



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

FALL MEETING OF THE BOARD OF TRUSTEES	
Friday, October 24, 2025	UT Tower, Plaza Level
10:45 a.m. (EDT)/9:45 a.m. (CDT)	400 W. Summit Hill Drive, Knoxville, TN

AGENDA

- I. Call to Order and Invocation
- II. Roll Call
- III. Opening Remarks by the Chair
- IV. Requests to Address the Board (if any not heard in a Committee)
- V. President’s Address – Information/Discussion
 - A. [UT System Strategic Plan](#) Tab 1.1
- VI. Committee Reports – Information
 - A. Audit and Compliance Committee
 - B. Education, Research and Service Committee
 - C. Finance and Administration Committee
- VII. [FY 2026-27 Operating Budget Appropriations Request for Specialized Units](#) – Action..... Tab 2
- VIII. [Consent Agenda](#) – Action..... Tab 3
 - A. [Minutes of Prior Meeting](#)..... Tab 3.1
 - B. [Board Member Committee Assignments](#) Tab 3.2
 - C. [2026 Board of Trustees Meeting Schedule](#) Tab 3.3
 - D. [Annual Report to the General Assembly](#)..... Tab 3.4
 - E. [Resolution Appointing a Managerial Group for U.S. Government Contracts](#) Tab 3.5
 - F. [Statement of Commitment and Annual Institutional Review Executive Summary, UTHSC](#)..... Tab 3.6
 - G. [Items from the Education, Research, and Service Committee](#) Tab 3.7
 - H. [Items from the Finance and Administration Committee](#) Tab 3.8



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

[Note concerning items VIII.G-H: The Bylaws of the Board provide that any item unanimously approved by a committee that is meeting in conjunction with a meeting of the Board will be placed on the consent agenda of the Board meeting. Therefore, any item that is not unanimously approved in committee will be moved to the regular agenda of the Board. Further, any Trustee may request that an item on the consent agenda of the Board be moved to the regular agenda even if unanimously approved in committee.]

IX. Other Business

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

X. Closing Remarks and Adjournment

Informational Items

[Annual Report – University of Tennessee Foundation](#) Tab 4.1
[Annual Report – University of Chattanooga Foundation](#) Tab 4.2

Be One UT STRATEGIC PLAN

2025-2030



A roadmap to the Greatest Decade and beyond



“

The ***Be One UT 2030 Strategic Plan*** is our roadmap for completing the greatest decade in UT history and setting the pace for the decades that follow.

”





An Iterative and Collaborative Approach

With the support of Deloitte

500+

Total Stakeholders
Engaged

340+

Stakeholder
Survey
Respondents

60+

Stakeholder
Interviews & Focus
Groups

7

Comparator
Systems
Analyzed

12

Executive Steering
Committee
Members

4

Executive
Leadership Work
Sessions

35+

Initial Strategic
Opportunities
Surfaced

8

Priority
Design
Sessions



Our **Mission, Vision, and Values** Remain Unchanged

Mission

Serving all Tennesseans and beyond through education, discovery and outreach that enables strong economic, social and environmental well-being

Vision

Greatest Decade in the history of the University of Tennessee

UT Values



2030 Strategic Priorities & Enablers

Strategic Priority Areas

**Accelerate
Access,
Academic
Excellence &
Student Success**



**Drive
Research
& Innovation**



**Fuel the
Workforce of
Tennessee and
Beyond**



**Advance
Community
Engagement**



Priority Enablers



**Develop
Talent to
Advance Our
Mission**



**Administrative
Excellence**



**Advocacy &
Investment**



**Infrastructure
Modernization**

Strategic Priority



1

Accelerate Access, Academic Excellence & Student Success

VISION

Elevate the well-being and economic standing of Tennesseans and beyond through a transformative academic experience, leading to valued credentials, rewarding careers and prosperous futures for all learners.

Be One UT Goals

Measurable aspirations in alignment with each priority

Expand Access

Drive Academic Excellence

Improve Learner Outcomes

Examples: System-Specific Initiatives

- Broaden the scope & deepen the impact of state & federal financial aid
- Enhance UT Promise
- Improve academic articulation across campuses
- Enhance collaborative enrollment planning across campuses
- Improve nimbleness & reduce time to market for new degree programs
- Increase production of doctors to meet future workforce demands

Strategic Priority



1

Accelerate Access, Academic Excellence & Student Success

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
UT Promise students	2,387	TBD
Average student debt	\$29,694	TBD
Average student debt in-state	\$23,738	TBD
Average student debt out-of-state	\$42,939	TBD
Students who graduate w/o debt (percent of total)	55.3%	TBD
Total enrollment	64,866	71,000
Fully online enrollment	6,880	TBD
Transfer student enrollment	TBD	TBD
Multimodal degree programs	TBD	TBD
Collaborative degree pathways across institutions	TBD	TBD
Time from new academic proposal to final THEC approval	18 months	6 months

Strategic Priority



1

Accelerate Access, Academic Excellence & Student Success

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Emerging or novel academic programs approved	TBD	TBD
Retention – 1 st year	85.8%	TBD
Retention – 2 nd year	TBD	TBD
Retention – 3 rd year	TBD	TBD
Graduation rates – 4-year	57.7%	TBD
Graduation rates – 6-year	65.6%	TBD
Time to degree	4.14 years	TBD
Student experience survey net promoter score	4.23 (out of 5)	TBD
Student Wellness Survey well-being score	TBD	TBD
Six-month post-graduation career outcomes	TBD	TBD

Strategic Priority

2

Drive Research & Innovation

VISION

Position UT as a global leader in research and innovation that delivers economic and societal benefits to Tennessee and the world.



Be One UT Goals

Measurable aspirations in alignment with each priority

Expand State & Federal Advocacy

Strengthen Collaboration

Deepen National Lab Partnerships

Accelerate Commercialization

Examples: System-Specific Initiatives

- Increase state & federal advocacy for research funding & showcase research capabilities
- Expand partnership with Oak Ridge National Laboratory & other National Labs
- Grow intellectual property, licensing & drive entrepreneurship
- Leverage research administration tools
- Enhance research security & compliance

Strategic Priority



2

Drive Research & Innovation

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Federal research priorities achieved	FY25: \$42.5M	Cum. \$300M
Dedicated state research funds secured	\$21.0M in 2025	TBD
Funding to advance statewide research and development	\$55M in 2025	TBD
Total research expenditures	\$524.1M (FY24)	\$730M
Cross-campus collaborations on proposal and awards	TBD	TBD
Research funding with industry, private and foundation partners	\$41.3M (7.9%)	12% of total exp.
Value of industry-supported sponsored projects	\$13.3M/6% of total exp.	TBD
Collaborative training or mentorship programs established	TBD	TBD
Workshops, symposia and networking events highlighting research collaborations	TBD	TBD

Strategic Priority



2

Drive Research & Innovation

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Huron Research Suite modules completed	2/8 modules	8/8 modules
Total research funding associated with National Labs	\$82.0M	\$90M
Faculty and students engaged in research at National Labs	TBD	TBD
Cross-campus partnership agreements with industry	TBD	TBD
Invention disclosures received	171	200
Licenses executed	41	52
Funding received by UT-related startups	\$0	Cum. \$100M

Strategic Priority



VISION

Leverage the unique potential of UT to be the workforce engine of Tennessee, setting a nationwide example for the value of higher education

3

Fuel the Workforce of Tennessee and Beyond

Be One UT Goals

Measurable aspirations in alignment with each priority

Expand UT's Position as a Nimble Workforce Partner

Transform Workforce Development Approaches

Produce More Health Care Professionals, Engineers, Teachers, Etc. in High-Demand Fields

Examples:

System-Specific Initiatives

- Support UT's campuses to scale workforce initiatives and develop employer-driven upskilling, apprenticeships and learning
- Explore & develop new credentials with academic & market value
- Establish pipeline programs from high school through graduate education

Strategic Priority



3

Fuel the Workforce of Tennessee and Beyond

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Work-based learning participation rate	TBD	TBD
Adult learners enrolled (in undergrad or certificate programs)	TBD	TBD
Employer satisfaction score	TBD	TBD
Prior learning credit hours awarded	TBD	TBD
Non-traditional credentials awarded	12,400	TBD
Production of graduates in critical fields	TBD	TBD

Strategic Priority

4

Advance Community Engagement

VISION



Transform communities across Tennessee by forging powerful alliances that drive positive change, elevate the quality of life and deliver tangible benefits for all Tennesseans.

Be One UT Goals

Measurable aspirations in alignment with each priority

**Strengthen Community Partnerships
& Expand Outreach**

**Expand Community-Focused
Research & Scholarship**

Examples: System-Specific Initiatives

- Launch systemwide tracking, marketing & socialization of UT's community impact
- Enhance & leverage the statewide impact of IPS & UTIA
- Scale civic engagement & civil discourse
- Increase partnerships that strengthen TN communities

Strategic Priority



4

Advance Community Engagement

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Communities/counties achieving measurable improvements through expert-facilitated partnerships or projects	TBD	TBD
Economic Impact of ongoing work of UTIA and IPS with new faculty/student service-learning project impacts	TBD	TBD
UT faculty and staff engaged in community-based collab.	TBD	TBD
Public recognition of the UT System as a trusted convener for civic engagement and civil discourse	TBD	TBD
Civic engagement or civil discourse events convened or co-led, and participants engaged	TBD	TBD

Strategic Priority



4

Advance Community Engagement

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Sustained, revenue-generating partnerships producing measurable community outcomes or applied research results	TBD	TBD
Dollar value of externally funded projects or partnerships advancing community-based research or scholarship	TBD	TBD
Projects adopted	TBD	TBD

Strategic Enabler

5

Develop Talent to Advance Our Mission

VISION



Attract, retain, and develop the exceptional talent, anchored in the Be One UT values, needed to position UT as the employer of choice in Tennessee and set UT on a trajectory of continued excellence.

Be One UT Goals

Measurable aspirations in alignment with each priority

Develop & Empower Our People to Excel

Enhance Ability to Attract & Retain Talent

Further a Culture of Well-Being & Belonging

Examples:

System-Specific Initiatives

- Invest in employee wellness & well-being support
- Expand leadership development programming
- Establish clear career pathways for staff systemwide
- Engage in robust succession planning

Strategic Enabler



5 Develop Talent to Advance Our Mission

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Professional development participation	TBD	TBD
Engagement driver improvement rate	TBD	TBD
Employees with documented career pathways	TBD	TBD
Internal promotion rate	TBD	TBD
Leadership development participation	TBD	TBD
Pre- and post-leadership competency scores	TBD	TBD
Time to fill open positions	TBD	TBD
Offer acceptance rate	TBD	TBD
New hire retention rate	TBD	TBD

Strategic Enabler



5

Develop Talent to Advance Our Mission

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Average employee tenure	TBD	TBD
Internal leadership promotion rate	TBD	TBD
Employee net promoter score	TBD	TBD
Faculty net promoter score	TBD	TBD
Engagement with well-being resources	TBD	TBD
Work-life balance satisfaction score	TBD	TBD

Strategic Enabler



VISION

Drive streamlined operations, processes, security and analytical decision-making through the scaling of our enterprise technology infrastructure.

6

Administrative Excellence

Be One UT Goals

Measurable aspirations in alignment with each priority

Enhance Operational Excellence Through Enabling Technology & Continuous Process Improvement

Expand Data Infrastructure & Drive Data-Informed Decision-Making

Examples:

System-Specific Initiatives

- Finalize development of a systemwide data lake
- Establish & maintain robust data governance across the system
- Implement Unified Business Services
- Implement a cloud-based student information system
- Train and develop UT administrators, faculty and staff for enhanced data literacy and utilization

Strategic Enabler



6

Administrative Excellence

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
User satisfaction with technology solutions	TBD	TBD
Time saved associated with key admin. Processes	TBD	TBD
Implement Common Student Information System (Oracle Student Cloud)	Launch Ph. 1: Student Financial Aid	Student financial complete; student mngmt final phase
Units/departments and data domains compliant with data governance standards	TBD	TBD
Usage rate for data dashboards and analytics tools	TBD	TBD
Data literacy score	TBD	TBD

Strategic Enabler



VISION

Demonstrate and strategically communicate UT's collective strengths and impacts across the state and nation to build public support, inform policy and attract continued investment for long-term vitality.

7

Advocacy & Investment

Be One UT Goals

Measurable aspirations in alignment with each priority

Strengthen Strategic Advocacy & Engagement

Bolster & Expand Partnerships for Investment

Examples:

System-Specific Initiatives

- Measure the long-term impact of UT degrees, return on state investment & communicate the value of a college degree to the public
- Leverage UT's strengths to address critical state & federal challenges
- Strengthen fundraising & alumni ties through smarter technology and data use & increase resources

Strategic Enabler



7

Advocacy & Investment

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
Actively engaged alumni	323,000	415,000
Visible UT presence in all counties (Everywhere You Look)	69 counties	95 counties
Federal funding attributed to UT advocacy	\$42.5M	Cum. \$300M
UT state policy and budget priorities advanced	84.6%	100%
State policy outcomes safeguarding UT resources	100%	100%
Brand awareness survey	73%	85%
Everywhere You Look UT Mural Campaign Impressions	8,850	1.13M
Perception of a college degree and UT degree survey	TBD	TBD
State-supported partnerships secured by GRAED	\$183.3M*	\$275M*
Industry-supported sponsored projects	2.6%	TBD
Private support raised	\$2.45B	\$3B

*\$183.3M (cumulative over last 5 years)

*275M (cumulative through 2030)

Strategic Enabler



Infrastructure Modernization

VISION

Continue to modernize UT's physical infrastructure to empower the mission and strengthen statewide impact for decades to come.



Be One UT Goals

Measurable aspirations in alignment with each priority

Enhance, Maintain & Transform UT's Physical Infrastructure

Examples: System-Specific Initiatives

- Create & pursue innovative sources of funding for new physical infrastructure
- Pursue and execute bonding as a strategy to meet infrastructure needs
- Collaborate with internal & external stakeholders to accelerate the capital projects timeline

Strategic Enabler



8

Infrastructure Modernization

Key Performance Indicators

KPI:	2025 Baseline	2030 Target
New square footage	TBD	TBD
Renovated square footage	TBD	TBD
Time saved in project delivery process	295 months	TBD
Cost escalation avoided attributed to time savings	\$5.2M saved	TBD
Funds raised for infrastructure improvements	TBD	TBD
Infrastructure projects supported by non-traditional funding	\$350M	TBD
Number of student beds added	1,956	2,300
Number of student beds renovated	TBD	TBD
Classroom and learning square footage added	TBD	TBD
Classroom and learning square footage renovated	TBD	TBD
Research square footage added	TBD	TBD
Research square footage renovated	TBD	TBD
Total infrastructure investment for the decade	\$4.1B	\$6B



Next Steps

Mobilization and Implementation



Finalize
Benchmarks and
Targets



Create Dashboards



Form
Implementation
Teams

QUESTIONS?





THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **FY 2026-27 Operating Budget Appropriations Request for Specialized Units**

Type: Action

Presenter: David L. Miller, Senior Vice President and Chief Financial Officer

Background Information

The Tennessee Higher Education Commission (THEC) will consider strategic initiative funding requests from UT and LGI specialized units during its fall quarterly meeting on November 12, 2025. UT's specialized units include the Health Science Center, Institute of Agriculture, Space Institute, Institute for Public Service, and System Administration. Requests approved by THEC will go to the state Department of Finance & Administration for consideration of inclusion in the Governor's FY 2026-27 budget proposal.

UT fiscal policy FI0112 (Budgeting Current Unrestricted Funds) requires Board approval for these requests. The President and Chief Financial Officer recommend an appropriations request in the amount of \$3.1 million (recurring) for the benefit of UT Institute of Agriculture to support the creation of a Tennessee Center for Agricultural Innovation (Center), a statewide hub for advancing farm efficiency, precision agriculture, new technology, profitability, and workforce development. More information regarding this request and the proposed Center follows this summary.

Board Action

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

Resolved:

The Board of Trustees hereby approves the FY 2026-27 Operating Budget Appropriations Request for Specialized Units as presented in the meeting materials, which shall be attached to this Resolution after adoption, with authorization for the President and Chief Financial Officer to revise or add to these requests in response to: (1) developments related to state funding priorities that may arise during the upcoming legislative session, or (2) modified requests by the Chancellor/Vice President of a specialized unit.



Establishing the Tennessee Center for Agricultural Innovation

*FY26-27 Budget
Request: \$3.1M
Recurring*

Advancing Precision Agriculture and Farming for the Future

Agriculture is Tennessee's number one industry, contributing more than \$103 billion annually to the state's economy and sustaining thousands of rural communities. Yet global competition and threats, rising input costs, and rapidly changing technology mean that our farmers must constantly adapt to remain profitable while meeting the needs of the country and evolving consumer demands.

To help meet these challenges, the University of Tennessee Institute of Agriculture (UTIA) proposes the creation of the **Tennessee Center for Agricultural Innovation**, a statewide hub for advancing farm efficiency, new technology, profitability, and workforce development. With a \$3.1 million recurring investment, Tennessee will seed tomorrow's agricultural innovation here at home by funding the recruitment of world-class expertise and resources needed to deliver next generation research, technology, and training. The Center builds on UTIA's strengths and existing work in precision agriculture while expanding its capacity to respond faster and on a larger scale to the complex challenges facing Tennessee agriculture, our rural communities, and the nation's food supply.

The Request

UTIA is requesting **\$3.1 million in recurring funding** to establish and sustain the Tennessee Center for Agricultural Innovation.

This investment will:

- Recruit and retain the nation's top researchers and specialists, establishing Tennessee leadership in areas such as ag-applied artificial intelligence, data science, animal nutrition, agricultural sensing, and cybersecurity.
- Acquire technology necessary to deploy next-generation solutions that help Tennessee farms improve efficiency, profitability, and sustainability.
- Expand workforce development through the Herbert College of Agriculture, 4-H, and FFA programs, ensuring students and UT Extension agents are trained in next-generation agricultural technologies.
- Deliver direct, practical solutions to every county through UT Extension, bringing innovation from the lab to the field.



The Impact

The return on investment will be transformative:

- **Strengthening Rural Tennessee:** Farmers and rural regions will gain access to cutting-edge tools, methods, and research that reduce costs, improve yields, and secure competitiveness. For example, advanced technology will increase the productivity and sustainability of Tennessee's livestock sector, which accounts for roughly 40 percent of the state's agricultural receipts.
- **Building Workforce Capacity:** The Center will strengthen UTIA's role in preparing the next generation of agricultural professionals, from undergraduate students to Extension specialists, equipping them with future-ready skills.
- **Securing National Leadership:** Just as the Oak Ridge Innovation Institute positioned Tennessee at the forefront of STEM research, this Center will establish Tennessee as an international leader for agricultural innovation.
- **Multiplying State Investments:** UTIA's \$97 million in research expenditures (2023) are projected to grow to \$150 million by 2030. This Center will attract additional federal and industry dollars, amplifying the impact of each state dollar invested.

Why Now

Other states and global competitors are making significant investments in agricultural technology. Without action, Tennessee risks falling behind in critical areas such as animal health, data-driven farming, and automation. Farmers need timely, research-based innovations to remain profitable in the face of high operating costs and global pressures.

The Lee Administration and the Tennessee General Assembly have taken important steps to preserve farmland and protect Tennessee's agricultural heritage. The Center builds on this progress by providing the tools, technologies, and expertise farmers need to advance their operations and thrive. It complements farmland preservation—and takes a bold move toward ensuring that Tennessee farms remain not only intact but profitable for generations to come.

By creating this Center, Tennessee will anchor agricultural innovation within the state, safeguard its \$103 billion agriculture economy, and ensure that the farmers who feed and sustain our state have the competitive edge they deserve. This \$3.1 million recurring investment secures the brainpower, expertise, and creative innovation pipeline that will equip Tennessee farmers to compete and succeed today, while strengthening the future of rural communities and the state's agricultural economy.



The University of Tennessee Institute of Agriculture—advancing precision agriculture and farming for the future.

utia.tennessee.edu



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Consent Agenda**

Type: Action

Presenter: John C. Compton, Chair of the Board

Background Information

Items on the Consent Agenda are not presented or discussed unless a Board member requests that an item be removed from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Chair will ask if any member of the Board requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the Secretary before the meeting.

Board Action

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion to omit the reading of the minutes of the prior meetings and to approve the items on the Consent Agenda.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

MINUTES OF THE ANNUAL MEETING OF THE BOARD OF TRUSTEES July 1, 2025

The University of Tennessee Board of Trustees met at 12:30 p.m. (EDT) on Tuesday, July 1, 2025. The meeting was held in the Wolford Family Athletics Facility at the University of Tennessee at Chattanooga, Chattanooga, Tennessee.

Trustees Present: John C. Compton, Board Chair; Bradford D. Box; Decosta Jenkins; Shanea McKinney; Lisa Patel (Student Trustee); Christopher L. Patterson; William (Bill) C. Rhodes III; David N. Watson; T. Lang Wiseman; and Jamie R. Woodson.

University Officers in Attendance: President Randy Boyd; Cynthia C. Moore, Board Secretary and Special Counsel; Chancellor Melinda Arnold (UT Southern); Chancellor Lori Mann Bruce (UT Chattanooga); Chancellor Peter Buckley (UT Health Science Center); Chancellor Yancy Freeman (UT Martin); and Chancellor Donde Plowman (UT Knoxville). Other members of the senior leadership and administrative staff were also in attendance.

Ms. Moore announced the presence of a quorum. The meeting was webcast for the convenience of the University community, the general public, and the media.

Opening Remarks by the Chair

Board Chair John Compton opened the meeting and welcomed Jason Leonard, Executive Director of The House ministry, who provided the invocation. Chair Compton extended greetings to Chancellor Lori Mann Bruce (UT Chattanooga) and Chancellor Melinda Arnold (UT Southern) and thanked Dr. Robert Dooley for his dedicated leadership as Interim Chancellor at UT Chattanooga since January 2025.

Chair Compton expressed appreciation to outgoing Student Trustee Lisa Patel for her exemplary service and welcomed Ashlee Mallon, the incoming Student Trustee. He also recognized Dr. Elizabeth Crawford, for her service over the prior year as Faculty Representative to the Education, Research, and Service (ERS) Committee, and introduced Dr. Ken Vickers, from UT Southern, as the next Faculty Representative. Chair Compton also commended the Chattanooga campus for its hospitality and remarked on the substantial number of capital improvements underway.

Requests to Address the Board

Requests to address the Board were heard as part of the Finance and Administration Committee held earlier in the day.

President's Address

President Boyd delivered remarks on the state of the University and provided an update on progress toward the University's ten-year vision, describing 2025 as the midpoint of "The Greatest Decade in the History of the University of Tennessee."

President Boyd's remarks focused on the University's recent achievements, operational highlights, and progress toward its 2030 strategic plan. He described the national environment for higher education as one of "uncertainty but opportunity" and encouraged the University community to "go boldly into the storm" — continuing to advance during challenging times rather than retreating. President Boyd organized his remarks around major strategic themes and provided the following highlights:

Enrollment and Student Success

- Systemwide enrollment is projected to exceed 65,000 students for Fall 2025 — a 4.8% increase and the largest class size in the University's history.
- First-year retention increased to 86%, setting a new record.
- Four-year graduation rate also increased.
- Ongoing development of a systemwide Student Information System (SIS) to modernize academic tracking and data-informed advising.

Teaching, Research, and Innovation

- Renewal of the UT-Battelle contract for management of Oak Ridge National Laboratory (ORNL) for an additional five years, extending the partnership to 30 years.
- Development of a public-private partnership (P3) to construct graduate student housing near ORNL to support research collaboration.

Leadership and Organizational Developments

- Appointment of new chancellors at UT Southern (Dr. Melinda Arnold) and UT Chattanooga (Dr. Lori Mann Bruce)
- Recommendation of Dr. Linda Martin for appointment as Executive Vice President of the UT System (approved later in the meeting).
- Ongoing collaboration with state leadership to secure approval for project financing for academic facilities.

Strategic Partnerships and State Engagement

- Expansion of state agency partnerships led by Associate Vice President Josh Warren, securing approximately \$45.3 million in funding across 17 projects, including a \$25 million rural health care initiative administered through the UT Health Science Center College of Nursing.
- Continuation of the statewide "Everywhere You Look, UT" mural campaign, with 59 murals completed toward a goal of at least one in every Tennessee county by 2030.

Advancement and Fundraising

- Record-setting fundraising performance of \$476,935,994 systemwide, surpassing all prior years.

- UT Knoxville contributed over \$400 million, its best year on record.
- UT Chattanooga achieved its strongest fundraising year excluding one-time transformative gifts.
- President Boyd commended the advancement team for exceptional achievement.

Legislative and Capital Outcomes

- Successful achievement of all FY 2025 legislative priorities, including funding for the Chemistry Building at UT Knoxville and the College of Business Building at UT Martin.
- \$1.9 million in recurring funds to support UT Southern, and \$1.4 million in recurring funds for the Institute of American Civics at UT Knoxville.
- \$45 million to expand science, technology, engineering, and mathematics (STEM) learning through enhancements to four Tennessee 4-H Centers that serve the state's youth.

Strategic Planning to 2030

- Update on the UT System Strategic Plan
 - March–June 2025: Discovery and analysis phase completed.
 - June–August 2025: Visioning phase underway, involving hundreds of stakeholder interviews.
 - September–October 2025: Development and socialization of plan drafts.
 - Plan presentation scheduled for October 2025 Board Meeting.
- The plan identifies four strategic priorities:
 - Accelerate Access, Academic Excellence, and Student Outcomes
 - Drive Economic and Societal Impact through Research and Innovation
 - Fuel Tennessee's Workforce and Talent Needs
 - Advance Tennessee through Community Engagement
- Four enabling priorities were also defined: Cultivating Talent; Leveraging Technology and Data; Advocacy and Investment; and Infrastructure.

Following the presentation, Trustees commended President Boyd's leadership and expressed gratitude to Governor Lee and members of the General Assembly for their support of higher education and the University. The Trustees discussed the importance of measurable metrics, continued communication, and succinct messaging in the strategic plan materials.

Chair Compton observed that, based on the breadth of accomplishments reported, the Board's annual performance review of the President.

Approval of Honorary Resolution – Dr. Steven R. Angle

Chair Compton noted that Dr. Steven Angle retired in December 2024 after more than ten years of distinguished service as Chancellor of the University of Tennessee at Chattanooga, upon his retirement the Board granted him the title of Distinguished Professor and Chancellor Emeritus. In recognition of his leadership, a formal resolution of appreciation was presented for approval.

Upon motion duly made and seconded, the Board of Trustees unanimously approved the honorary resolution for Dr. Steven Angle (*Resolution HR001-2025*).

Chair Compton noted that the framed resolution would be delivered personally to Dr. Angle.

Appointment of University Officer – Dr. Linda Martin

Chair Compton presented a recommendation for the appointment of Dr. Linda Martin as Executive Vice President of the UT System. He acknowledged Dr. Martin's prior service in multiple roles throughout the University organization and expressed confidence in her leadership as part of the President's executive team.

Upon motion duly made and seconded, the Board of Trustees unanimously approved the appointment, initial compensation, and other terms of employment for Dr. Linda Martin as Executive Vice President (*Resolution 026-2025*).

Committee Reports

Audit and Compliance Committee. Committee Chair Decosta Jenkins highlighted three presentations that were delivered in the meeting: (i) a public safety update from UT System Public Safety Coordinator Kelly Mihalik; (ii) a safety and security overview from UT Chattanooga Chief Sean O'Brien; and (iii) an athletic compliance report from General Counsel Ryan Stinnett, which noted that compliance structures across campuses were appropriate and consistent with best practices. He reported that the Committee also met in executive session to review ongoing investigations, audits, and litigation matters as permitted by state law.

Education, Research, and Service Committee. Committee Chair Jamie Woodson outlined several action items being recommended for the Board's approval, including: (i) updated institutional mission profile statements; (ii) proposed faculty handbook revisions (UT Chattanooga and UT Martin); (iii) two proposed academic programs at UT Knoxville; and (iv) the creation of two academic departments at UT Chattanooga (Chemistry, and Physics & Astronomy), which are currently combined. The committee also received updates from Dr. Kari Babski-Reeves regarding national research funding challenges, Dr. Bernie Severance on campus performance metrics, and Chancellors Plowman and Freeman on strategic enrollment plans for their respective campuses. Chair Compton commended the committee's meeting as the "most comprehensive and strategic" held during his tenure.

Finance and Administration Committee. Committee Chair Bill Rhodes summarized the committee's work. He noted that the committee received public comments regarding the option agreement for the Maplehurst property (UT Knoxville) and affirmed the administration's commitment to engaging and communicating with community stakeholders. Key reports included: (i) a summary of financial performance for the year to date; (ii) the proposed FY 2025–26 operating budget; (iii) the proposed UT Southern Master Plan; and (iv) a presentation of capital outlay, maintenance, and demolition requests, along with two real property agreements for UT Knoxville.

