair LeRoy thanked Provost Hale for his report and asked if there is any gauge on how the number of face-to-face and hybrid courses scheduled for the fall semester compares to other universities or peer institutions. Provost Hale responded he could not tell precisely but he could say that all of the peer institutions, to the best of his knowledge, are planning on being back in a pre-COVID schedule for the fall. One thing where there is some difference is there are now about a little over 200 universities that are requiring students to be vaccinated before they come back to campus. Chair LeRoy asked if there were any further questions. There were none.

VII. STRATEGIC PLAN UPDATE

Chair LeRoy next asked Provost Hale to provide an update on the Strategic Plan, noting that he and Mr. Decosimo have been participating in some of the subcommittees, and he is very impressed with the level of engagement, enthusiasm and work of the other committee members. They have been putting in a tremendous amount of time and effort toward pushing the 2025 plan forward.

Provost Hale thanked Chair LeRoy and Mr. Decosimo for their participation, noting that the participation by the entire campus community has been outstanding. He also praised the individuals who have worked on work groups and the Integration Committee, which is the group that took the various subcommittee or workgroup reports and put them together into a more a comprehensive and cohesive document, especially noting the work of Chief of Staff David Steele, Tom Griscom, and Alexis Hurley, who have been doing a lot of the "heavy lifting" so far. President Boyd has indicated that the campuses that are redoing their strategic plans should have

unique strategic plans but should dovetail smoothly with the UT System's strategic plan. UTC plans to use the original four-goal structure, with one goal related to teaching and learning, one related to diversity and inclusion, one related to research and innovation, and one related to stewardship and resources. Provost Hale's slide presentation can be found [here](#). Key points under the four goals include:

- **Teaching and Learning:** Increase student access and achievement and have a distinct model of educational excellence. UTC wants to undertake initiatives that will increase student access to UTC and student achievement, and also wants to have a distinct model of educational excellence that would include a new set of general education requirements that is much more skill based. The Gen Ed Committee that is working under the direction of Dr. Lauren Ingram is asking questions like, "what is a central skill set that UTC wants its graduates to have when they finish up at UTC." The other thing that will be part of that distinct model of education excellence is a commitment on the part of the entire university to more cohort-based experiences.
- **Diversity and Inclusion:** Expand access to technology, expand access for underrepresented and/or special needs students, and expand online degree programs. UTC is thinking of diversity and inclusion quite broadly to include expanding student access. There is still a large quantity of students, especially in rural parts of the states, who have a technology gap between what they need to be completely active members of the campus and what is available to them. UTC wants to expand access to the university for students from underrepresented groups and/or groups with special needs. That includes both racial and ethnic minorities, first generation students, and students from low-income families. UTC is working closely with Michelle Rigler, Director of the UTC Disability Resource Center, to make the university more accessible to students with disabilities as well. And UTC wants to expand online degree programs, one of the fastest growing demographics for colleges. "Students" is not just non-traditional students in terms of age but also students who have some college credits, but no degree earned or have stepped away for a while. The best way to attract such students is to expand online degree programs, because most of those students are also working between 40-60 hours a week, and they can't come on Monday, Wednesday, Friday at 10:00. But they can still change their lives in positive, significant ways if they are brought back to degree programs, so they can access other research and innovations.
- **Research and Innovation:** Increase research support and productivity, identify up to three areas of strategic opportunity. UTC wants to increase resources and support for research and increase research productivity. A commitment has been made to try to identify up to three areas of strategic opportunity to be able to invest resources and have an extremely positive benefit to the region and the state.
- **Stewardship:** Expand student support services. Under this category, quite a bit still aims at improving services for students and the environment on campus for students. The goal is to try to expand student services, benchmark and expand health and wellness resources for students, and adapt financial aid models so that they will increase access for more students to be able to have the benefits of a UTC education.

Dr. Hale shared the abridged timeline, noting the target date for finishing has changed, in part because President Boyd requested that the campuses wait and present their strategic plans to the Board of Trustees at the same time the UT System is presenting its plan at the UT Board of Trustees meeting in October.

Judge Barker noted that Mr. Steele had sent an unabridged timeline this morning and asked if a copy of the draft strategic plan had been sent out. Provost Hale responded it has not been sent yet because there are still a number of unfinished areas. For example, UTC wants to increase access to certain programs, and have asked the vice chancellors to help construct goals that are reasonable but that are also going to challenge the university. Provost Hale confirmed that the draft strategic plan would be sent out as soon as some of the gaps had been filled in.

VIII. ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS UPDATE

Chair LeRoy thanked Dr. Hale for his update and then called on Vice Chancellor Yancy Freeman for an enrollment update. Dr. Freeman first provided information on the close of the spring 2020 semester. UTC's enrollment was up more in the fall and just slightly in the spring. Graduate school enrollment has been gaining speed.

Dr. Freeman shared a PowerPoint presentation, which can be found [here](#). Dr. Freeman's report included the following key notes:

- **Housing.** For the spring, Probasco South was at 85% occupancy and North Campus was at 70%, which is about a 78% overall spring occupancy rate. Dr. Freeman noted he was very pleased with housing occupancy, expressing thanks that parents and students trusted UTC enough to live on campus away from their safe homes during the pandemic.
- **Student Cohorts.** Dr. Freeman also mentioned Cohort 2025, a cohort experience being planned for all first-time freshman students. This experience is categorized into three areas, one of which is residential. In living learning communities and theme learning communities, there are faculty and residents. There are residential colleges in the residence halls. The second piece of this is in connections, which is for those high-profile student organizations like Freshman Senate, ROTC, student athletics, the band, etc. Those things that are very high profile are going to be part of the connections piece. And the final piece is the academic piece, which pairs students in two or three classes in courses together and by discipline, and it gives them an opportunity to begin forming a community at a new institution to better acclimate to the campus. Dr. Freeman hopes to get all 2,300 new freshmen students this fall engaged in this cohort experience.
- **Fall 2021 enrollment.** Fall enrollment as of May 3 is up 279 in headcount compared to last year's day-to-day headcount and up 129, almost 130, in FTE, so that number is really strong. This is going to continue to change because there is pre-registration for all new freshmen and registering new transfers, so around 2,500 students will register in May. This is an indication of returning students and also of the retention rate, so he is very pleased so far. North Campus housing for Fall 2021 is now at 65% as of May 5; South Campus is at 84%, and Dr. Freeman anticipates being at 95% overall for the campus. UTC will continue to have some isolation/quarantine rooms for the fall. There were 279 spaces

this past year; that will be reduced to less than a third of that for this upcoming year, with spaces in both North and South Campus.

Dr. Freeman shared pictures of what was done for student life this past year through a COVID-19 environment with social distancing. Activities included social-distanced Olympics, sweets and swag giveaways, painting parties, a drive-in movie with candy and popcorn, goat yoga, paddle boarding on the Tennessee River and ultimate frisbee competitions.

Dr. Freeman then asked if there were any questions. Judge Barker asked if it was possible for boarding students on campus to be required to be fully vaccinated before school starts in the fall? Dr. Freeman deferred to Associate General Counsel Yousef Hamadeh for a response. Mr. Hamadeh responded that UTC does not have the legal authority to require students to get vaccinated. Judge Barker then asked if the campus has a vaccination program for those students who want to get vaccinated. Dr. Freeman responded that UTC has a phenomenal health affairs team, led by Dr. Chris Smith, who has done a great job with not only offering routine testing for students but also vaccinations for students, faculty and staff beginning in mid-February/March. Vaccinations have now been opened up to persons connected to UTC, such as relatives of employees. They also have a mobile show that is getting ready to go on the road, so they will even come to offices to give vaccinations. UTC is also working with the Hamilton County Health Department to record information on the vaccinations given at UTC.

Ms. Hoffman asked if the campus has considered incentives to increase vaccination rates. Dr. Freeman responded that UTC has been doing incentives during the past year for routine testing and vaccinations. Students are asked to upload their information into Mediat, which is a software package used by University Health Services. UTC is being careful to ensure compliance with new Tennessee laws relating to COVID-19 vaccination and to avoid putting pressure on students to get vaccinated, so UTC is trying the incentives to encourage them to upload their information if they have been vaccinated. Vice Chancellor George Heddleston has also been assisting with the marketing to faculty, staff and students to encourage them to be vaccinated. Some of this is about education and so the more UTC can educate the campus population, the hope is that it will continue to help drive up those vaccination rates for campus.

Ms. Desai asked what vaccinations are being offered to students. Dr. Freeman indicated that UTC has administered the double-dose Moderna vaccine and the Johnson and Johnson single dose vaccine. There was a break when there was a brief respite in the use of the Johnson and Johnson vaccine, but both are back to being offered. Chair LeRoy thanked Dr. Freeman for his report, noting that it does look like the numbers are moving up in the right categories of student population and less in COVID-19.

IX. FINANCIAL REPORT

Chair LeRoy next called on Vice Chancellor Tyler Forrest for a financial report to be followed by a discussion of the budget.

Mr. Forrest opened his presentation by noting it was a team effort, including a lot of participants on this call as well as a lot of team members across the campus. Mr. Forrest shared a PowerPoint presentation, which can be found [here](#). Mr. Forrest's report included the following key notes:

- Current financial position. The current budget is still well ahead of expectations. This year has a revenue yet to be realized in State appropriations as well as summer tuition and fees. There are some expenses yet to be realized as well, both on the operating and several payrolls left. Mr. Forrest anticipates a strong surplus balance, particularly as a good bit of lost revenue is transferred in from round three of HEERF funding that lost revenue can be charged to.
- Reserves remain strong as well. Unobligated reserves are sitting right at about \$33 million. The fund balance is currently sitting at \$9 million. He hopes that increases to over \$10 million, given that UTC is preparing for a SACSCOC reaccreditation over the next couple of years the health of the fund balance is one of their primary indicators on their assessments.
- Mr. Forrest next shared information on general financial variables that were considered this year and in the out year as well, the first being tuition and fees recommendations. As THEC continues to have a pretty substantial hand in setting binding tuition rates, this is becoming a little bit more and more of a challenge, less so on the general tuition side and more so on the mandatory fee side as UTC tries to move forward several large capital projects. State appropriation continues to be strong and something that UTC is very thankful for. Enrollment is one of the biggest variables because it drives the largest revenue stream. It is trending up and remaining strong. At the very worst, the hope is that it will remain flat, and if so, the budget will hold as planned. Stimulus funding is something that UTC has been very fortunate to receive throughout this year, but it does have some challenges in spending it. It has been successful so far, but with HEERF III in particular, Mr. Forrest thinks there will continue to be some uphill challenges to get all of those dollars spent. Focus will continue on the pandemic response and all of the expenses associated with that as well as housing occupancy. This year it was down; thanks to the HEERF funding, Mr. Forrest thinks the gap can be largely closed on that, but it will be something that will continue to be monitored, as well as long-term debt.
- There are several projects in the pipeline, specifically a University Center renovation, a new housing complex in the next few years, as well as the McKenzie Arena addition. All of those will add debt to the balance sheet, so that is something that is being closely monitored and watched.
- Athletics struggled this year from a revenue standpoint, but Mark Wharton and his team have done a phenomenal job at still trying to balance their budget, and Mr. Forrest commended them for that.
- One thing on the horizon that Mr. Forrest did not think had been shared with the Board before is that the University of Tennessee is moving forward with an RFP to have a new ERP system. The current system is about 20 years old, and it does not do what is needed to do here in 2021, so by 2024 UTC will have rolled out a new ERP system.
- In looking at what the financial response has been to the pandemic, UTC has issued everything from student refunds to block grants to student emergency fund investments, as well as really focused on maintaining positive financial health throughout the

pandemic. Mr. Forrest stated UTC really is in a good financial position. Future actions will obviously be continuously assessing that financial position and slowly loosening what has been a selective hiring freeze. As long as enrollment holds, Mr. Forrest expects that hiring freeze would be lifted completely by the fall semester.

- Then the focus will be on successfully distributing all of the HEERF I, II and III funds. Looking at HEERF I, all of those funds have been either spent or obligated. Most notably out of that, students were awarded 4,843 block grants or emergency fund payments. Both of those programs were extremely successful. UTC prorated over \$2 million of refunds to auxiliary units that issued student refunds last spring and will do some more of those prior to the close of the fiscal year, as well as bought items related to PPE and technology. From HEERF II, which was the second round of federal stimulus funding known most commonly as CRRSAA funds, there have been over 5,200 block grants and emergency funds distributed, and an additional million dollars was added to the student emergency fund as well, so both of these programs are continuing to be successful and working as planned. Spending on PPE has continued as well as a great deal of resources on COVID-19 testing. For HEERF III, UTC has received a preliminary notification, but not an award as yet but that is expected to be right at \$26 million. Half of that is required to go to students, which will also be paid in the form of those same block grants, as well as student emergency funds. The remaining \$13 million will be retained by the campus for institutional expenses that will largely piggyback on everything Mr. Forrest explained so far.

X. PRESENTATION/APPROVAL OF BUDGET

Mr. Forrest then began to discuss the 2021-2022 budget, including the following key notes:

The timeline for this year has been very similar to years past and his office have continued to engage the campus at all levels since last October in planning for the budget. Last week the Chancellor and Mr. Forrest hosted a budget town hall with almost 200 campus attendees showing up virtually to learn about the proposed budget. If the Advisory Board approves the proposed budget today, the UT Board of Trustees would consider it for approval on June 25.

- Tuition and fees. The Chancellor, Mr. Forrest and a number of others carefully considered if tuition and fees should increase this year and feel that UTC is in a good position for a modest increase, particularly given there was not an increase last year at all and a modest increase the year before that. UTC is also well positioned from a market standpoint and continues to remain in the middle of the pack with in-state peers and often closest competitors in terms of its tuition rates. Right now, tuition and fees are at \$9,656; if all of those are inflated by 2%, UTC would stay about the same place. UTK is not having a tuition increase because of a substantial enrollment increase that they had in lieu of a tuition increase. They will comfortably remain at the most expensive spot in-state. Assuming the 2% increase is adopted, tuition and fees will be at about \$9,848 for in-state undergraduate students and out-of-state would go up accordingly. Also, graduate in-state remains competitive as well at about \$10,474 – that would increase by 2%. The out-of-state rate of \$8,064 and \$16,064 respectively will not be going up, which is why the out-of-state and international percentage increases are less than 2%. Everything is set at a 2% increase, with the exception of the auxiliary units. The auxiliary units are required to pay

for 100% of the 4% salary pool, which is why there will be a 3% increase in residence hall meal plans and parking. Mr. Forrest also noted that the debt service increase, which is the only mandatory fee increase, will all be designated to the future University Center renovation. That debt service mandatory fee is the only one going up; that's a 12% increase on that fee but aggregately it is 2% overall.