Upon motion duly made and seconded, the Board of Trustees in a single vote unanimously approved the following:

- (i) FY 2025-26 Operating Budget (including Salary Plan, Student Tuition and Fees, and Room and Board Rates) (*Resolution 027-2025*);
- (ii) Capital Outlay Funding Requests, FY 2026-27 through FY 2030-31 (*Resolution 028-2025*);
- (iii) Capital Maintenance Funding Requests, FY 2026-27 through FY 2030-31 (*Resolution 029-2025*); and
- (iv) Capital Demolition Funding Requests, FY 2026-27 (*Resolution 030-2025*).

Consent Agenda

Chair Compton asked if there were any requests to remove any items from the Consent Agenda. There being none, upon motion duly made and seconded, the Board approved: (i) the Resolution to adopt the minutes of the prior meeting of the Board; and (ii) the Resolutions pertaining to the other action items included on the Consent Agenda. (A complete list of the approved items appears at the end of these minutes.)

2025 President's Awards

President Boyd recognized recipients of the President's Awards for 2025, honoring faculty and staff who exemplified each of the University's Be One UT values. President Boyd explained that honorees are nominated by colleagues from across the UT System, evaluated by a review committee, and selected for excellence in embodying the University's shared principles. A full list of award winners is filed with these minutes. He announced that awardees would be celebrated at a systemwide luncheon in August and short videos featuring each honoree would be shared later in the summer.

Other Business

Chair Compton recognized Mr. Jack Holden, a longtime staff member who has directed the audio/visual and technology operations of the Board, on the occasion of his upcoming retirement from the University following the July 2025 meeting. He commended Mr. Holden for his professionalism, discretion, and dependability over many years, noting that "everything seems seamless because Jack makes it so." Chair Compton expressed the Board's gratitude for his dedication and wished him well in retirement.

Chair Compton also expressed appreciation to the University of Tennessee at Chattanooga leadership, staff, and volunteers for their efforts in hosting the Annual Meeting and related committee sessions, noting the quality of hospitality and organization.

Closing Remarks and Adjournment

In closing remarks, Chair Compton reflected on themes from the President’s presentation and Board discussions. He emphasized the University’s collective commitment to growth, innovation, and student success even amid national enrollment challenges.

Chair Compton remarked: “It is easier to run a business that grows — and likewise, it is easier to lead a university that grows. Our continued commitment to growth, even in a market that may decline nationally, is critically important to maintaining momentum and advancing the University’s mission.” He further observed that student retention is a key measure of institutional health, stating: “There is no more valued customer than a retained student. It costs more to recruit new students than to retain those already with us. Investing in persistence and completion will strengthen our outcomes and our long-term financial stability.”

Chair Compton connected these remarks to President Boyd’s earlier comments on the lifetime value of alumni engagement and philanthropy, noting that today’s investments in students will yield long-term dividends in alumni support and community impact.

He concluded by thanking Trustees, administrators, faculty, and staff for their dedication to the University’s mission and reaffirmed the Board’s confidence in the UT System’s leadership and direction.

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

Respectfully Submitted,

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

Approved Consent Agenda Items

- President's Annual Performance Review
- Board Self-Assessment Survey Results
- Resolution Appointing a Managerial Group for U.S. Government Contracts
- Standing Resolution Delegating Authority to Board Secretary
- 2025 Institutional Mission Profile Statements
- Authorization for Conferral of Degrees, 2025-26 Academic Year
- Proposed Faculty Handbook Revisions
 - UT Chattanooga
 - UT Martin
- Proposed New Academic Programs
 - Bachelor of Science in Applied Engineering, UTK
 - Bachelor of Science in Applied Cybersecurity, UTK
- Proposed New Academic Units, UTC
- Tenure Recommendations Requiring Board Approval
 - Grant of Tenure upon Initial Appointment
 - Grant of Tenure upon Early Consideration
- Master Plan, UT Southern
- Capital Disclosure Requests, FY 2026-2027
- Lease Agreement (Walmart Property), UT Knoxville
- Option and Holding Agreement (Maplehurst Property), UT Knoxville
- Ratification of Quasi-Endowments Created during FY 2024-25

(See Resolutions 031-2025 through 048-2025)

Attachments

Copies of the following material(s) were shown or distributed at the meeting and are filed with the official minutes of this meeting.

- President's PowerPoint Presentation: *Igniting the Greatest Decade*



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Appointment to Standing Committee**

Type: Action

Background Information

Under the Bylaws, the Board Chair is authorized to make interim appointments of trustees to standing commitments, subject to confirmation by the Board at its next meeting. Chair Compton is bringing the committee appointments for Trustees William Haslam, Andy Holt, and David Wade to the Board for approval.

Resolved:

The Board of Trustees hereby approves the appointment of: (i) Trustees William Haslam and Andy Holt to serve as members of the Education, Research, and Service Committee, and (ii) Trustee David Wade to serve as a member of the Finance and Administration Committee, which appointments will begin immediately and will continue until June 30, 2026 (the expiration date of the current two-year term period applicable to all standing committees).



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.3

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Approval of Board Meeting Dates (2026)**

Type: Action

Background Information

Pursuant to Section 3.1 of the Bylaws, the Board of Trustees shall hold at least three (3) regular meetings annually on a day or days determined by the Board from year to year.

A resolution to adopt the proposed meeting dates for the regular meetings of the Board for calendar year 2026 is presented below.

Resolved:

The Board of Trustees hereby approves the following dates for the upcoming regular meetings of the Board.

2026

Winter Meeting

February 26-27, 2026

Annual Meeting

June 29 – June 30, 2026

Fall Meeting

October 15-16, 2026



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.4

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Annual Report to the General Assembly**

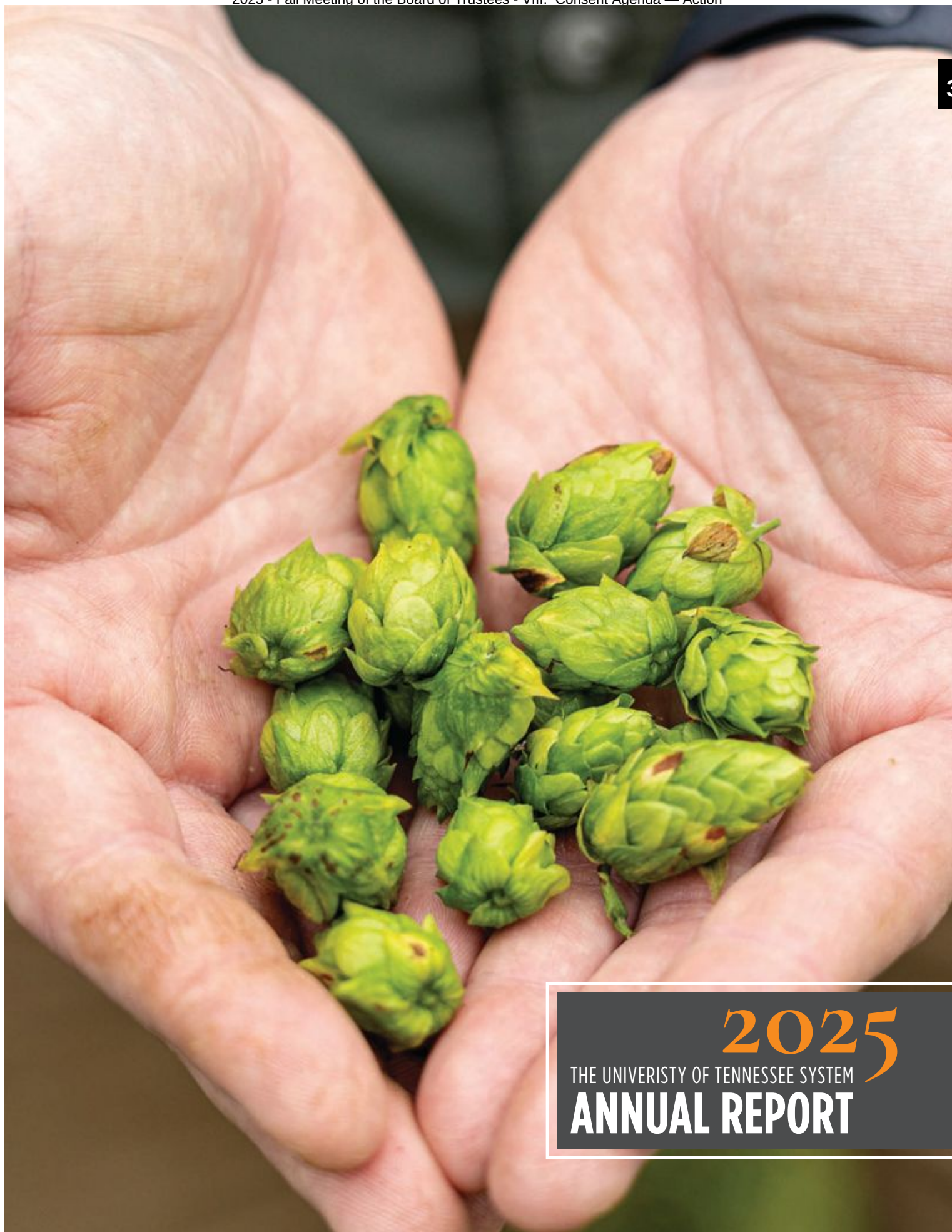
Type: Action

Background Information

State law requires the Board of Trustees to submit an annual report to the General Assembly including enrollment information, financial information, and other information about the operations of the University (*Tenn. Code Ann. § 49-9-208*). The annual report is to be submitted ten (10) days before the General Assembly is to convene. A copy of the draft report is presented for the Board's approval.

Resolved:

The Board of Trustees hereby approves the proposed Annual Report presented in the meeting materials and grants the President of The University of Tennessee authority to submit the Annual Report to the General Assembly on behalf of the Board. Further, the proper officers of the University are hereby authorized to make any necessary technical corrections to ensure that the information presented is accurate in the final report.



2025
THE UNIVERSITY OF TENNESSEE SYSTEM
ANNUAL REPORT

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Cover: Harvesting hops at the East Tennessee AgResearch and Education Center, UTIA staff and students work alongside brewery partners to study Tennessee-grown hops and expand opportunities for local agriculture and brewing. (Photo by Raffae Lazarian)

The 2025 Annual Report was prepared by the Division of Communications and Marketing on behalf of Randy Boyd, president of the University of Tennessee System.

Editors:

Jennifer Sicking
Ellie Dougherty

Designer:

Michael Folkerth



The University of Tennessee System Leadership Team



Randy Boyd
President,
UT System



Donde Plowman
Chancellor,
UT Knoxville



Lori Mann Bruce
Chancellor,
UT Chattanooga



Melinda Arnold
Chancellor,
UT Southern



Yancy Freeman
Chancellor,
UT Martin



Peter F. Buckley
Chancellor,
UT Health Science Center



Keith Carver
Sr. Vice Chancellor/Sr. Vice President,
UT Institute of Agriculture



Herb Byrd III
Vice President,
UT Institute for Public Service



Kerry Witcher
Vice President for Development and
Alumni Affairs, President and CEO
of the UT Foundation, Inc.



UT System President Randy Boyd speaks with UTHSC alumna and UT Board of Trustees member Shanea McKinney (HSC '08) and her husband before the dedication of the Everywhere You Look, UT mural in Sevier County. (Photo by Charles Kemp)

FROM THE PRESIDENT

When we started this journey together, we promised to make this the greatest decade in the University of Tennessee history. In this report, we show how we're delivering on that in ways that will continue to resonate across the state. We're preparing the most students in our history, we're leading in research even as we prepare the next generation of scientists and we're strengthening communities across the state.

We impact the state by transforming the health of people across Tennessee. If anyone can make a difference, it's the UT Health Science Center. We have the desire. We have the ability. Combined, we are unstoppable.

This year, UTHSC earned R1 status, putting it among the top research institutions in the country. This recognition means more than prestige or academic excellence — it equals increased research funding, more clinical trials and medical breakthroughs, and innovations that strengthen the state's workforce and economy. Together with our statewide health initiatives, it means stronger medical training and more Tennesseans receive cutting-edge care. From training nurses in rural West Tennessee to running community clinics and dental outreach programs in East Tennessee, we help people across the state who often face barriers to care.

UT's impact extends well beyond health. We're driving a nuclear renaissance in East Tennessee by working with the Y-12 National Security Complex to strengthen national security and workforce development in the nuclear industry. Through the UT Institute of Agriculture, we're helping communities recover and rebuild after Hurricane Helene, providing on-the-ground expertise to support Tennesseans in need. We also welcomed new chancellors to UT Chattanooga and UT Southern — the right people to lead these campuses into the future and continue serving their students and communities.

This breadth of impact reflects our strength and growth. For the sixth year in a row, we set new enrollment records with 64,866 students attending UT — a 20.2% increase over the past five years. This keeps us on track to surpass our goal of 71,000 students by 2030. Growth like this is possible because programs like UT Promise make it easier for students and families to afford a degree — preparing the next generation of talent to continue this progress and strengthen Tennessee's workforce and communities.

By educating students, advancing research and providing solutions, we're helping the state thrive.

Sincerely,

Randy Boyd
President
University of Tennessee System



TWO LEADERS, ONE GOAL: **EXPANDING UT'S IMPACT**

MELINDA ARNOLD

A proven higher education leader with more than 20 years of experience, Melinda Arnold has built her career around expanding access, launching high-demand programs and driving enrollment growth. She was appointed chancellor of UT Southern July 1, becoming the third individual to serve in the role since the campus joined the UT System in 2021.

Career Highlights

Arnold has served in senior leadership positions at regional, comprehensive universities with a strong focus on supporting first-generation, rural, transfer and adult learners. Her work has secured more than:

- \$11 million in grants
- \$4.5 million in fundraising and partnership support

At Texas A&M University–Texarkana, she most recently served as special assistant to the president and previously as provost and senior vice president for academic affairs, where she:

- Led record enrollment gains
- Enhanced student support services
- Secured millions in external funding to advance institutional growth

Vision and Priorities

As chancellor, Arnold is focused on strengthening UT Southern's academic offerings, expanding initiatives for first-generation and rural students, and deepening community partnerships across southern middle Tennessee. Her priorities also include continuing enrollment growth and ensuring the campus continues to serve as a vital engine for regional opportunity.

LORI MANN BRUCE

A Tennessee native and longtime researcher and academic leader, Lori Mann Bruce is passionate about connecting discovery to real-world impact and ensuring students benefit from hands-on research opportunities. Appointed the 19th chancellor of UT Chattanooga June 30, Bruce brings nearly three decades of leadership experience to the role.