- Revenue summary. Tuition will bring in right at about \$3.9 million. That includes the third-year phase-in of the Soar in Four funding, which was the transition to the 15-in-4 program. State appropriations will bring in about \$4.4 million. Of the remaining, those are all less significant than the top two, but Mr. Forrest did point out a reserve transfer of a million and a half that is an incoming transfer. Last year that figure was at \$5 million as UTC planned for the pandemic. The non-recurring transfer has been drastically reduced for a total new revenue of about \$13.1 million. Mr. Forrest provided a summary of where that will be spent. Academic Affairs will receive the lion's share of the distributions each year set at about \$2.7 million. Much of that is for lecturers in bottle-neck courses and other faculty members or faculty agreements that were set in order to move forward certain high-performing programs. Also note on the institutional line the \$4.7 million increase – the vast majority of that is related to the 4% salary pool proposed by the Governor and subsequently adopted by the General Assembly. Although the State takes credit for 100% of the salary pool, because UTC is a formula unit, they only fund 55% of it, so that is another reason that tuition would be going up slightly in order to pay for the remaining one and a half percent of that salary pool. UTC has worked very diligently on how to go about closing a \$4 million scholarship gap which has been the result of retaining-progressing-graduating students better. Since those students have been retained longer than normal, they maintained scholarships longer than typical, which created a substantial deficit, and there is a \$4 million hole with that program; the allocation of \$4.1 million, if adopted, would entirely close that gap.
- Compensation pool. Mr. Forrest noted he had previously shared that the Governor included a 4% pool in his budget earlier this year, which was adopted last week by the General Assembly. That is only 55% funded. UTC has tried to focus on a number of different things this year with the pool, the first being a raise of campus minimum wage from \$10.10/hour to \$11.30/hour. UTC will continue to focus on this in the next few years and hope to be right at that \$14-\$15/hour market range. A new non-tenure-track minimum for those individuals that have a terminal degree will also be instituted. The minimum will be set at \$45,000, and for those without a terminal degree, \$40,000. Tenure and promotions would continue as well. As a tenure-track faculty member at UTC is promoted from Associate Professor to Full Professor or Assistant Professor to Associate Professor, they receive a 10% increase. The University of Tennessee also adopted a new job family restructure, which was a significant and much welcomed update to the market ranges of a number of staff positions. Some adjustments were made for individuals who were below the first quartile in staff compensation. UTC will continue to be aggressive with those same compensation measures for staff in the new fiscal year and is proposing a 2.75% market merit adjustment for all eligible employees effective July 1 for staff and August 1 for faculty.

- Revenue breakdown. Mr. Forrest shared additional slides showing the revenues broken out; about 30% is from State appropriations, which is a welcome addition from the State. On the expense side, everything academic sits right at about 50% - scholarships are about 7%, auxiliaries at 10%, and student services, which is a combination of Dr. Freeman's area and Athletics, which is right at about 13%. Salaries and benefits continue to be the single biggest expenditure on campus, but there is also about 31% in operating costs as well. On the restricted side, which sits right at about a \$65 million budget and also requires the Board's approval, \$51 million of that is made up of grants and contracts, with the biggest portion of that being the Hope Scholarship funded by the Tennessee lottery and then other gifts and endowments being right at about \$13.6 million. On the expense classification of that restricted budget, scholarships and fee waivers make up about 76% of that in alignment with the Hope Scholarship; the remainder of that is other grants and things happening on campus.
- Mr. Forrest noted additional information regarding the net price of attendance at UTC. The sticker price is often advertised, which for an instate undergraduate would be right at about \$9,800 this fiscal year, if adopted, but here in the current fiscal year for a student with a family income of \$0 to \$36,708, those students are often getting a refund on average of about \$2,000. If the family income is between \$36-\$85K, they are paying about \$1,200; then it does go up gradually from there. In the highest quartile, on average, it is about \$3,800, so the net price numbers still remain very competitive, which is something that will continue to be aggressively monitored, making sure it remains that way.
- There are about \$135 million in capital projects right now. The Governor's budget also includes three capital maintenance projects totaling about \$11 million. The UC Foundation continues to remain a tremendous part of this campus with a total endowment value of about \$176 million; they turn around and give about \$6 million of that back to the campus every year, and UTC is very grateful for their support and all the work that many in attendance do on that foundation. Mr. Forrest thanked everyone involved in this process.

Judge Barker congratulated Mr. Forrest on his report and asked what maintenance fees constitute in the budget. Mr. Forrest responded that "maintenance fee" is the Tennessee term for in-state tuition. Judge Barker suggested that be included in the title on future documents. He then asked what the "mandatory fee" includes. Mr. Forrest responded that the "mandatory fee" include fees such as facilities fees, technology fees, student activity fees, and other similar fees. Judge Barker asked if maintenance fees are Tennessee's term for tuition. Mr. Forrest responded that out-of-state tuition in Tennessee is referred to as "tuition" and in-state tuition is referred to as "maintenance."

Chair LeRoy also commended Mr. Forrest for his report and asked if there were any other questions. Mr. Decosimo asked what a block grant is and the amount of the average block grant. Mr. Forrest responded that the block grants were based on Pell eligibility, and they averaged about \$2,000 per block grant. He added that the one thing that can be done on HERF III that could not have been done on HERF I and II is apply those block grants to outstanding student balances. The first two HERF rounds prohibited that, but Mr. Forrest thinks that will help on the third round when those funds can be allocated. Chair LeRoy asked if there were any other questions. There being none, Chair LeRoy noted that part of the Board's official duty is to vote to recommend

the budget for adoption and recommended that the Board recommend the budget as proposed so that it can be submitted to the UT Board of Trustees for approval at its June meeting. Chair LeRoy asked if there were any other questions or comments, if none, he will ask for a motion. He noted that the 2% increase is long overdue; if you don't look at anything else besides inflation over the last three years, inflation has exceeded 2% over the course of three years, so that is probably not even catching up with inflation by doing a 2% increase. Mr. Forrest commented that there is a [one-page budget document](#) that the Board is required to vote on for approval and that was in the Board's packet. He further noted that it is possible that there could be a minor adjustment to that document after Board approval because this process does not align with the UT System budget development process. If they ask UTC to make an entry, those numbers could change, but he would alert the Board at the next meeting if that were to occur. It would be very immaterial if that occurred. Chair LeRoy acknowledged that this was just a recommendation, not a final approval. That would come from the UT Board of Trustees, and there could be adjustments between now and June.

Mr. Decosimo asked Chancellor Angle if he knew what President Boyd's recommendation regarding a fee increase would be. Chancellor Angle responded that President Boyd would like the fee increase to be as low as possible but understands why the 2% is appropriate. He also noted that the Tennessee Higher Education Commission has yet to issue a final, firm guideline. They are probably going to be between 0-3%. UTC is actively looking at enrolling students for the next semester, this coming fall, when these new fees are going to be used and is operating with the best information obtained and developed the budget accordingly. Chair LeRoy asked if there were any further questions or comments. There being none, he asked for a motion to approve the operating budget recommendations. Judge Barker made a motion to approve with Dr. Harvey seconding. A roll call vote was taken, and the budget recommendations were approved unanimously.

XI. OTHER BUSINESS

Chair LeRoy then asked if there was any further business. There being none, he then asked Chancellor Angle for his closing comments.

XII. CLOSING REMARKS

Chancellor Angle thanked everyone for their time, noting that a lot of work had gone into preparing the presentations. He noted that the budget is an incredible amount of work, and he expressed his appreciation to Mr. Forrest for the work he did. UTC will continue to try to be good stewards of the funding received from the State of Tennessee and from students with tuition. The recommended 2% tuition increase is something that can be used to maintain the quality of programs, fulfill UTC's part of the 4% salary pool that the Governor had, and still be affordable. UTC will continue to set scholarships as a high priority and continue to focus on keeping attendance affordable. He assured the Board that UTC will continue to push there. Chancellor Angle again thanked everyone, expressing his appreciation for Chair LeRoy and Mr. Decosimo for participating in the Strategic Planning Committee.

Chair LeRoy noted that the next meeting of the Board is scheduled for October 4, 2021, at 3:00 p.m. and requested that the Board members make sure it is on their calendars. He also expressed his appreciation for everyone participating in the meeting and advising, which is the role of the Board.

XIII. ADJOURNMENT

Chair Leroy asked for a motion to adjourn. Ms. Hoffman so moved, and the motion was seconded. A roll call vote was taken, and the motion passed by unanimous vote. The meeting was adjourned at 3:28 p.m.

DRAFT

APPENDIX A

**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA
ADVISORY BOARD MEETING**

9:00 AM EST
Tuesday
February 16, 2021

Zoom Meeting
<https://tennessee.zoom.us/j/95791776229>

ORDER OF BUSINESS

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XIV. CALL TO ORDER AND ROLL CALL

Chair Scott LeRoy called the meeting to order at 9:03 a.m. Mr. David Steele, Chief of Staff, called roll. The following Board members were present:

Muecke Barker
Jamie Harvey
Carole Hoffman
Scott LeRoy (Chair)
Rachel Worley

A quorum was present.