Career Highlights

Throughout her career, she secured more than \$20 million in funding for her own research and oversaw more than \$100 million in federal and industry funding. As provost and vice president for academic affairs at Tennessee Technological University, she:

- Increased annual research funding from \$16 million to more than \$46 million
- Led \$350 million in campus infrastructure improvements – from new science and engineering facilities to major renovations
- Oversaw the development and launch of multiple new academic programs tied to workforce needs
- Established the Center for Advancing Faculty Excellence to support teaching and research

Vision and Priorities

As chancellor, Bruce is championing UT Chattanooga's pursuit of R2 research status from the Carnegie Classification of Institutions of Higher Education. Her priorities include ensuring students graduate career-ready, strengthening UTC's role as a regional leader and leveraging faculty expertise to drive research, innovation and economic development. She was appointed to serve on the UT-Battelle Board of Governors, which advances U.S. scientific leadership, fosters partnerships with UT System campuses and supports science education outreach — including millions of dollars in contributions to local schools and institutions.



Andrew Sherfy, a distinguished lecturer in the UTIA Department of Biosystems Engineering and Soil Science, gives a presentation to his fundamentals of soil science class. (Photo by Steven Bridges)

3.4





UT Knoxville

UTK hit a record of 40,421 students, a 4.4% increase, and a 92.4 percent retention rate. With 7,143 new freshmen, it is the largest first-year class in UTK history. Its four-year graduation rate hit a record of 66.8%.

65.6%

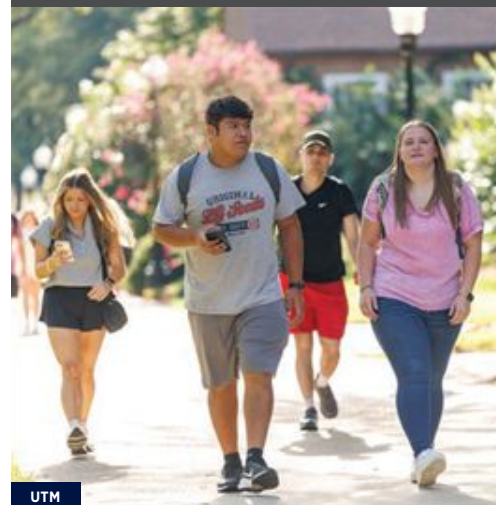
six-year degree
graduation rate across
the UT System

3.4

RECORD- BREAKING ENROLLMENT

UT Chattanooga

UTC welcomed its largest student body with 12,060 students, up 2.4%, including 2,378 new freshmen. First-year retention increased to 73.4%. Graduate students hit a record of 1,664, up 5.8%.



UT Southern

UTS hit 1,132 students, the highest enrollment in its history, an 8.2% increase over last year due to a 44.2% increase in transfer students. Graduate student enrollment grew to 41, up 20.6%.

85.8%

first-year retention
across the UT System

UT Martin

UTM enrollment grew 8% to 8,096 students, with 1,329 new freshmen — its largest in 16 years. The 708 graduate students showed an increase of 2.6%.



UT Health Science Center

UTHSC student population grew to 3,157 students, an increase of 1.8%. The 1,023 new students who enrolled shows a 3.2% increase from fall 2024.



“Being a UT Promise Scholarship recipient has been a tremendous support in my academic and personal journey. Financial assistance has **allowed me to focus on my coursework without the added stress of tuition costs**, enabling me to dedicate more time to studying and community involvement.”

EDUCATION EDUCATION PROMISES KEPT

UT Promise is a last-dollar scholarship that assists with covering tuition and mandatory fees for eligible Tennessee residents attending UT campuses in Knoxville, Chattanooga, Pulaski, Martin and Memphis. Designed to make higher education more accessible, UT Promise ensures that after other financial aid — such as Pell Grants, HOPE Scholarships or other institutional aid — is applied, qualifying students won't have to pay out-of-pocket for any remaining tuition and mandatory fees.

4,001

recipients since
fall 2020

\$3.1M+

scholarship funds
awarded

2,359

projected fall 2025
recipients



“The UT Promise program not only **eases financial burdens but also connects students to a network of support** that strengthens their academic and career journeys.”



“From my experience, **having someone there to encourage me and give me advice is essential to my success,** academically and personally. The UT Promise platform and my mentor give me great career advice and guidance.”

Students attend the first of two undergraduate ceremonies in UTC's McKenzie Arena. (Photo by Angela Foster)

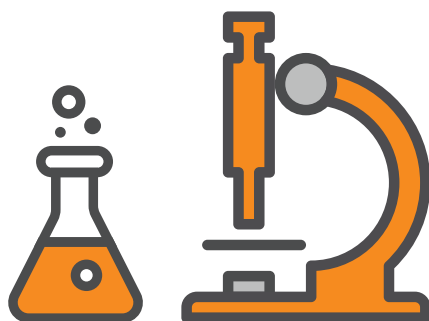
SHAPING COMMUNITY HEALTH

The UT Health Science Center is Tennessee's only public statewide academic health science system, delivering education, research, clinical care and public service. It trains the largest number of health care professionals, including doctors, dentists, nurses and pharmacists, many of whom remain in Tennessee to serve local communities.

**R1
STATUS
ACHIEVED**

\$98M+

in research grants and
contract awards



58,974

health care professionals
trained since UTHSC
opened in 1911

876

graduates in
May 2025

1,413

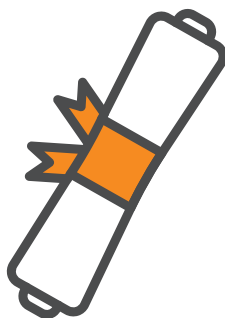
medical interns and
residents in training as
of May 2025

779

clinical and
educational sites

22,343

hours of community
service performed



UTHSC GRADUATION RATES

94%

graduate and
professional students

89%

undergraduate
students

The annual Give Kids A Smile event, hosted by the UTHSC College of Dentistry, delivered more than \$19,000 worth of free dental care to almost 90 middle and high school students from across the Memphis area. (Photo by Caleb Jia/UT Health Science Center)





The post-operation x-ray of James Wynn's jaw, after the removal of a tumor. (Courtesy photo)

UTHSC SURGEONS COMPLETE JAW IN ONE DAY SURGERY

Called Jaw in a Day surgery, James Wynn was the first patient in Tennessee and the Mid-South to undergo it. A multidisciplinary team of surgeons from the UT Health Science Center, removed a tumor, built facial bones, eye socket and jaw out of Wynn's leg bone, and installed dental implants and prosthetic teeth — all within one day.

This groundbreaking surgery enables a quicker recovery.

"Traditional methods could take several months, sometimes even years, to complete. In contrast, this procedure enables patients to receive a functional jaw in just one day," said Dr. Anas Eid, chief of facial plastic surgery in the UTHSC College of Medicine and leader of the Jaw in a Day surgery team.

The accomplishment was years in the making, starting when Eid formed a team that included experts in facial plastic surgery, head and neck surgical oncology, and oral and maxillofacial surgery. The team meets regularly to discuss cases involving complex facial reconstruction resulting from disease, trauma and congenital defects.

Enter Wynn.

In an operating room at Methodist University Hospital near the UTHSC campus, Dr. Burton Wood, assistant professor of head and neck surgical oncology, removed the tumor. The surgeons then removed the upper jaw, and the bottom of the eye socket, since the tumor had damaged those bones. The reconstructive team meticulously cut Wynn's fibula to create the shape of the face and jaw.

While the bone was still connected to the leg via blood vessels, the team fixed the fibula onto a 3D-printed model of Wynn's skull, allowing Associate Professor and Program Director Dr. Brett Wilson, who led the oral and maxillofacial surgery team, and Dr. Jeffrey Brooks, professor and chair of the Department of Oral and Maxillofacial Surgery, to place dental implants into the bone. Eid and his team then removed the fibula from the model and attached it to Wynn's face, using a microscope to connect the blood vessels to ensure the bone's survival. Finally, Wilson and Brooks attached the prosthetic teeth to the dental implants.

"The key factor that contributed to the success of this kind of surgery is the

collaboration between surgical services at UT Health Science Center," Wilson said. "We have an immense amount of collegiality between our departments, which ultimately results in our patients receiving the highest level of care."

"The key factor that contributed to the success of this kind of surgery is the collaboration between surgical services at UT Health Science Center."

—DR. BRETT WILSON



Logan McCulley, third from left, completed clinical hours in Lake County as part of his UTHSC doctoral of nursing practice degree requirements. (Photo by Caleb Jia)

ADVANCING HEALTH CARE INFLUENCE

When Logan McCulley wanted to expand his influence as a health care provider, he looked to the UT Health Science Center for his doctoral of nursing practice (DNP) degree.

As part of his training, McCulley spent two semesters serving his clinical hours at a primary care clinic in Lake County, staying in Dyersburg while working three to four days at the clinic. He enjoyed the work because he saw the impact of rural health care providers.

"The amount of help that you can give to people who live in these remote areas is just astounding," he said. "A lot of these people

didn't have a car, so they would walk, ride their bike or take their electric wheelchair to the clinic. You could do bloodwork, order an ultrasound, drain an abscess. You could change their outcome."

McCulley is proud to be a graduate of the DNP program at UTHSC, which is known for its rigorous standards.

"The response you get in the community for being a UT Health Science Center graduate is worth making it a point to come to UT Health Science Center," he said.

"The amount of help that you can give to people who live in these remote areas is just **astounding**...You could change their outcome."

—LOGAN MCCULLEY



The Doctor of Nursing Practice (DNP) program prepares advanced practice registered nurses for enhanced roles.

- The program is ranked No. 14 among public universities by U.S. News and World Report.
- Largest producer of doctorally prepared nurses in Tennessee.
- New nurse executive concentration enrolled its first cohort in fall 2025.

UTHSC DNP concentrations are:

- Family nurse practitioner
- Nurse anesthesiologist
- Nurse midwifery
- Adult gerontology acute care
- Psychiatric mental health nurse
- Pediatric primary care nurse
- Pediatric acute care nurse
- Neonatal nurse practitioner
- Nurse executive

Top left: A UTM nursing student carefully practices suturing during a hands-on clinical training session. Top right: Two UTM nursing students practice in-patient care under supervision. (Photos by Nathan Morgan)

3.4

EXPANDING THE RURAL NURSING WORKFORCE

With the aid of grants, the University of Tennessee is preparing even more nurses to work in rural West Tennessee.

A \$300,000, 17-month grant from the Tennessee Department of Labor and Workforce Development is funding the Tennessee Rural Nurse Scholars program for eight nursing students: four at UT Martin and four at UT Southern. The students receive financial support in their final year of nursing school, a paid student nurse internship experience and additional training through an online rural health program.

A \$500,000 UT Grand Challenge grant will put three rural health units on the road to provide outreach, education and training to the communities and the health care workforce. One unit will be sent from: UT Martin, UT Southern and UT Health Science Center.

"The collaboration of our three nursing programs truly exemplifies the Be One UT values, especially the 'united and connected' category," said Wendy Likes, UT Health Science Center nursing dean. "These grants are unique, innovative opportunities to expose our students to rural health as a career option and to help prepare them."

Tennessee ranks 44th in the nation for health outcomes, with rural residents experiencing grave disparities versus their urban counterparts. Health care workforce shortages also plague rural areas, in part due to isolation and limited professional development opportunities.



Getting Mobile

MobileMOC (medical outreach clinic) brings health care to rural communities in southeast Tennessee as well as provides training for UT Chattanooga students. The mobile clinic provides preventative screenings, chronic disease management, wellness exams and social support services for older adults and caregivers.

It operates in Bledsoe, Bradley, Grundy, Hamilton, Marion, McMinn, Meigs, Polk, Rhea and Sequatchie counties — thanks to a \$2.6 million grant from the Tennessee Department of Health.

“These rural counties have many older adults with limited access to essential resources. Some of those counties do not have hospitals or emergency departments, making health care accessibility a significant challenge,” said Kristi Wick, UC Foundation assistant professor and Vicky B. Gregg chair of gerontology at UT Chattanooga. “Senior centers in these communities serve as vital hubs, building strong relationships with older adults. Partnering with these centers gives us a tremendous opportunity to collaborate with their staff and enhance the programs and services they already provide.”



Simulated patient scenarios help UTS students build confidence in life-saving respiratory care. (Photo courtesy of UT Southern)

SOMETHING TO SMILE ABOUT

3.4

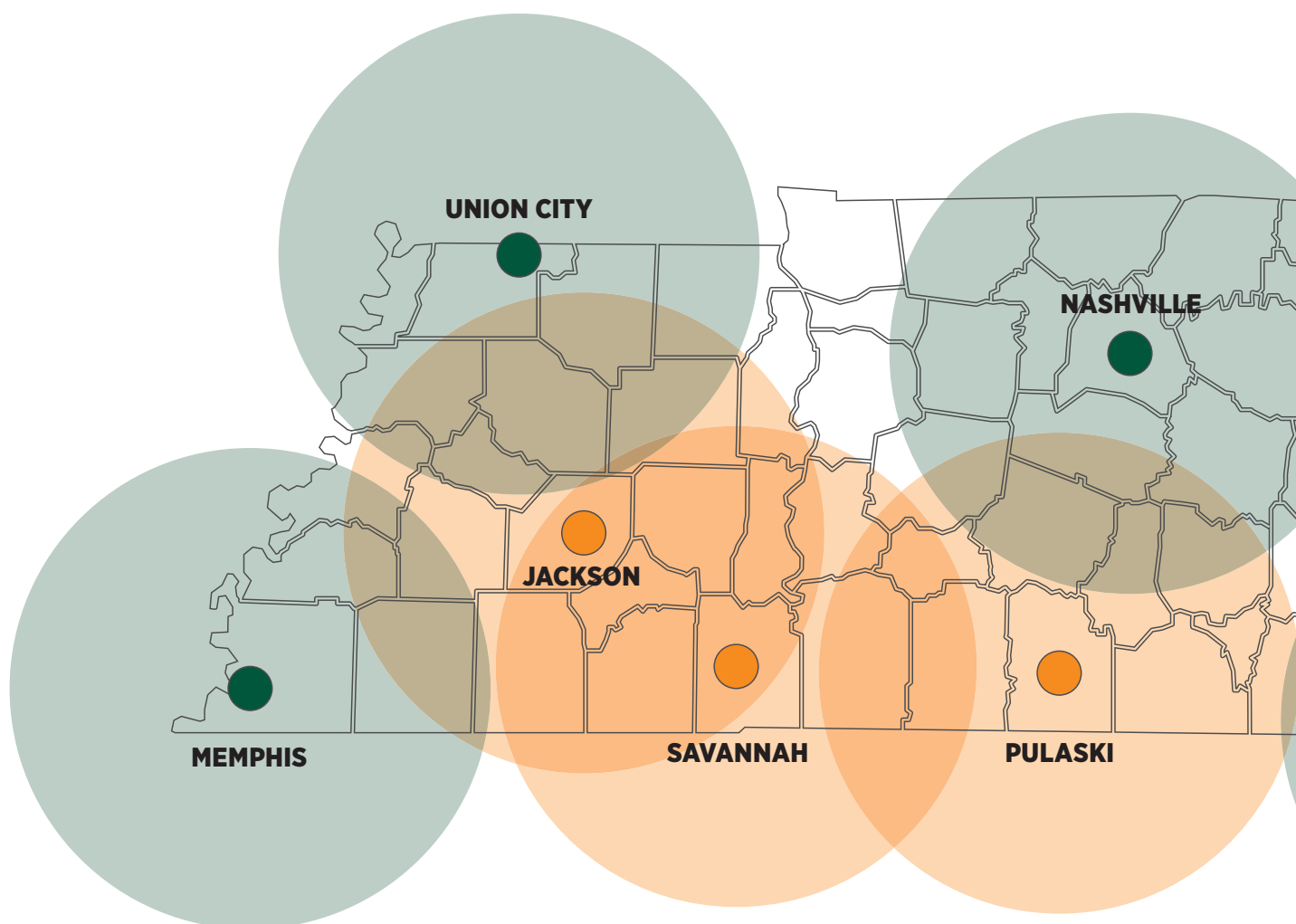
Need a smile? The Healthy Smiles project, which began in 2022, aims to grow the state's dental workforce and provide people across Tennessee, particularly those in rural areas, the oral health care they desperately need.