Others in attendance included: Dr. Steven Angle, UTC Chancellor; Ms. Vicki Farnsworth, Vice Chancellor for Information Technology and CIO; Mr. Tyler Forrest, Vice Chancellor for Administration and Finance; Dr. Yancy Freeman, UTC Vice Chancellor of Enrollment Management, Student Success and Student Affairs; Dr. Jerold Hale, Provost and Senior Vice Chancellor for Academic Affairs; Mr. Yousef Hamadeh, University Associate General Counsel; Ms. Gina Stafford, Assistant Vice Chancellor for Communications and Marketing; Mr. David Steele, Chief of Staff; Mr. Lofton Stuart, Interim Vice Chancellor for Development and Alumni Affairs and Executive Director of the UC Foundation, Inc.

XV. OPENING REMARKS

Chair LeRoy welcomed the Board members and attendees to the meeting. He noted that there were a couple of initial items of business that needed be addressed and proceeded with raising those items for consideration.

XVI. ELECTION OF BOARD SECRETARY

The first item for consideration was the election of a new secretary for the Board. The first secretary of the Board was Ms. Terry Denniston, prior Chief of Staff for the Chancellor. Chair LeRoy called on Chancellor Angle for a recommendation for filling the secretary position. Chancellor Angle nominated Mr. David Steele, the new UTC Chief of Staff. Chair LeRoy called for a motion to elect Mr. Steele as secretary. Dr. Jamie Harvey moved to nominate Mr. Steele as secretary, and Ms. Carole Hoffman seconded the motion. Chair LeRoy asked if there was any discussion or further comments; there were none. A roll call vote was taken, and Mr. Steele was unanimously elected as the new secretary. Chair LeRoy congratulated Mr. Steele on his appointment.

XVII. APPROVAL OF THE MINUTES OF OCTOBER 5, 2020

Chair LeRoy next asked for a motion to approve the minutes for the October 5, 2020 Board meeting, a copy of which was provided to the Board members prior to the meeting. Ms. Hoffman

made a motion to approve the minutes, with Dr. Harvey seconding. A roll call vote was taken, and the minutes were approved unanimously. A copy of the October 5, 2020 meeting minutes approved by the Board are included in **Appendix A** to these minutes.

XVIII. CHANCELLOR'S REPORT

Chair LeRoy called on Chancellor Angle for his report. Chancellor Angle noted that the University has been dealing with COVID-19 for a year now and that the start of the spring semester has gone pretty well. Chancellor Angle shared updates on the following items:

- Student/Faculty/Staff COVID-19 testing. Students moving into housing for the spring semester were tested upon arrival. 2,311 students were tested, 11 were positive. A routine testing site has been set up at the Collins Street Annex in the mobile trailer; about 1,000 students, faculty and staff are being tested per week. UTC has been averaging a less than 1% positivity rate, about half a percent. People are still following best practices of social distancing and wearing masks. Class sizes are smaller, and there is more face-to-face instruction than in the fall.
- UTC has applied to be a vaccine distribution site, so once UTC is able to obtain the vaccine, it can be administered to those groups of individuals targeted by the State of Tennessee for the roll-out. Hamilton County is doing Group A1b - those 70 years old and above and health care professionals. UTC is hoping that, when the call for more people to be vaccinated is made, UTC will be able to administer it on campus and would do that through the Collins Street Annex site also.
- Building projects. The Hunter Hall renovation is going to start this spring, funded by the State of Tennessee. UTC is self-funding the McKenzie Arena addition/renovation project. The initially budget, which was approved through the State Building Commission, was \$22 million, but as the project has neared completion, the cost estimate is now \$29.15 million, an increase of \$7.15 million. UTC is going to bond some of the funds and get some additional gift funding to cover the costs, and the revised budget will go back to the State Building Commission next month for approval. The Chancellor indicated that he does not anticipate any problems because it is self-funded.
- UTC is moving forward with planning for a health science and nursing building. UTC is working with the Hamilton County mayor, Mayor Coppinger, who has been wonderful to deal with. UTC is discussing taking ownership of the parking lot property owned by the County on the corner of East Third Street and Palmetto Street, opposite the Kennedy Outpatient Center for the Children's Hospital. This has moved along pretty far now, and Chancellor Angle is confident the project will go forward. Chancellor Angle also mentioned that the Governor's budget was funding the formula.
- Salary increases. The State is funding about 60% of a 4% increase; UTC will have to come up with \$1.5 million from other sources to make up the difference. UTC is looking at proposing a 2% tuition increase for the coming year, which should cover the salary increases. Chancellor Angle thanked the State delegation for their support for the funding

received from the State, noting that they have been strong advocates for UTC and great partners to help UTC compete.

Chair LeRoy asked about the impact of the COVID-19 pandemic on student housing space and whether a number of dorm rooms would be set aside again next semester for students who need to quarantine. Chancellor Angle responded that UTC has 279 beds available for isolation or quarantine, primarily all of which are in Stagmaier Hall. Chancellor Angle stated that there have been disruptions during the year, noting as an example, that all of the football receivers, linebackers and coaches were in quarantine for the first week of the semester and that UTC postponed the first football game from the 20th of February to the 27th of February as a result.

Chancellor Angle noted that the student-athletes' academic performance is the best UTC has ever seen, with an average 3.4 last semester and a 90% graduation rate. He further noted that the overall student retention rate has gone up in spite of COVID-19, but UTC remains concerned about the interpersonal side of a college education and interacting with other people, and developing social and support networks. The Student Affairs staff is working hard to be creative and get events and activities for students to be out. The students appear to be really happy to have more face-to-face options, and UTC is looking forward to a fall that will be much more like the fall of 2019. Chair LeRoy commented that it was encouraging to get the news that the UT System plans to open up as usual during the Fall 2021 semester.

XIX. ACADEMIC AFFAIRS UPDATE

Chair LeRoy next called on Provost Hale for an update on Academic Affairs. Provost Hale noted that, as the Chancellor said, UTC is planning on a Fall 2021 semester that looks a lot like the Fall 2019 semester did. However, being unsure about the trajectory the virus might take, he has asked the deans to have a fallback position ready in their scheduling and planning that would resemble the Spring 2021 semester in terms of the distribution of course modalities. UTC is hoping to keep students excited for the fall of 2021 with something that looks very normal and quite usual for the students who would have matriculated to UTC before the pandemic began.

- *Strategic Plan:* Provost Hale also provided an update on the 2025 Strategic Plan. He noted that a lot of the heavy lifting for the coordination of the process has been done with the assistance of David Steele, Alexis Hurley and Tom Griscom, and the subcommittee chairs, including Vice Chancellors Farnsworth and Forrest. The participants from the campus community and the greater Chattanooga community participating in the process to date have done some incredible work. The Chancellor's charge was for continuity and renewal. The renewal portion is to continue to do what UTC is doing well but also to reimagine some of the goals and some of the strategies for reaching the goals that were in the previous strategic plan. The vision, mission and values did not change, but there are some things that will change.

The process began with four subcommittees: one related to teaching and learning; one related to diversity, equity and inclusion; one related to research and innovation, and another related to stewardship. Those four subcommittees correspond roughly to the four sets of goals or the four pillars that were in the current strategic plan. Those subcommittee are co-chaired by members of the faculty and staff on campus. Each of subcommittee has between twenty and thirty members, and each of them includes either community representation and/or student

representation, so UTC is getting input from a very broad spectrum of our community partners as well as students, faculty and staff.

Aside from the four subcommittees, there is also an Integration Committee, charged with taking the reports from the four subcommittees and creating a document that integrates the subcommittee reports into a single document. This committee is comprised of some members who were not on the subcommittees and some members from the four subcommittees who moved over to the Integration Committee. The Integration Committee will meet for the first time this coming Friday, and it will begin crafting a document that will be shared more widely with the Chattanooga community, the campus community and various constituency groups to get feedback and suggestions. The Board is represented on the Integration Committee by Chair LeRoy. UTC wants to make sure that the entire process is as transparent and as inclusive as possible, and there is a website set up (utc.edu/StratPlan) where one can find a timeline, the subcommittee composition, the Integration Committee composition and other information.

The subcommittees are reaching out to members of the campus community and the greater Chattanooga community to gather information they might need in order to put their reports together, and there has been engagement from community stakeholders that is quite broad. Over 75% of the respondents who have put something in the campus-wide suggestion box were not involved in the prior plan which means that UTC is not hearing from the same people over and over again and that there are some new voices recommending things, including people who are new to the campus community and some who did not participate in the last strategic plan.

Provost Hale provided an update on some of the work of the various subcommittees.

- The Teaching and Learning Subcommittee is keeping its focus on the mission of teaching excellence, outstanding student supports, experiential and high impact learning environments, and alignment with State and regional workforce needs. It is involved in reimagining UTC's general education requirements, which is important because the General Education curriculum is the only common experience that every single UTC student has. UTC is looking at developing a General Education curriculum that really focuses on what kinds of skill sets students need to succeed when they graduate and enter the workforce. There is discussion of developing more innovative and flexible instructional modalities, which has accelerated because of the global pandemic. The pandemic has spurred UTC to be more flexible with instructional modalities and more adaptable to changes. Finally, there is a commitment to cohort experiences in which the same students will be scheduled in many of the same classes, which will help facilitate intellectual and social connections between students. Such environments are shown to play a very important role in enhancing student success and student retention from year to year.
- The Diversity, Equity and Inclusion Subcommittee is taking a comprehensive approach to equity, diversity and inclusion that will pervade the entire strategic plan, and UTC is relying on its incredible community connections in order to make that happen. In the Provost's view, diversity, equity and inclusion is an incredibly important goal for UTC,

because it is a really important aspect of student success initiative. The more diverse the faculty is, the more that students, and especially students from underrepresented groups, will want to stay on campus and so UTC's student retention numbers and student graduation numbers will go up. There will be more specific definitions and metrics for this goal in the new strategic plan compared to the last strategic plan that will allow for accountability for making progress on its goals.

- The Research and Innovation Subcommittee remains focused on applied research and research that has an intentional community impact. UTC also wants more thoughtful integration between teaching and research so that the research being performed informs what goes on in the classroom and vice-versa. It is also the case that the research and innovation that takes place will, just as equity, diversity and inclusion will, pervade other aspects of the strategic plan. UTC wants more specific definitions and metrics to help raise the research profile of the university.
- The Stewardship Committee is keeping a focus on student support and student success. UTC is focused on finding supplemental revenue streams and a commitment to transparency and accountability. This strategic plan will include strategies related to the health and wellness of the campus community. There is also intentional integration with the campus master plan, and the campus master planning process will begin shortly.

Provost Hale stated that the subcommittees have finalized their draft reports and that the Integration Committee's review and preparation of the reports will begin this Friday. The campus and community input points will be occurring with some regularity and coming up pretty rapidly, along with the review by this Board before it is completed and submitted to UT Board of Trustees for approval. The target is to be able to have the strategic plan approved by the UT Board of Trustees at its June 2021 meeting.

- *SACSCOC Accreditation Reaffirmation:* Provost Hale also reported that, simultaneously with the development of the strategic plan, the campus is beginning to make more substantial progress towards the reaffirmation of its SACSCOC accreditation. Theresa Liedtka, the Dean of the Library, would be the project manager to help with the process. One of the things that is required in every SACSCOC reaffirmation is a Quality Enhancement Plan (QEP), and it is a commitment that every campus makes over that next 10-year period of time with a specific strategic initiative that is supposed to enhance the entire campus. A QEP Committee has been formulated to develop the Quality Enhancement Plan. A timeline and charge are being prepared for the committee so it can begin its work. The budget for the SACSCOC reaffirmation process, which is not an inexpensive process, is nearly finalized as well. In summary, the reaffirmation for UTC's accreditation is moving along and on schedule. UTC received a one-year variance because of the COVID-19 pandemic, so SACSCOC representatives will now be on campus in the spring of 2023 for their campus site visit. UTC is happy to have Dean Liedtka on board. Provost Hale stated that Dean Liedtka is a person who gets things done and he anticipates that the process will go smoothly.

Chair LeRoy thanked Provost Hale and opened it up for questions. Chair LeRoy noted that it sounded like a very compressed timeline for the strategic plan. Provost Hale responded that it is a very compressed timeline but one that a lot of thought was given to and that UTC is confident

that it can be met. He commented that the subcommittees did incredible work in a relatively short period of time and it is moving right along.

Provost Hale concluded his report, stating that the other things that he would have mentioned about Academic Affairs, the Chancellor covered quite ably. He is really pleased with the response of the entire campus community related to the way that fall worked for UTC. Provost Hale wanted to lead by example, and so he, Vice Provost Matt Matthews, and Vice Chancellor for Enrollment Management and Student Affairs Yancy Freeman are all teaching face-to-face classes this semester. There are still a number of faculty members who are a little anxious about returning to face-to-face instruction, and they thought that it was important to be out in front of that issue, and his students are excited to have a face-to-face class. The virus and its dangers have been taken seriously. Safety protocols to keep the campus community safe have been taken very seriously and they have worked. He thinks it is a credit to the entire campus community, but especially to the University Health staff. He remarked that Dr. Chris Smith, Dr. Dawn Ford, and Dr. Yasmine Key, have done really incredible work for UTC.

Chair LeRoy thanked Provost Hale for his report.

XX. ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS UPDATE

Chair LeRoy called on Dr. Yancy Freeman to give an update on enrollment and student affairs. Dr. Freeman opened by saying that he is the most blessed and fortunate person on campus to get to work with a group of very talented unsung heroes who have been on campus fully since March of 2020 when UTC started vacating students out of the residence halls. He stated that he is very proud of the persons in his division in particular and the tremendous amount of work that they have done to not only keep the entire campus safe but also to encourage students and to be a sounding board and a friendly face when they needed it.

A copy of Dr. Freeman's slideshow presentation can be found [here](#). Dr. Freeman's report included the following key notes:

- Student enrollment. UTC's enrollment numbers are basically flat compared to last year. Enrollment is three-tenths of a percentage point down from last spring, which is not too bad considering some of his colleagues across the state had double-digit decreases in their enrollment overall. In the fall, it was slightly ahead of the last fall, and this spring it is just slightly below where it was last spring, so the campus has not received a significant enrollment hit. Graduate enrollment was up a little bit and undergraduate was down a little bit, but overall it remained stable.
- Housing. Occupancy rates for spring in Probasco South Campus housing are at 86% of total rentable beds; North Campus is at 73%, and the total is 80% overall for the campus. Normally occupancy is around 100% for the fall and mid-90s in the spring, so the pandemic has had an impact on campus housing occupancy rates. However, is anticipated that the North Campus housing budget will at least be even and that there will be some surplus funds for South Campus Housing. Campus residents were tested prior to coming back in the spring, with less than 1% positivity rate for those students who tested. There is continued additional cleaning and sanitizing in those buildings. Housing has also implemented a no-visitor policy to limit the number of people coming in and out of the

residence halls. Housing has also been doing routine testing, and everyone who has gone in and out of housing, including the residence directors and the janitorial facilities staff, have been tested. There are 279 quarantine/isolation beds on campus for students. Dr. Freeman also reiterated that 1600 of the approximately 2800 residential students made the Deans' List, which was 54% of residential students overall. That number is usually around 35%. Students have excelled academically, and the data continues to show that the best way to get on the Dean's List and to do well academically and acclimate to the campus is to live on campus.

- Health and wellness. UTC has focused on continuing to increase counseling and telehealth services. UTC is doing tele-counseling, tele-advising, and tele-health appointments, and there are after-hours appointments for students. There are so many resources available for students around help, action and resources, and the students are taking advantage of them.
- Student cohorts. The Cohort 2025 program is going to be a signature program for the campus entering into the Fall 2021 semester. Cohort 2025 will provide a cohort experience for all new freshmen students starting in Fall 2021. There will also be living-learning communities or other residential programs, so there will be a very strong residential component to Cohort 2025 that should serve to further connect students to their cohort members and to the campus.