The state committed \$94 million over the span of the initiative for improving oral health for Tennesseans (\$28.5 million for the Tennessee Department of Health; \$52.9

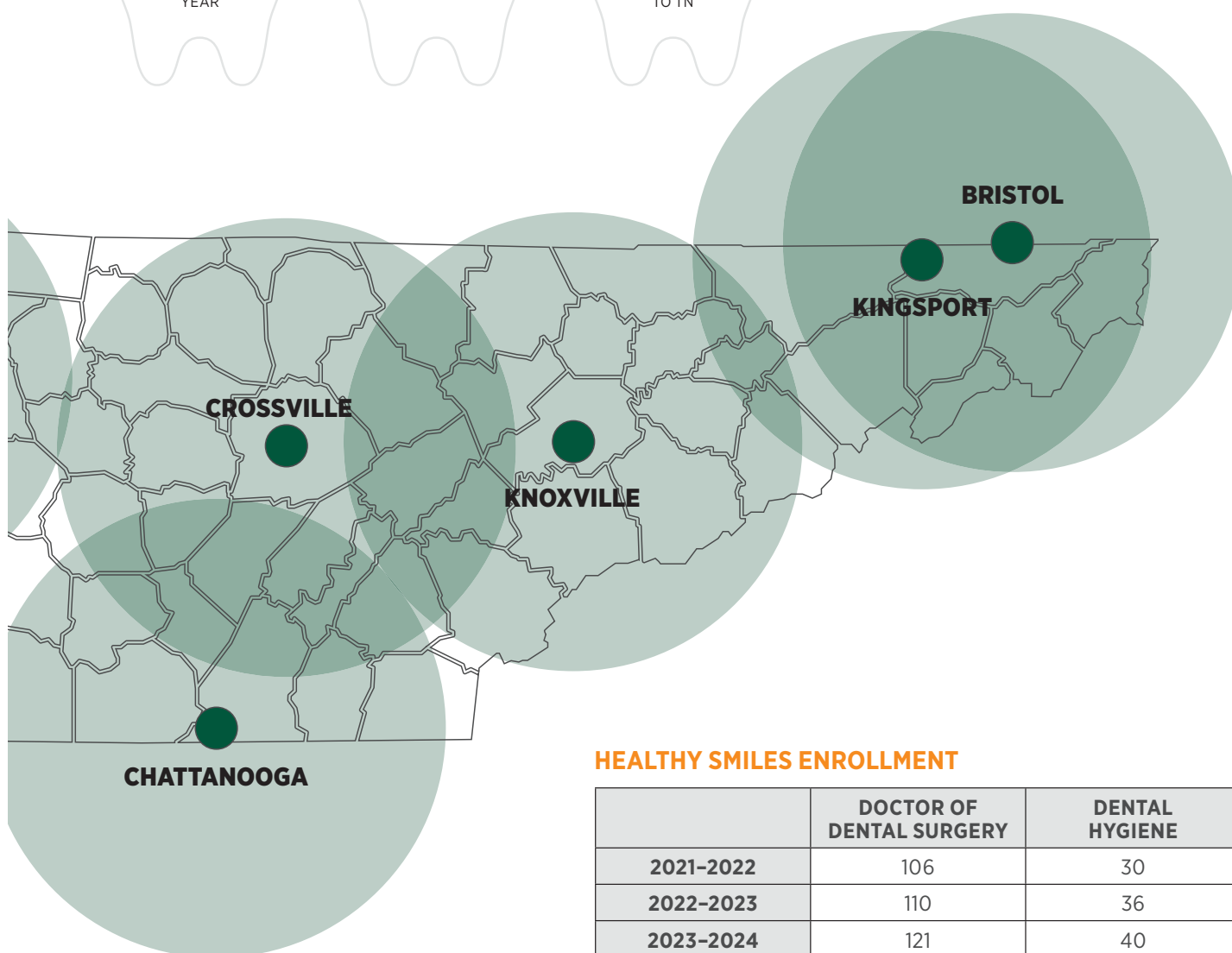
million to UT Health Science Center's College of Dentistry and \$12.9 million to Meharry Medical College School of Dentistry).

By increasing class sizes of dentists and dental hygienists as well as opening clinic locations across the state, leaders hope to strengthen the safety net for rural and underserved communities.

Now, that's something to smile about.



- Existing College of Dentistry Clinics — 1 Hour Drive Time
- Planned College of Dentistry Clinics — 1 Hour Drive Time

FY2025 IMPACT**PROJECTED 2030–2031 IMPACT****HEALTHY SMILES ENROLLMENT**

	DOCTOR OF DENTAL SURGERY	DENTAL HYGIENE
2021–2022	106	30
2022–2023	110	36
2023–2024	121	40
2024–2025	130	43
2025–2026	130	48*

* Projected – 24 students anticipated in 2026 spring cohort

UT-ORII ADVANCES RESEARCH, TALENT DEVELOPMENT

The UT-Oak Ridge Innovation Institute (UT-ORII) serves as a hub for research and talent development between the University of Tennessee and Oak Ridge National Laboratory.

“By combining the strengths of UT and ORNL, we have made remarkable progress in just a few years — from record enrollment in our joint doctoral research programs to collaborative research that strengthens Tennessee’s economy and addresses national challenges,” said David Sholl, UT-ORII executive director.

Since its launch in 2021, more than \$67 million has been invested in UT-ORNL collaborative research. Nearly 40 joint researchers have been hired and more than 300 faculty members and students have received funding to drive innovation in areas of national importance while generating long-term economic impact across Tennessee.

The Next Generation

UT-ORII’s Bredesen Center for Interdisciplinary Research and Graduate Education has doubled enrollment in its three UT-ORNL doctoral programs over the past four years. This fall, the center welcomed its largest incoming class with 63 students, bringing total enrollment to 210 — another record.

The Bredesen Center’s doctoral programs at UT Knoxville in data science and engineering, energy science and engineering, and genome science and technology prepare future scientists and engineers to tackle some of the nation’s most pressing challenges.

“We have a unique opportunity to train students in truly interdisciplinary research, drawing on the breadth of scientists’ expertise and world-class facilities at both ORNL and UT,” said Brynn Voy, education director for UT-ORII and the Bredesen Center.

Convergent Research

UT-ORII is advancing collaborative discovery between UT’s research faculty across the state and ORNL through five Convergent Research Initiatives (CRIs) in critical areas:

- Fusion technology and materials for extreme environments
- Transportation
- Circular bioeconomy systems
- Radiopharmaceutical therapies
- Advanced manufacturing for affordable building construction, launched in 2025

By 2030, UT and ORNL expect to hire about 100 joint researchers and 125 graduate students associated with these CRIs. This includes an active search for four new UT-ORNL governor’s chairs, three UTK-ORNL governor’s chairs and the first UTC-ORNL governor’s chair in quantum information science and engineering. These researchers will help drive innovation and position Tennessee as a national tech hub.

Undergraduate students from public, private, large and small universities across the country participate in the SMaRT program. (Photo courtesy of Our Tennessee)



Since its launch in 2021, more than **\$67 million** has been invested in UT-ORNL collaborative research.

STEMOVATE Across Tennessee

UT-ORNL launched STEMOVATE: Powering Tennessee's Future Innovators in sixth-grade classrooms across 21 counties this school year. The hands-on science program builds on a successful 2024 pilot.

Developed in partnership with Tennessee 4-H, the Oak Ridge Institute for Science and Education (ORISE) and UT-Battelle, STEMOVATE lessons focus on artificial intelligence, engineering design, nuclear energy and the impact of non-native species — and are all aligned with state of Tennessee curriculum standards. In August 2025, 4-H agents and classroom teachers received training, lesson plans and all necessary materials. ORISE educators will provide ongoing support.

The program will be offered to all 95 Tennessee counties in 2026-27. Plans are underway to extend STEMOVATE to seventh- and eighth-grade students within five years.

3.4

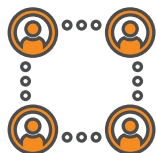


SERVING COMMUNITIES STATEWIDE

The UT Institute for Public Service serves businesses and government to improve the lives of Tennesseans. The institute is the public service outreach organization for the UT System. With offices statewide, IPS is the parent organization for agencies that provide technical consulting and training for state and local government, law enforcement, and business and industry.



113,704
requests for
assistance



1,141,127
contacts



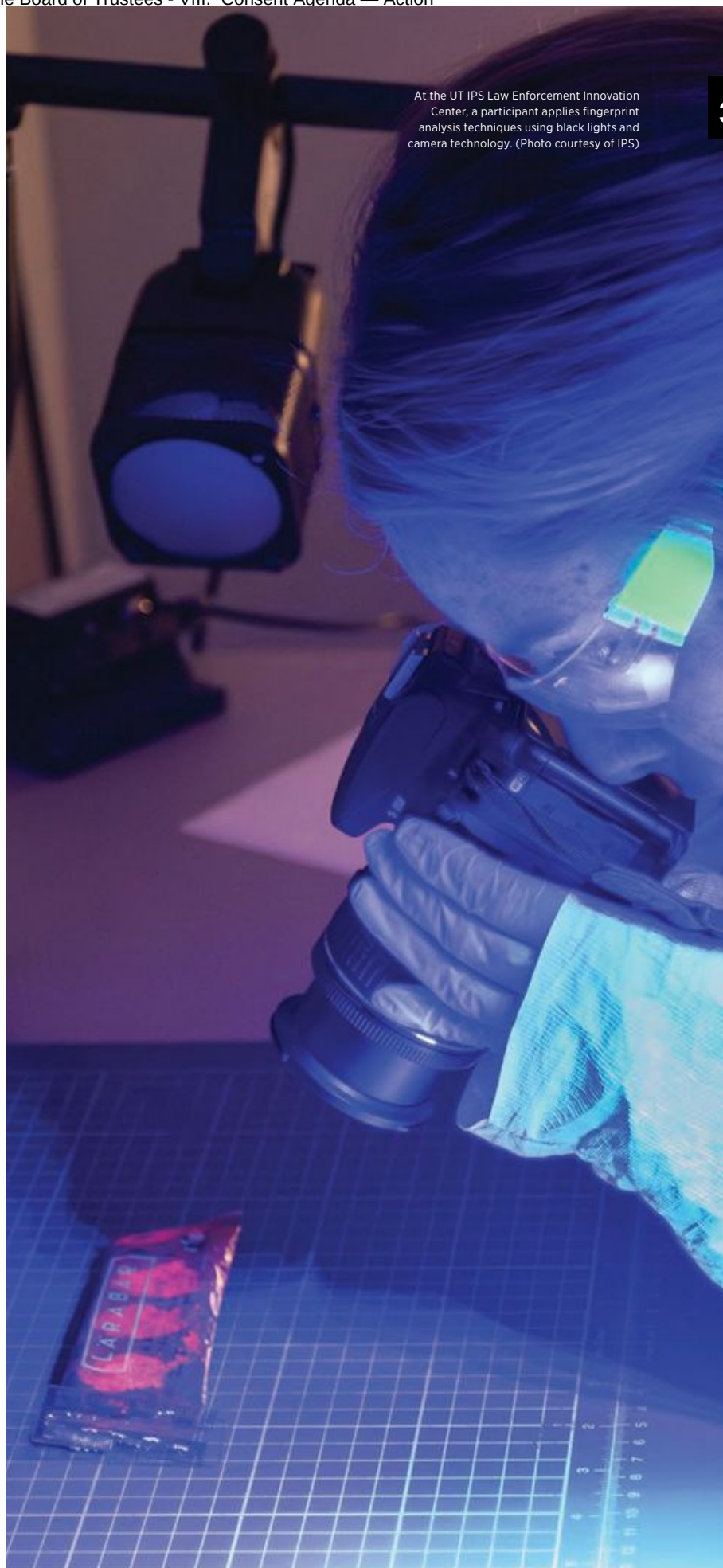
43,066
training participants



\$2.77B
economic impact

At the UT IPS Law Enforcement Innovation Center, a participant applies fingerprint analysis techniques using black lights and camera technology. (Photo courtesy of IPS)

3.4



BETTER ENGAGED IN THEIR STORY

To better understand challenges across the state, the University of Tennessee has begun meeting with local leaders in an initiative called One UT Community Days.

The days — led by Victoria Hirschberg, UT System assistant vice president and chief economic development director, and Tintin Czach, Tennessee Certified Economic Development program manager for the UT Institute for Public Service's Center for Industrial Services — bring UT experts to the communities to learn from local officials, economic developers and industry leaders. As the UT team listens to community and industry leaders, they look for ways that UT can partner to help solve challenges.

"We're grateful to see how we could be better engaged in their story," Hirschberg said.

"Every community has its own strengths and challenges, but the passion for making the lives of every Tennessean better is the same everywhere we go," said Czach. "It's amazing what happens when we take a day to slow down, listen and share ideas — that's when real collaboration starts."

Since the One UT Community Day in Wayne County, UT has returned for additional meetings about resources to support local industries.

"We also are collectively working on some exciting proposals with UT that stemmed from the conversations that day," said Rena Purdy, executive director for the Joint Economic and Community Development

Board of Wayne County. "It was special to brainstorm around the table about what could be possible."

Representatives from UT campuses, institutes and the system administration attended the five UT Community Days held across the state this year. The UT team has learned what companies and communities need and their goals, which can influence how the system educates and trains the next generation of workforce leaders as well as how UT researchers and experts can come alongside local leaders to help solve issues.

"The goal is to find beneficial opportunities that emerge from people just taking the time to listen and learn," Hirschberg said. "If we are not understanding what is happening on the manufacturing floor, if we are not understanding what our workforce or community partners are dealing with, if we're not looking at how we can innovate together, we are missing an opportunity."