Chair LeRoy thanked Dr. Freeman for his presentation and opened it up for questions. Chair LeRoy asked if the application process for Fall 2021 was underway yet. Dr. Freeman confirmed that it is underway and has been since August 1, 2020. The number of applications started very low compared to past years, but applications have picked up and new freshman applicants are currently dead even with where they were last year. Dr. Freeman does have concerns about transfer numbers because Chattanooga State, Cleveland State and Motlow State all experienced double-digit decreases in enrollment this past fall and spring. Those are UTC's major feeder schools for transfer students, and transfers are significantly down right now. He is hopeful it will begin to catch up as more individuals get vaccinated and feel more comfortable with coming back to college campuses.

XXI. FINANCIAL REPORT AND BUDGET PREVIEW

Chair LeRoy called on Vice Chancellor Tyler Forrest for a financial report and budget preview.

Mr. Forrest expressed his pleasure with the great work of the financial teams, operational teams and emergency services teams throughout the pandemic. They have gone above and beyond to not only maintain the health of the campus but also the financial well-being of the campus.

He then presented an overview of the University's current financial status. A copy of Mr. Forrest's slideshow presentation can be found [here](#). Mr. Forrest's report included the following key notes:

- The revised budget that was adopted last fall is sitting right now at about \$204 million dollars. \$60 million of that \$204 million is coming from State appropriations; this figure has topped 30% for the first time in several years. UTC is very thankful for the support of the Board as

well as the local State delegation for continued support to help get that number up as it truly does make a big difference in keeping the amount in tuition and fees down.

- On the expense side, 49% of the expense budget sits within Academic Affairs, going straight to the instructional costs of the institution, which is within the range UTC wants to maintain. The other big expense component is Student Services, which consists of athletics, general student support, and scholarships. On the revenue side, tuition and fees were at about 97%. Collections are expected to exceed 100% by the end of the fiscal year. State appropriations are only sitting at 66% but that will also be at 100% by the end of the fiscal year. The only other revenue item Mr. Forrest brought to attention was sales and services which will be down in that category, largely due to Athletics because of lower ticket sales resulting from the pandemic. Expenses are trailing at about \$112 million in total expenditures, which is right on par with what would be expected. There is another \$51 million outstanding in encumbrances, so where there is a \$44 million surplus right now, there will not be a \$44 million surplus come the end of the fiscal year. It will likely be, assuming the trends continue, a few million dollars surplus, which is where we prefer to keep it at the end of every fiscal year.
- The general campus reserves, unobligated, are about \$6.5 million. There are some other reserve categories as well, the two largest being mandatory fees, which is 100% designated to various projects and student activities on campus, and auxiliaries, sitting at \$7.3 million. That is also used for future capital maintenance, capital outlay projects, and anything unexpected that comes up in managing some of those pretty extensive units throughout the year. The fund balance continues to be strong and well within the THEC range, sitting at \$9.1 million in the unlikely event we need that. These are good numbers; UTC wants them to be as high as they possibly can going into a SACSCOC accreditation visit within the next couple of years as SACSCOC looks at these numbers very closely from a financial health standpoint.
- The CARES Act is most commonly known in higher education as HEERF I, with the most recent allocation from Congress referred to as HEERF II. HEERF I is almost entirely expended on campus or obligated. Those dollars have been used to impact 4,800 students. Through block grants and emergency funds, \$2 million was prorated back to the auxiliary units for refunds that were given. He anticipates being able to prorate even more of those refunds that were given last fiscal year as well going into the end of this fiscal year, that will help those units a little bit more. Those dollars have been used to purchase PPE, cleaning supplies and Plexiglass. A tremendous amount of the dollars have been used to support technology enhancements for individual students and in various classrooms to allow for teaching online. HEERF II are the funds most recently received through the federal Department of Education allocation. Going out tomorrow will be additional block grants to students within the parameters outlined in that act, and those will total right at about \$4.7 million. It is anticipated that they will impact about the same number of students as the last time. Chancellor Angle has also supported adding \$1 million of the institutional funds received from this HEERF grant to the student emergency fund, which was found to be very helpful last year in supporting students who really got in a bind as a result of COVID-19 or other just unfortunate life circumstances. A good bit of these funds will also be used for testing costs so UTC can keep the campus open. A continued testing program is needed, so these dollars will be used for that as well. This HEERF II can be used for revenue lost, which was something that was

much more limited in HEERF round one. UTC will try to offset some revenue that was lost where the auditors and the Department of Education can agree, to put these funds to the best use. Like the previous fund, it will be used to continue to purchase PPE, technology and other upgrades as needed.

- Because UTC has been more successful with student progress and retention, scholarship costs increased more than initially planned. This has been occurring for the past couple years and UTC backfilled it with non-recurring money as needed, but right now the scholarship gap between funded and actuals has grown to about \$2 million, and UTC expects that gap to be right at \$4 million in FY22. That's a challenge but a good challenge to have. UTC is working through the budget process right now and trying to figure out how to address that over a multi-year period and close that gap, because it is something that has to continue to be invested in. Athletics will continue to be a challenge just based on the nature of the situation but hope to see a recovery there as well. Regarding the budget process, there was a meeting with the internal UPRAC yesterday and then Chancellor Angle and his team will finalize the budget, hopefully in March, with a townhall in April, a presentation to this Board in May, and then, if the Board approves the budget recommendation, it would go to the UT Board of Trustees in June for its final approval.
- UTC was fortunate to get good news from Governor Lee's proposed budget, which will hopefully be adopted "as is" by the General Assembly later this year. UTC is also pushing for a 2% increase in tuition and fees. Both of those are key for UTC's financial success. There was not a tuition increase at all last year. Just to cover some inflationary costs, a 2% increase would be reasonable going into this coming year. If approved, that would bring in about \$2.2 million. An additional \$2.3 million will come in from round three of "Soar in Four." This is where students are being phased into that program and those have specific allocations that have to be followed on those funds. UTC should get about \$1.4 million from the State as a result of the revenue growth formula, and \$2.5 million on a 4% salary pool. UTC will get additional funding for group health insurance, which keeps premiums low for our employees, and hopefully will not have a large increase there. A 2% increase in mandatory fees is being considered, largely due to the need to move the UC programming project and capital renovation project forward, and then a 3% increase in all of the auxiliary unit, because those units do not receive any State appropriations.

Chair LeRoy thanked Mr. Forrest for his presentation and asked if there were any questions. Chair LeRoy noted that the requested 2% tuition increase will not be welcome but that it is important to remind everyone that UTC did not request an increase last year and has not had an increase for two or three years and inflation, while low, does exist. He further added that he thought UTC is the lowest in the UT System in terms of tuition. Mr. Forrest confirmed that, sharing that, based on statewide market share, UTC is right on the lower middle segment and thus competitive statewide.

Ms. Hoffman asked about the voluntary retirement option and its financial impact thus far. Mr. Forrest shared that there are about 30 individuals taking advantage of that program and the division leaders have used those dollars to do some internal reallocations within the divisions and move them to higher priorities, in some cases not replacing the position that retired but perhaps shifting it to something else. UTC will begin realizing next fiscal year some central

benefits savings as a result of the program, because most of the individuals who retired are part of the grandfathered-in retirement system and the new ones will be part of the new hybrid system which is less costly to the university. Mr. Forrest concluded that the program has been successful twice now and he imagines that in the next 4-5 years UTC might consider it again.

XXII. APPOINTMENT OF STUDENT REPRESENTATIVE

Chair LeRoy next addressed the appointment of a new student representative on the Board. He noted that Rachel Worley has been with the Board for most of the last year and her term is not yet over. With the way the academic year is running and having to do things through Zoom, the Board members were unable to visit the candidate's presentations to the Student Government Association (SGA) but David Steele provided a video for each of them to watch on the two candidates. Mr. Steele also sent out their profiles, with student activities, GPA, and involvement in campus and outside activities. The SGA gave favorable recommendations to both candidates.