Czach agreed.

"We want our partners to know UT can be their one-stop shop, a true partner they can lean on," she said.

Counties visited in 2025:

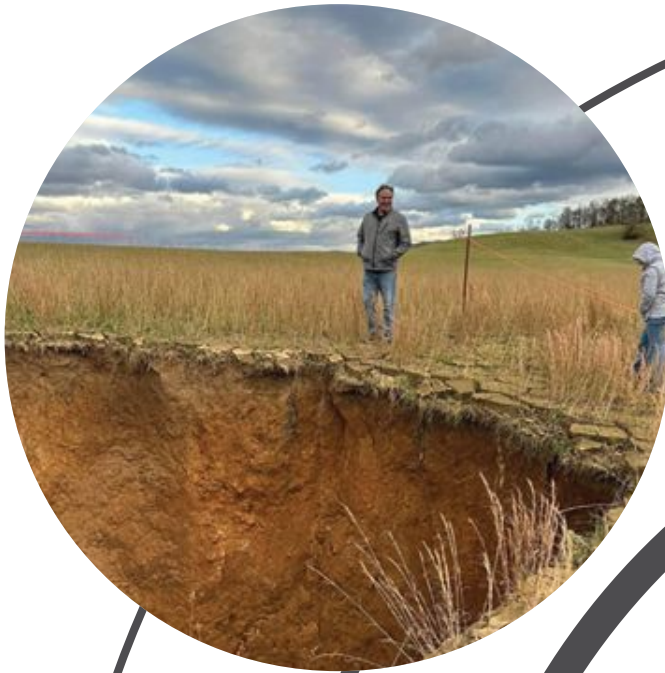
- Coffee
- Lawrence
- Rhea
- Wayne
- Wilson

"Every community has its own strengths and challenges, but the passion for making the lives of every Tennessean better is the same everywhere we go."

—TINTIN CZACH



Members of the UT System met with local business and community leaders to learn more about their needs and potential partnership opportunities. (Photo courtesy of UT System Division of Government Relations, Advocacy and Economic Development)



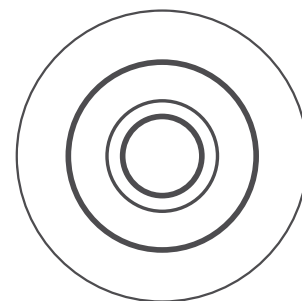
Hurricane Helene's **economic impact** to Tennessee farmers and forestland owners is now estimated at **\$547 million to \$1.8 billion**.

The Tennessee Department of Agriculture Division of Forestry estimates **a loss of 74,238 cubic feet of timber valued at \$59,902,544**.





Resources critical to farming, including hay supplies, were destroyed as Hurricane Helene swept through the region. (Photo courtesy of UTIA)



FINDING NEW GROUND

In September 2024, the remnants of Hurricane Helene surprised residents in the Appalachian Mountains of East Tennessee and North Carolina with devastating flooding.

At its peak, the Nolichucky River poured 1.3 million gallons of water per second — nearly double the volume of Niagara Falls — over the dam near Greeneville. Lives, homes and roads were washed away. The UT Institute of Agriculture responded quickly to aid the residents affected, and UTIA researchers continue to learn about the depths of the devastation as they work to help the region recover. They're also designing tools to help wherever and whenever similar disasters strike.

The Immediate Aftermath

Relief efforts began almost before the flood waters receded. UT-TSU Greene County Extension staff, and staff from other Extension offices across a 10-county region, unloaded truckloads of donated human and animal food. The UT Northeast Tennessee AgResearch and Education Center provided 45 acres to stage debris as well as equipment for local cleanup efforts. The College of Veterinary Medicine collected animal feed and rendered aid to farm animals and pets. The institute posted online recovery resources and information, including links to state and federal aid resources. In the months that followed, UT Extension hosted many gatherings with communities and individuals as they worked to rebuild their lives.

Recovery Continues

UT Extension economist Aaron Smith and information technologist Brad Wilson developed a new tool to characterize the full impact of the flooding on farmland and communities. The tool overlays satellite imagery with datasets to track changes in vegetation and land. The top soil for some farms along the river was almost entirely washed away. To help, a new initiative blossomed involving specialists from across UT and scientists from other universities.

Team members secured needed forages for overwintering cattle, analyzed sediment and assessed the land's capacity to return to productive use. On Aug. 20 they hosted a field day to share what they have learned.

For many, the recovery will continue for years to come.

David McIntosh, coordinator of the UT Beef and Forage Center, member of the flood recovery initiative, and an eighth-generation native of the region, said, "For me, this is a once-in-a-lifetime project — for the relief that it brings now and the legacy it builds for future generations in northeast Tennessee."

Top left: David McIntosh inspects land erosion in a farmer's field, part of efforts to restore productivity after Hurricane Helene. Bottom left: Bruno Pedreira, UTIA associate professor in the Department of Plant Sciences, reads a soil sample taken at the Flood Recovery Initiative Field Day in Limestone. (Photos by Raffae Lazarian)



UTM students enjoy the fresh air while preparing for class assignments. (Photo by Nathan Morgan)

SAILING AHEAD

UT Martin received a more than \$500,000 Tennessee Believes grant from the Tennessee Department of Disability and Aging to start SAIL (Skyhawks Achieving In Life) for students with intellectual disabilities.

Clinton Smith, chair of the UTM Department of Educational Studies, said, “These programs help to remove barriers and provide students an opportunity to achieve their desired outcomes in a manner similar to students without disabilities.”

The SAIL program improves the strong ties the university has with the community by helping prepare students with intellectual disabilities to live and work in their hometowns, which supports rural workforce sustainability.

Alisha Melton, executive director of the Office of Research, Outreach and Economic Development, said participating students would qualify for internships and work-study opportunities.

“What’s exciting about this program is that it will bring in individuals who might never otherwise have the opportunity to experience life on a college campus,” she said. “They will be able to work with other college students; they’re going to be involved in student organizations and clubs. They will be able to interact in a way they’ve never done before.”

Applications for the SAIL program open in November for the 2026-27 school year with the program beginning Aug. 1, 2026.

“These programs help to **remove barriers and provide students an opportunity** to achieve their desired outcomes in a manner similar to students without disabilities.”

—CLINTON SMITH



UTM mascot Captain Skyhawk and cheerleaders join the parade during the 2025 Tennessee Soybean Festival in Martin. (Photo by Nathan Morgan)



EARLY-CAREER SCIENTISTS

Breakthroughs in cancer research often make headlines when a new drug reaches the market or a clinical trial offers hope to patients. What's less visible is the years, sometimes decades, of basic research that makes those milestones possible.

Left: Microscopic view of ductal cell carcinoma, adenocarcinoma from human breast cancer. (Adobe Stock image)
 Right: Research takes shape as a student investigates new possibilities in the UTHSC Center for Cancer Research. (Photo by Charles Kemp)



“In science, you have to be okay with delayed gratification...You have to be **patient**. You have to be **persistent**.”

—DR. RAMESH NARAYANAN

Behind every breakthrough is a pipeline of early-career scientists, experiments that fail before they succeed and institutions willing to invest in ideas before their impact is obvious. That pipeline starts with people like Sarah Asemota — graduate students, postdocs and junior faculty — who conduct foundational research that set the stage for tomorrow’s therapies. But, for the pipeline to function, it needs support. Without funding, mentorship and access to research infrastructure, even the most promising discoveries can stall.

When Asemota — then a graduate student at UTHSC — observed the unusual cellular changes in her research project, the next step was a high-risk, high-cost experiment: analyzing the genetic activity of individual cells, specifically by reading the RNA instructions each cell was using, to understand how those cells had been reprogrammed. The price tag? Around \$45,000 to \$50,000, a daunting figure for a student-led project.

Fortunately, she had a mentor who understood the science and the system. Dr. Ramesh Narayanan is a professor in the Division of Hematology and Oncology in the College of Medicine, Muirhead Endowed Professor of Pathology and the deputy director of the Center for Cancer Research. A senior cancer researcher with substantial federal and industry funding, he encouraged Asemota to apply for a National Institutes of Health research supplement, an award that adds funds to an existing grant to support promising students.

She got it.

The result was a study that led to a high-impact publication in Proceedings of the National Academy of Sciences.

Asemota’s success highlights how the right ecosystem nurtures emerging scientists.

At UTHSC, faculty mentors create small, independent research projects for postdocs and high-performing students, giving them a runway to generate publishable data and

apply for grants. Internal seed grants and pilot funding help bridge the gap between ideas and full-scale studies.

“In science, you have to be okay with delayed gratification,” Narayanan said. “A project my lab started in 2014 just entered phase one clinical trials. It took more than a decade to get here, and we’re still far from approval. You have to be patient. You have to be persistent.”

That persistence gets harder when funding is scarce. In the 1990s, the National Cancer Institute funded one in three grants. Now, it’s one in 11.

Curiosity keeps Asemota, who received her Ph.D. in 2023 and is now completing clinical rotations to become a surgical oncologist, going.

“I do this because I have questions. And when I find one answer, it usually opens the door to 50 more. That’s the beauty of science. That’s what makes it fun.”



3.4

Top: Graduate student Vance Drouet measures plutonium beryllium sources in the Graphite Pile Lab in the UTK Zeanah Engineering Complex. Right: Graduate and undergraduate students work in the control room during an experiment with the fast neutron source in the UTK Zeanah Engineering Complex. (Photos by Steven Bridges)

UTK established the **nation's first nuclear engineering department** in 1957, and today its engineering programs are **consistently ranked among the best** in the nation.

NUCLEAR SYNERGY

3.4

The University of Tennessee, Knoxville, and the Y-12 National Security Complex in Oak Ridge are driving a nuclear renaissance to meet the industry's needs in research, education and workforce development.

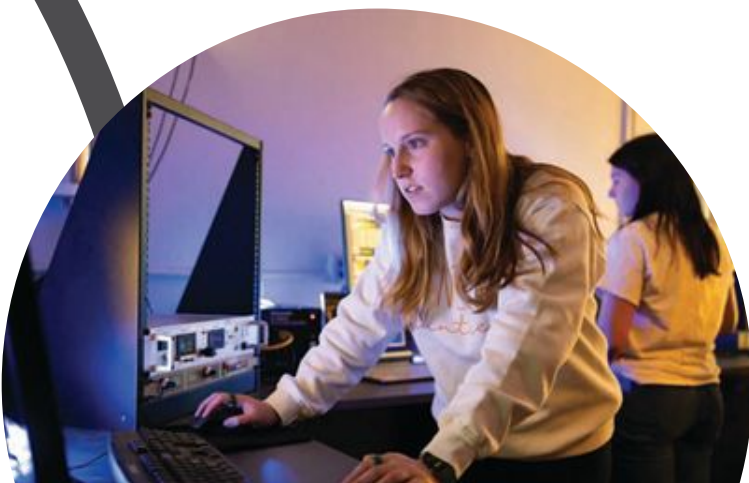
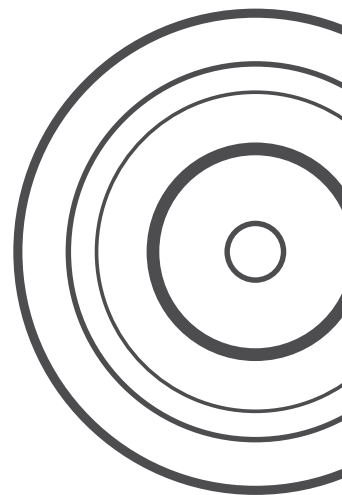
In May, UTK and Y-12 signed an agreement to collaborate on energy and national security imperatives. The collaboration's cornerstone is development of the National Security Prototype Center, where a UTK and Y-12 team will solve complex manufacturing problems by creating new processes and technologies in the areas of nuclear energy, defense and deterrence. The center will be a UT-Y-12 building on the Oak Ridge Enhanced Technology and Training Center campus.

Y-12 brings experience in high-precision classified prototyping for parts needed in steam reactors, pump housing and other nuclear energy applications, while UTK researchers are skilled in advanced manufacturing research and qualifying components to make sure the fabricated parts meet technical specifications. Y-12 also plans to accelerate prototyping for nuclear deterrence and defense components that can sustain extreme pressure and high-temperature environments.

"Marrying the unique expertise of our two institutions can potentially reduce the development timeline from years to weeks," said Martin Williamson, Y-12 senior director for global security and strategic partnerships programs. "That will be a transformational impact."

UTK established the nation's first nuclear engineering department in 1957, and today its engineering programs are consistently ranked among the best in the nation. Proximity to Y-12 and other facilities offers students opportunities to work alongside faculty in research for the U.S. Department of Energy, the Nuclear Regulatory Commission, NASA and nuclear utilities.

"This enhanced partnership with Y-12 will include the NSPC (National Security Prototype Center) building that enables us to take ideas from first principles to qualified prototype manufacturing processes, which will be transformational," said Tickle College of Engineering Dean and Wayne T. Davis Dean's Chair Matthew Mench. "We will also be hiring at least one joint faculty between Y-12 and UTK and growing a talent pipeline through educational programs to further strengthen the collaboration."



Oak Street Roast, Sunday on Chamberlain Field at UTC.
(Photo by Angela Foster)

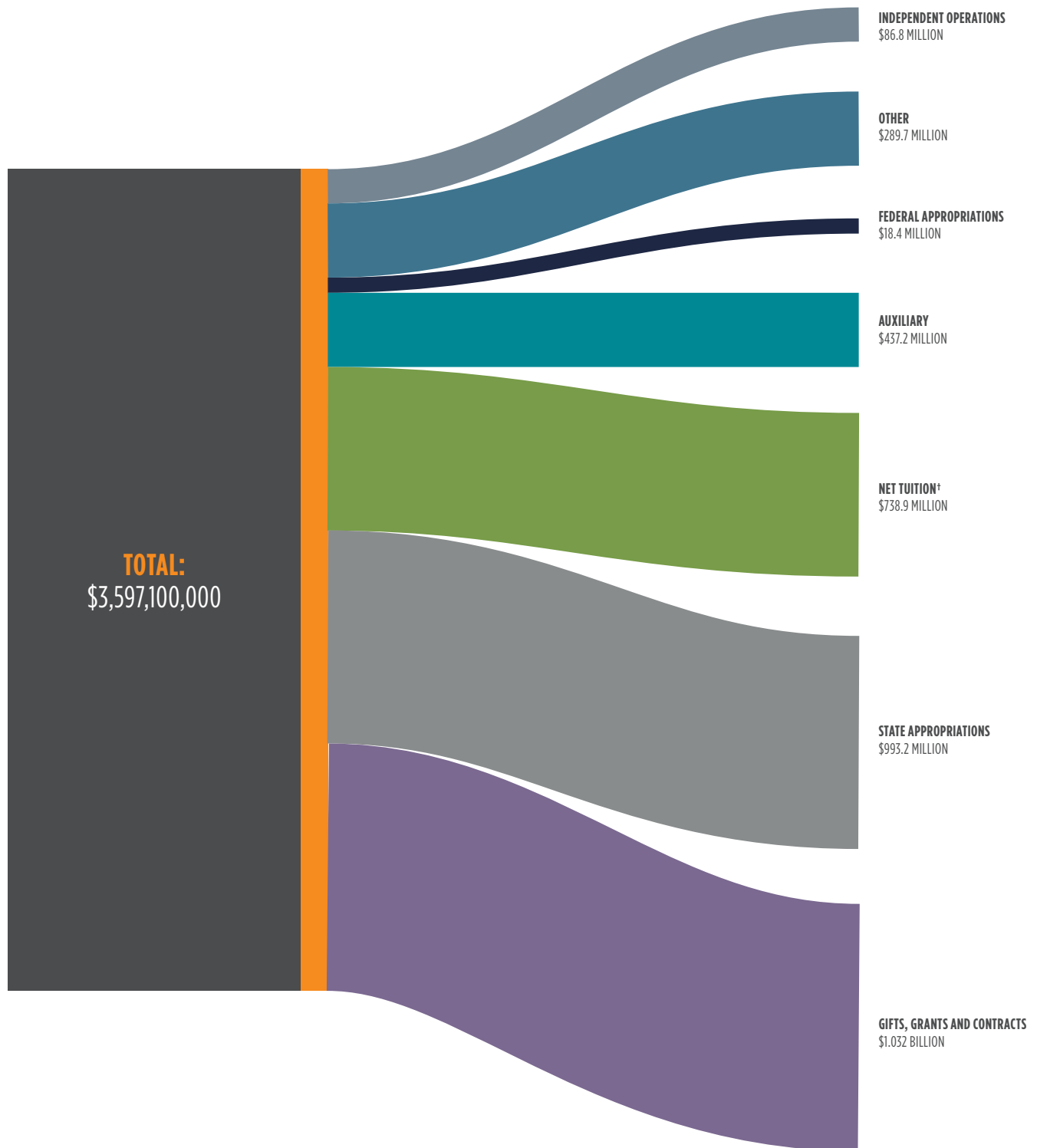
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SOURCES OF CURRENT FUNDS

FOR THE FISCAL YEAR ENDED JUNE 30, 2025*

3.4



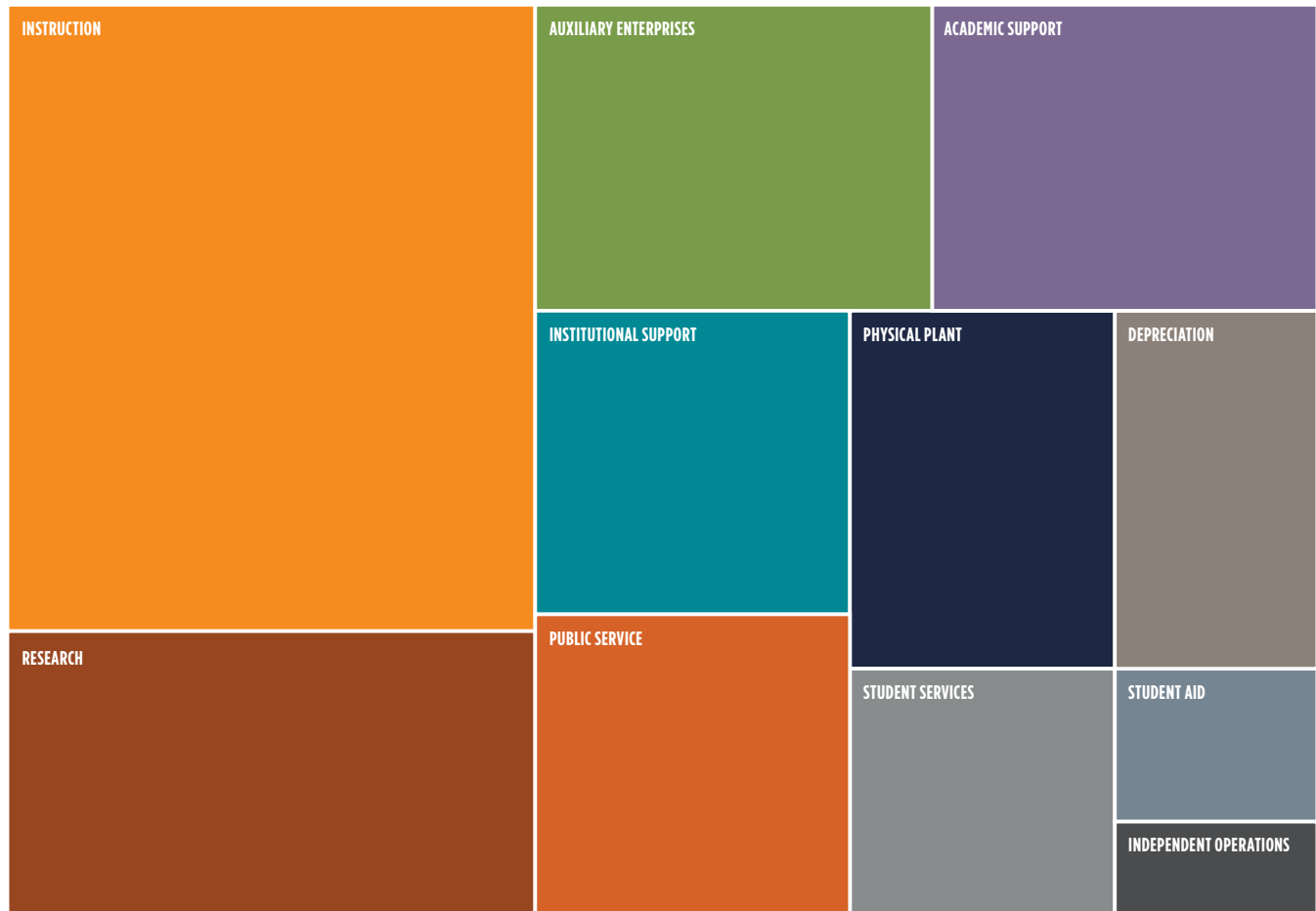
* UNAUDITED

† ACTUAL REVENUE NUMBERS WITH NET TUITION AND FEES

USES OF CURRENT FUNDS

FOR THE FISCAL YEAR ENDED JUNE 30, 2025*

3.4

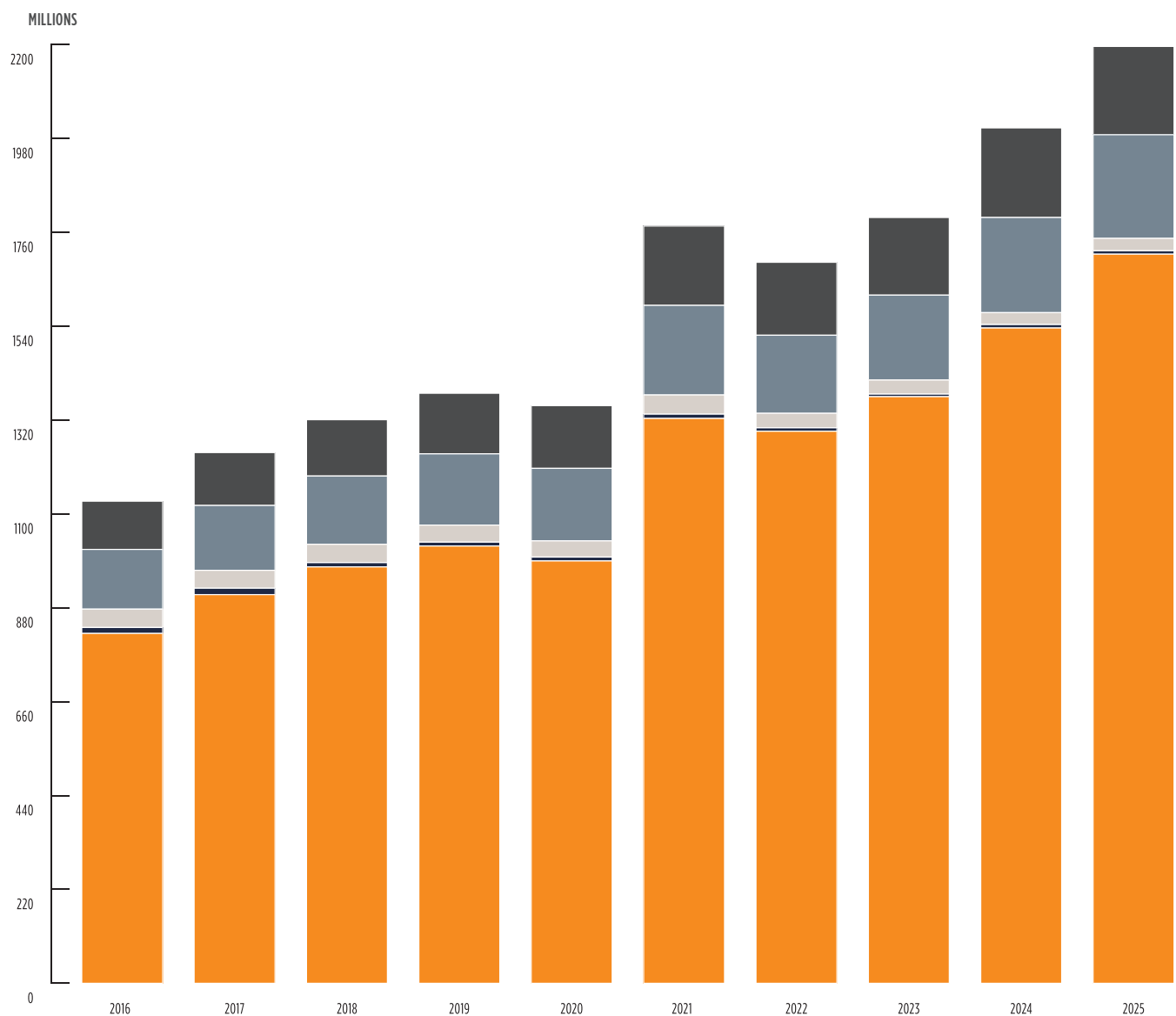
TOTAL: \$3,295,200,000

INSTRUCTION \$877.8 MILLION	PHYSICAL PLANT \$223.8 MILLION	INSTITUTIONAL SUPPORT \$295.8 MILLION	INDEPENDENT OPERATIONS \$61.5 MILLION
RESEARCH \$423.6 MILLION	AUXILIARY ENTERPRISES \$356 MILLION	PUBLIC SERVICE \$259.9 MILLION	DEPRECIATION \$192.6 MILLION
STUDENT AID \$95.3 MILLION	ACADEMIC SUPPORT \$347.9 MILLION	STUDENT SERVICES \$161.1 MILLION	

*UNAUDITED

TOTAL FUNDS INVESTED FOR THE BENEFIT OF UT

3.4



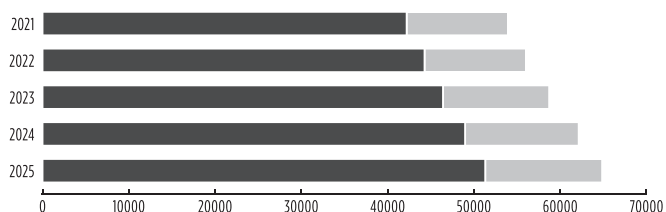
■ CIP
 ■ SEP. ENDOWMENTS
 ■ LIFE INC. TRUSTS
 ■ CHAIRS OF EXCELLENCE
 ■ UC FOUNDATION

	CIP	SEP. ENDOWMENTS	LIFE INC. TRUSTS	CHAIRS OF EXCELLENCE	UC FOUNDATION	TOTAL ASSETS
2016	\$820M	\$14M	\$43M	\$140M	\$113M	\$1.13B
2017	\$911M	\$15M	\$42M	\$152M	\$124M	\$1.244B
2018	\$976M	\$10M	\$43M	\$160M	\$132M	\$1.321B
2019	\$1.025B	\$9M	\$40M	\$167M	\$142M	\$1.383B
2020	\$990M	\$9M	\$38M	\$170M	\$147M	\$1.354B
2021	\$1.324B	\$10M	\$45M	\$210M	\$186M	\$1.775B
2022	\$1.294B	\$8M	\$34M	\$183M	\$171M	\$1.690B
2023	\$1.375B	\$6M	\$33M	\$199M	\$182M	\$1.795B
2024	\$1.536B	\$8M	\$28M	\$223M	\$194M	\$1.989B
2025	\$1.709B	\$8M	\$29M	\$243M	\$206M	\$2.195B

STUDENT ENROLLMENT DATA

UT SYSTEM

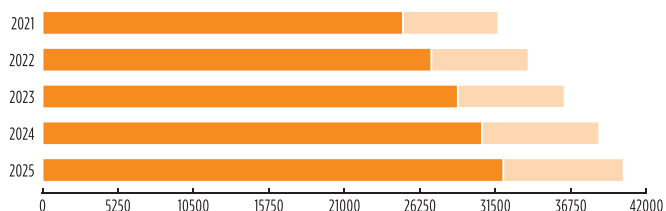
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
51,315	+4.8%	+21.6%
GRADUATE	GRADUATE	GRADUATE
13,551	+2.9%	+15.1%
TOTAL		
64,866		

UT KNOXVILLE

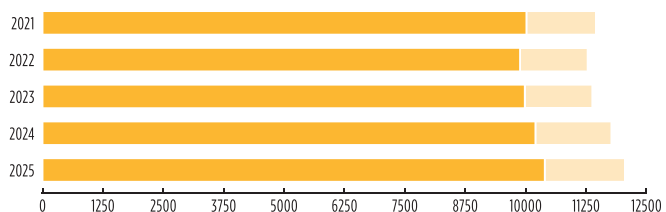
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
32,041	+4.8%	+27.8%
GRADUATE	GRADUATE	GRADUATE
8,380	+2.6%	+26.3%
TOTAL		
40,421		

UT CHATTANOOGA

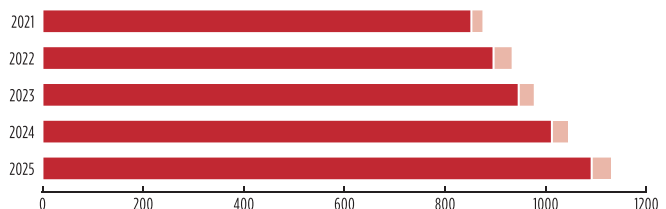
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
10,396	+1.9%	+3.8%
GRADUATE	GRADUATE	GRADUATE
1,664	+5.8%	+15.5%
TOTAL		
12,060		