Chair LeRoy commented that he was very impressed with Omar Dedovic, mainly because of his involvement with the students and on-campus life, his involvement in SGA and where he hopes to go. Chair LeRoy then moved that Omar Dedovic be appointed as the next student representative and called for a second. Judge Barker asked if Omar was the second person on the video or the first. Chair LeRoy responded he was the first. Judge Barker noted that he liked the second one better, but it was close. Ms. Hoffman seconded Chair LeRoy's motion. Chair LeRoy then called for any discussion. Dr. Harvey noted that she did not see the videos, but she did read their materials and she was also impressed with Omar's background and his forethought. Chair LeRoy agreed his responses were very good, noting that he particularly liked the way he kept referring back to what he could do to make things better for the students, which is what the student representative is all about. He then asked if there was any other discussion. There being none, he called for any further nominations. There being none, a roll call vote was taken, and Omar Dedovic was elected unanimously.

Chair LeRoy commented that the Board will miss Rachel Worley, but will still have one more meeting with her, and that they appreciated her patience and participation. He remarked that it has not been an easy year to be involved but she has been with the Board every time and is certainly appreciated and look forward to seeing her through the rest of her term. Ms. Worley thanked him and noted that she will be considering graduate school at UTC.

XXIII. OTHER BUSINESS

Chair LeRoy noted he had not been contacted by any Board members about any issues to raise. He noted that there may be a couple of things to look at coming up in terms of the bylaws and how the Board operates, but nothing to bring before the Board today and probably not at the next meeting. Chair Leroy asked if there was any other business. Chancellor Angle asked the Board if they would like a meeting set up with local delegation in the General Assembly. Hamilton County has the Chair of the Senate Budget Committee and the House Budget Committee represented on its delegation. The representatives are always interested in higher education, noting that it is one of their priorities and that they might want to have the opportunity to interact with the Board. It has been done before, and Chancellor Angle thought it went well. Chair LeRoy was in favor of meeting with the representatives, noting that they are probably not going to be able to meet while they are in session, but maybe sometime in April before the May Board meeting. Chancellor Angle agreed he would work with Patsy Hazlewood, the chair of the local delegation, to set

something up. Chair LeRoy shared that he was at the last meeting with the Board and representatives and thought it was very helpful to hear directly from the legislative delegation.

XXIV. CLOSING REMARKS

None.

XXV. ADJOURNMENT

Chair Leroy asked for a motion to adjourn. Judge Barker so moved, and the motion was seconded. A roll call vote was taken, and the motion passed by unanimous vote. The meeting was adjourned.

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Appendix B

**SECOND AMENDED AND RESTATED BYLAWS
OF
THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA
ADVISORY BOARD**

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Article I Name and Purpose

Section 1.1 Name. This advisory board has been established pursuant to Tennessee Code Annotated §§ 49-9-501 through -503 and shall be known as The University of Tennessee at Chattanooga Advisory Board, hereinafter referred to in these Bylaws as “Advisory Board.”

Section 1.2 Purpose. The purpose of the Advisory Board shall be to carry out the responsibilities outlined in Section 2.1 of these Bylaws.

Article II Responsibilities

Section 2.1 Enumerated Responsibilities. Pursuant to Tennessee Code Annotated § 49-9-503(a), the Advisory Board shall have the following responsibilities:

- (a) Submit a recommendation regarding the proposed operating budget, including tuition and fees, for the campus in accordance with the process established by the University of Tennessee (“University”) Board of Trustees (“Board of Trustees”) pursuant to Tennessee Code Annotated § 49-9- 209(d)(1)(N);
- (b) Submit a recommendation regarding the strategic plan for the campus in accordance with the process established by the Board of Trustees pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(O);
- (c) Advise the Chancellor regarding operations and budget, campus master plan, campus life, academic programs, policies, and other matters related to the campus and as may be requested by the Chancellor from time;
- (d) Under the leadership of the Chancellor, seek to promote the overall advancement of the campus and The University of Tennessee System;
- (e) Advise the Board of Trustees or the President on matters related to the campus or the system as may be requested by the President or the Board of Trustees from time to time; and
- (f) Comply with the Tennessee Open Meetings Act, Tennessee Code Annotated § 8-44-101 *et seq.* except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 2.2 Conflict with Board of Trustees Prohibited. As provided by Tennessee Code Annotated § 49-9-503(b), the responsibilities of, and any actions taken by, the Advisory Board shall not conflict with or inhibit the authority of the Board of Trustees.

Section 2.3 Member Responsibilities. Each member shall conduct any efforts on behalf of the Advisory Board within the scope of the responsibilities provided in Section 2.1 of these

Bylaws and in compliance with applicable University policies.

Article III Membership

Section 3.1 General. Membership on the Advisory Board is governed by the provisions of Tennessee Code Annotated § 49-9-501. The following sections represent a summary of some of the key statutory provisions.

Section 3.2 Number of Members and Appointing Authority. Pursuant to Tennessee Code Annotated §§ 49-9-501, the Advisory Board shall consist of five (5) members appointed by the Governor, one (1) faculty member appointed by the campus Faculty Senate, and one (1) student appointed by the Advisory Board. The Chancellor shall ensure that each new member receives a copy of these Bylaws and is notified of the expectations and responsibilities of membership.

Section 3.3 Term of Members Appointed by the Governor. The terms of the initial members appointed by the Governor shall be two (2), three (3), and four (4) years, as designated by the Governor, beginning on the date of appointment and ending on June 30 of the last year of the designated term. For all subsequent appointments by the Governor, the term shall be four (4) years from July 1 through June 30. All members appointed by the Governor must be confirmed by joint resolution of both houses of the Tennessee General Assembly; provided that if the General Assembly is not in session when an appointment is made, the members shall serve for the appointed term unless the appointment is not confirmed within ninety (90) calendar days after the General Assembly next convenes in regular session. Members may not serve more than two (2) consecutive terms but may be reappointed after four (4) years have elapsed since the last date of service on the Advisory Board.

Section 3.4 Term of the Faculty Member. The term of the initial faculty member shall begin on the date of the initial meeting of the Advisory Board and end on June 30 of the next year. For all subsequent faculty member appointments, the term shall be two (2) years beginning July 1 and ending June 30.

Section 3.5 Term of the Student Member. The term of the initial student member shall begin on the date of appointment by the Advisory Board and end on June 30 of the same year. For all subsequent student member appointments, the term shall be one (1) year beginning July 1 and ending June 30.

Section 3.6 Governor-Appointed Board Member Vacancies. If a vacancy on the Advisory Board occurs by death, disability, or resignation of a Governor-appointed board member, the Governor shall appoint a successor for the remainder of the term. If a vacancy occurs by reason of expiration of a term, the board member whose term has

expired will serve until a successor is appointed. If the Tennessee General Assembly is not in session at the time a member is appointed by the Governor to fill a vacancy resulting from the expiration of a term, the member whose term has expired will serve until a new appointee is confirmed by joint resolution of both houses of the Tennessee General Assembly. If the Tennessee General Assembly is not in session at the time a member is appointed by the Governor to fill a vacancy not resulting from the expiration of a term, the new appointee will serve for the term appointed unless the appointment is not confirmed by joint resolution of both houses of the Tennessee General Assembly within ninety (90) calendar days after the Tennessee General Assembly next convenes in regular session following such appointment.

Section 3.7 Student and Faculty Board Member Vacancies. The cessation of the faculty member's employment or full-time faculty status with the University during the faculty member's appointment term vacates the faculty member position on the Advisory Board, and the Governor shall appoint a faculty member satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term. The cessation of the student member's full-time enrollment status during the student member's appointment term (excluding enrollment status during the summer semester) vacates the student member's position on the Advisory Board, and the Governor shall appoint a student satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term.

Article IV Conflict of Interests

Section 4.1 General Conflict of Interests. Members shall not use the authority, title, prestige, or other attribute of the office to acquire benefit or gain for themselves or for any relative. Nor shall members use the authority, title, prestige, or other attribute of the office to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters. Members shall not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect the member's independence of judgment in performing official duties; however, this shall not be construed to prohibit acceptance of benefits from the University provided to all members by virtue of the office or provided in connection with donations to the University.

Section 4.2 Financial Conflict of Interests. It shall be the duty of each member of the Advisory Board to avoid any financial conflict of interests as defined in this Section 4.2. Tuition and fee payments, scholarships and other financial aid awards, and donations do not constitute a financial conflict of interests. Salary, a stipend, and other compensation for services paid by the University to the faculty member and student member of the Advisory Board do not constitute a financial conflict of interests.

Section 4.2(a) Direct Interest. A financial conflict of interests exists when a member has a direct interest in a contract with the University. “Direct interest” means a contract with the member personally or with any business in which the member is the sole proprietor, a partner, or the person having the controlling interest. The interests of a member’s spouse and children shall be treated as the member’s interest for the purpose of determining whether the member has a direct interest. “Controlling interest” means the individual with the ownership or control of the largest number of outstanding shares owned by any single individual or corporation.

Section 4.2(b) Indirect Interest. A financial conflict of interests also exists when a member has an indirect interest in a contract with the University unless the member has disclosed his or her interest in accordance with Section 4.2(c). “Indirect interest” means a contract in which the member has an interest that is not a “direct interest” as defined in Section 4.2(a). The interests of a member’s spouse and children shall be treated as the member’s interest for the purpose of determining whether the member has an indirect interest.

Section 4.2(c) Attempt to Influence a University Contract. A member shall not attempt to influence any person who is involved in making or administering a contract with the University if the member would derive a direct benefit from the contract. Nor shall a member solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University. This Section 4.2(c) shall not be construed as constraining the faculty member of the Advisory Board, as part of their normal faculty duties, from pursuing externally-funded contracts or grants for the University which may potentially benefit the faculty member directly or indirectly.

Section 4.2(d) Disclosure of Financial Interests. Initial members of the Advisory Board shall file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board shall file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in this Section 4.2 shall provide written notice to the Chancellor within seven (7) calendar days.

Section 4.2(e) Addressing Financial Conflicts of Interest. The Chancellor shall review all disclosures of financial interests filed by members with the Chair of the Advisory Board. It shall be the responsibility of the Chancellor to take necessary or appropriate steps to address any potential or actual financial conflict of interests of any member.

Article V

Officers

Section 5.1 Chair. The presiding officer of the Advisory Board shall be the Chair, who shall be elected by the Advisory Board. The term of the initial Chair shall begin on the date of election and end on June 30 of the following year. Thereafter, the term of the Chair shall begin on July 1 and end on June 30 of the second succeeding year. The Chair may not be elected to more than three (3) consecutive terms except upon the affirmative roll-call vote of a majority of the total membership. The Chair shall preside at all meetings of the Advisory Board; shall be responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board; and shall be the spokesperson for the Advisory Board. If the Chair knows in advance that he or she will not be able to attend a meeting, the Chair shall appoint a Chair *pro tem* to preside over the meeting. In the unexpected absence of the Chair, the Chancellor shall preside over the meeting until the Advisory Board acts to appoint a Chair *pro tem*.

Section 5.2 Secretary. On the recommendation of the Chancellor, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; prepare and maintain minutes of Advisory Board meetings; maintain a current set of the Bylaws and a record of all Bylaw amendments; and maintain all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

Article VI Operating Budget

Section 6.1 General. Financial support for the work of the Advisory Board shall be provided exclusively from the campus operating budget through established budgetary procedures. The Advisory Board's receipts and expenses shall be budgeted and accounted for in separate accounts. The accounts shall be specifically identifiable in the detail of the operating budget.

Article VII Meetings

Section 7.1 Regular Meetings. In accordance with Tennessee Code Annotated § 49-5-502(a), the Advisory Board shall hold at least three (3) regular meetings each year on a day or days determined by the Advisory Board from year to year.

Section 7.2 Special Meetings. Special meetings of the Advisory Board may be called by the Chair or the Chancellor when deemed necessary.

Section 7.3 Location of Meetings. Regular and special meetings of the Advisory Board may be held at any location in Hamilton County, Tennessee.

Section 7.4 Notice of Meetings. Notice of meetings may be delivered to members by postal mail, courier, electronic mail, or facsimile transmission. As required by Tennessee Code Annotated § 8-44-103(a) and (b), adequate public notice shall be given of all regular and special meetings. Notice of a regular meeting shall be provided at least seven (7) days in advance of the meeting date.

Section 7.5 Meetings Open to the Public. In compliance with Tennessee Code Annotated § 49-9-503(a)(6), meetings of the Advisory Board shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 7.6 Agenda. An agenda for every meeting of the Advisory Board shall be prepared by the Chancellor in consultation with the Chair and with the assistance of the Secretary. The agenda shall list in outline form each item to be considered at the meeting. When feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, shall be made available to the Advisory Board and the public at least seven (7) days in advance of the meeting. When not feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, otherwise shall be provided to the Advisory Board and made available to the public before the meeting date. Items not appearing on the agenda of a regular meeting may be considered only upon an affirmative roll-call vote of a majority of the total voting membership of the Board. Items not stated in the call of a special meeting may not be considered at the meeting.

Section 7.7 Manner of Voting. In accordance with the Tennessee Open Meetings Act, all votes by the Advisory Board shall be by public voice vote, public ballot, or public roll-call vote, and proxy votes are not allowed. A public roll-call vote shall be required on the following: (1) all motions related to adoption, amendment, repeal, or suspension of these Bylaws in whole or in part; and (2) on any other motion if a voting Board member present at the meeting requests a roll-call vote before a vote is taken or demands a roll-call vote before the Chair announces the result of a vote.

Section 7.8 Participation in Meetings by Electronic or Telephonic Means. The Chair, after consultation with the Chancellor, may allow members to participate in a meeting by any means of electronic or telephonic communication, subject to the following requirements of the Tennessee Open Meetings Act:

- (1) A quorum of four (4) members must be physically present at the location specified in the public notice as the location of the meeting.
- (2) The meeting must be audible to the public at the location specified in the public

notice of the meeting.

- (3) All members must be able to hear and speak to each other during the meeting.
- (4) Any member participating by telephonic or electronic means must identify the persons present at the location from which the member is participating.
- (5) Before the meeting, any member who will not be physically present at the meeting location specified in the public notice shall be provided with documents to be discussed at the meeting with substantially the same content as the documents presented at the meeting.
- (6) All votes shall be taken by roll call.

Article VIII Quorum

Section 8.1 Required Quorum. Four (4) members shall constitute a quorum empowered to transact any business of the Advisory Board.

Section 8.2 Majority of Quorum Required for Action. The action of a majority of the quorum of members present at any meeting shall be the action of the Advisory Board, except as otherwise provided in these Bylaws.

Article IX Committees

Section 9.1 Appointment of Committees. The Chair is authorized to appoint such committees and committee chairs as the Chair may deem necessary from time to time.

Article X Rules of Procedure

Section 10.1 Adopted Rules and Policies; Robert's Rules of Order. Questions of procedure and organization not specifically addressed in these Bylaws shall be governed by rules contained in the most current edition of *Robert's Rules of Order Newly Revised* to the extent applicable and consistent with these Bylaws and any special rules of order, standing rules, or policies adopted by the Advisory Board.

Article XI Adoption, Amendment, and Repeal of Bylaws

Section 11.1 Adoption. These Bylaws shall be adopted by an affirmative two-thirds (2/3) roll- call vote of the total membership of the Advisory Board and shall be provisionally effective until subsequent review and approval by the Board of Trustees.

Section 11.2 Amendments; Repeal. The Advisory Board may change these Bylaws by

amendment, by adoption of one or more new Bylaws, or by repeal of one or more existing Bylaws at any regular or special meeting by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board; provided that a copy of the amendments or new Bylaws to be offered or notation of the Bylaws to be repealed shall be furnished to each member in writing at least seven (7) days in advance of the meeting; and provided further that any change to the Bylaws shall not be effective until approved by the Board of Trustees.

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