UT SOUTHERN

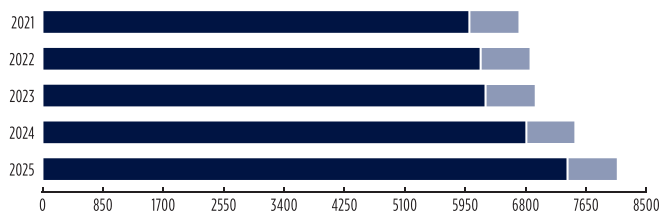
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
1,091	+7.8%	+28.1%
GRADUATE	GRADUATE	GRADUATE
41	+20.6%	+70.8%
TOTAL		
1,132		

UT MARTIN

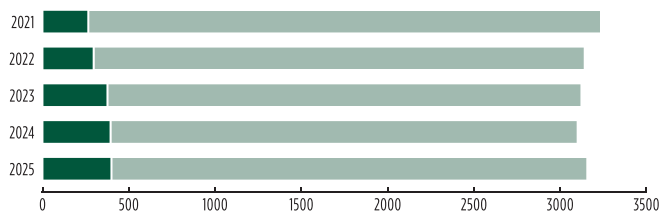
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
7,388	+8.5%	+23%
GRADUATE	GRADUATE	GRADUATE
708	+2.6%	+0.4%
TOTAL		
8,096		

UT HEALTH SCIENCE CENTER

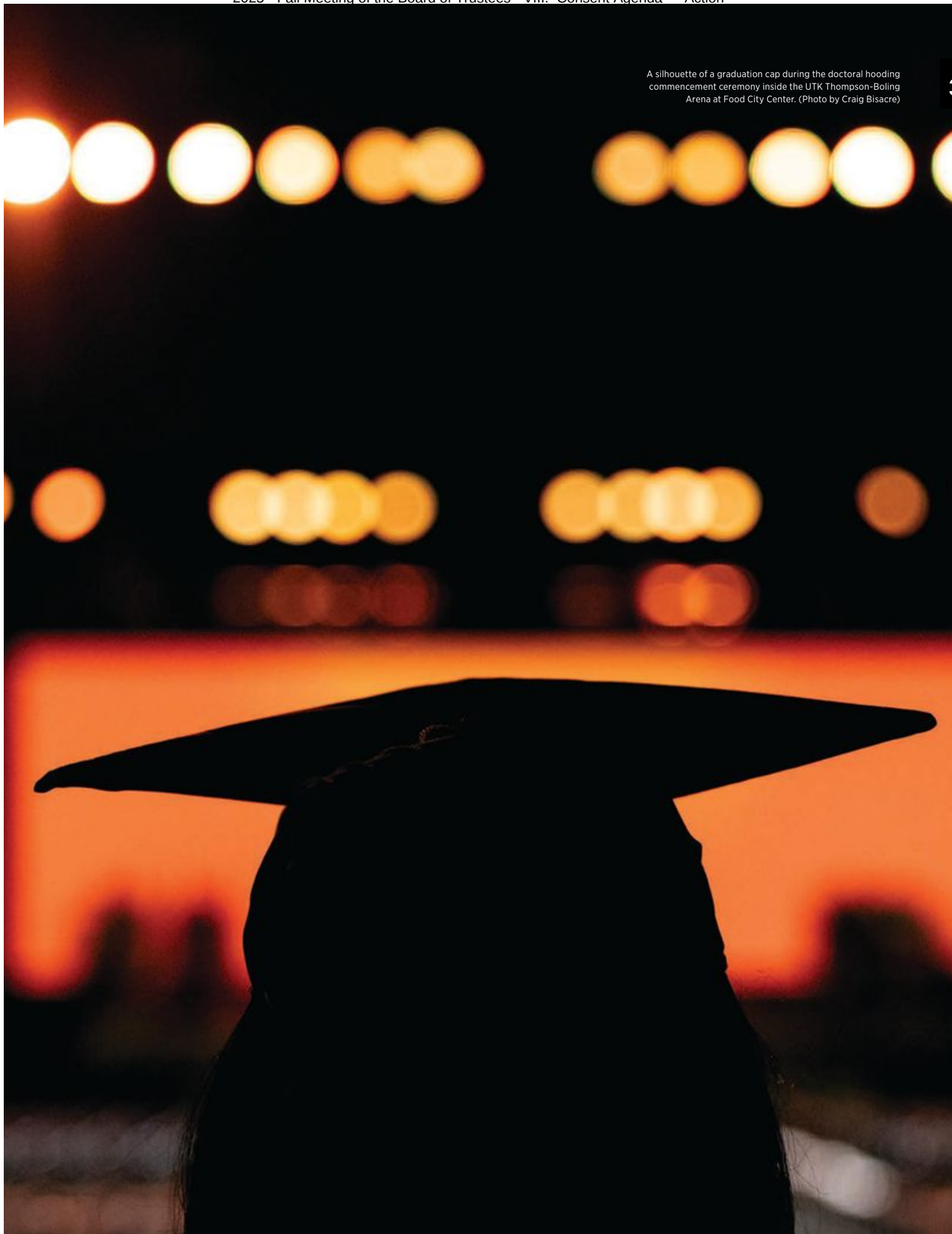
■ UNDERGRADUATE
■ GRADUATE



2025	1-YR CHANGE	5-YR CHANGE
UNDERGRADUATE	UNDERGRADUATE	UNDERGRADUATE
399	+1.3%	+50.6%
GRADUATE	GRADUATE	GRADUATE
2,758	+1.9%	-7.2%
TOTAL		
3,157		

A silhouette of a graduation cap during the doctoral hooding commencement ceremony inside the UTK Thompson-Boling Arena at Food City Center. (Photo by Craig Bisacre)

3.4





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The University of Tennessee is a statewide system of higher education with campuses in Knoxville, Chattanooga, Pulaski, Martin and Memphis; the UT Institute of Agriculture with a presence in every Tennessee county; and the statewide Institute for Public Service. The UT System manages Oak Ridge National Laboratory through its UT-Battelle partnership; enrolls about 65,000 students statewide; produces about 14,000 new graduates every year; and represents almost 497,000 alumni around the world.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.5

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Resolution Appointing a Managerial Group for U.S. Government Contracts**

Type: Action

Background Information

The Department of Energy, Department of Defense, and other federal agencies with which the University has contracts impacting national security, require the Board to appoint a Managerial Group and delegate to that group responsibility for negotiation, execution, and administration of U.S. government contracts. Only members of the Managerial Group will receive security clearance to access classified information related to these contracts.

The recent appointment of a new trustee to the Board requires an update to the Board's standard resolution pertaining to the appointment of the Managerial Group.

[Resolution in the Required Form is attached.]



The University of Tennessee
Board of Trustees

Resolution ____-2025

Appointment of the Managerial Group for Contracts between
The University of Tennessee and the United States Government
Pursuant to the National Industrial Security Program Operating Manual

BE IT RESOLVED BY THE EXECUTIVE COMMITTEE, ON BEHALF OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF TENNESSEE, THAT:

1. Those persons occupying the following positions at The University of Tennessee shall be known as the Managerial Group, having the authority and responsibility for the negotiation, execution, and administration of U.S. Government contracts as described in the National Industrial Security Program Operating Manual:

Chair, Board of Trustees
President
Chief Financial Officer
General Counsel
Vice President for Academic Affairs, Research, and Student Success
Associate Vice President for Research
Chancellor, The University of Tennessee at Chattanooga
Chancellor, The University of Tennessee, Knoxville
Vice Chancellor for Research, The University of Tennessee, Knoxville
Executive Director, The University of Tennessee Space Institute
Facility Security Officer
Insider Threat Program Senior Official

2. The Chief Executive and the members of the Managerial Group are cleared, or will be processed for clearance, to the level of The University of Tennessee's facility clearance. If uncleared, pending issuance of the requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.
3. The above-named Managerial Group is hereby delegated all of the Board's duties and responsibilities pertaining to the protection of classified information and/or special nuclear material released to The University of Tennessee.
4. In the future, when any individual is appointed to the Managerial Group as an additional member or replacement member, such individual shall immediately be processed for an access authorization at the same level as The University of Tennessee's facility clearance. Pending issuance of this requested access authorization, such individual shall be excluded

from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.

5. The following named officers and members of the Board of Trustees of The University of Tennessee shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to The University of Tennessee and do not occupy positions that would enable them to affect adversely the policies or practices of The University of Tennessee's performance of classified contracts for the U.S. Government:

Officers

<u>Name</u>	<u>Title</u>
Melinda S. Arnold	Chancellor, University of Tennessee Southern
Peter F. Buckley, MD	Chancellor, University of Tennessee Health Science Center
William H. Byrd III	Vice President, Institute for Public Service
Keith S. Carver, Jr.	Senior Vice Chancellor/Senior Vice President, University of Tennessee Institute of Agriculture
Brian J. Daniels	Chief Audit and Compliance Officer
Yancy E. Freeman	Chancellor, University of Tennessee at Martin
Luke Lybrand	Treasurer
Linda C. Martin	Executive Vice President
Cynthia C. Moore	Secretary and Special Counsel to the Board of Trustees
Melissa Tindell	Interim Vice Chancellor for Communications and Marketing
Carey Whitworth	Vice President for Government Relations and Advocacy
Kerry W. Witcher	Vice President for Development and Alumni Affairs

Members of the Board of Trustees

<u>Name</u>	<u>Title</u>
Bradford D. Box	Trustee
William E. Haslam	Trustee
Andy Holt	Trustee, Tennessee Commissioner of Agriculture (ex officio)
Decosta E. Jenkins	Trustee
Shanea A. McKinney	Trustee
Christopher L. Patterson	Trustee
William C. Rhodes III	Trustee
Donald J. Smith	Trustee
J. David Wade	Trustee
David N. Watson	Trustee
T. Lang Wiseman	Trustee
Ashlee Mallon	Student Trustee (non-voting)
Jamie R. Woodson	Trustee

Effective Date: October 24, 2025



THE UNIVERSITY OF TENNESSEE

BOARD OF TRUSTEES

3.6

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: Statement of Commitment - Graduate Medical Education (GME) Program
(July 1, 2025 – June 30, 2030)

Type: Action

Background Statement

The UT Health Science Center's College of Medicine (UTHSC-COM) sponsors residency programs accredited by the Accreditation Council for Graduate Medical Education (ACGME). As a "Sponsoring Institution," UTHSC-COM must adhere to ACGME's Institutional Requirements. Section 1.4 (effective September 3, 2025) requires the following:

"A written statement, reviewed, dated, and signed at least once every five years by the DIO [Designated Institutional Official], a representative of the Sponsoring Institution's senior administration, and a representative of the governing body, must document the Sponsoring Institution's:

- a) GME mission; and*
- b) commitment to GME by ensuring the provision of the necessary administrative, educational, financial, human, and clinical resources."*

Attached for the Board's consideration is an updated Statement of Commitment for the Graduate Medical Education Program for the five-year period July 1, 2025 – June 30, 2030. If approved, the Statement of Commitment will supersede the Statement of Commitment previously adopted by the Board on June 25, 2021, for the five-year period July 1, 2021 – June 30, 2026.

Additionally, attached is a copy of the Annual Institutional Review Executive Summary for the Academic Year July 1, 2024 – June 30, 2025. This report provides a summary of the findings of the most recent Annual Institutional Review (AIR), along with the proposed action plan of UTHSC-COM. The action plan outlines in greater detail oversight priorities for Academic Year 2025-2026. The action plan, including performance monitoring procedures, was reviewed and adopted by UTHSC-COM's Graduate Medical Education Committee on August 25, 2025. This report is required to be submitted to the Board of Trustees but does not require any formal action. These materials are being presented to the Executive Committee to ensure compliance by UTHSC-COM with ACGME institutional accreditation standards.



Office of
Graduate Medical Education
College of Medicine
920 Madison Avenue, Suite 447
Memphis, TN 38163
t 901.448.5364
f 901.448.6182

Memphis
Knoxville
Chattanooga
Nashville

**University of Tennessee
Health Science Center
Graduate Medical Education (GME) Program
Statement of Commitment
July 1, 2025- June 30, 2030**

The Board of Trustees of the University of Tennessee and the University of Tennessee College of Medicine (COM) are fully committed to the GME mission of educating quality health care professionals to support the physician workforce needs of the state of Tennessee. The COM will provide the educational environment and opportunities to meet the needs of all medical residents and facilitate their professional, ethical, and personal development. This is consistent with the College's mission of "transforming lives through collaborative and inclusive education, research/scholarship, clinical care and public service."

The Board of Trustees, the COM administration, and the GME community are committed to and responsible for promoting patient safety and resident well-being, and for providing a supportive educational environment. The leadership of the COM Graduate Medical Education Program supports safe and appropriate patient care through effective curricula, evaluation and resident supervision.

Educational Resources:

The COM sponsors 65 or more Memphis, Nashville and Jackson-based ACGME-accredited residency and fellowship programs. Over 800 residents and fellows are enrolled in these accredited programs.

The COM will provide the oversight necessary to foster graduate medical education programs in which physicians in training develop personal, clinical and professional competence under the guidance and supervision of the faculty and staff. The COM Graduate Medical Education Office is committed to providing a scholarly environment in which the resident is viewed as a student. The Graduate Medical Education Office will ensure the progression of responsibilities through demonstrated clinical experience, knowledge, and skills.

The COM will ensure that all residency programs define, in accordance with Program Requirements, the specific knowledge, skills, attitudes, and educational experiences required for each resident to demonstrate:

- A. **Patient care** that is compassionate, appropriate, and effective for the treatment of health problems and the promotion of health.
- B. **Medical knowledge** of established and evolving biomedical, clinical, epidemiological and social-behavioral sciences and the application of this knowledge to patient care.
- C. **Practice-based learning and improvement**, enabling the residents to investigate and evaluate their care of patients, to appraise and assimilate scientific evidence, and to continuously improve patient care based on constant self-evaluation and life-long learning.

- D. **Interpersonal and communication skills** that result in effective information exchange and collaboration with patients, their families and other health professionals.
- E. **Professionalism**, as manifested through a commitment to carrying out professional responsibilities and an adherence to ethical principles.
- F. **Systems-based practice**, as manifested by actions that demonstrate an awareness of and responsiveness to the larger context and system for health care, as well as the ability to call effectively on other resources in the system to provide optimal health care.

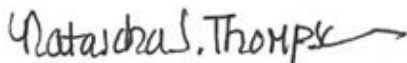
Financial Resources:

All UTHSC-employed residents in ACGME-accredited programs receive the same level of base compensation, by campus, for their appropriate level of training and are paid by the University of Tennessee. In addition, the College maintains comprehensive health, dental, vision, life, and disability insurance programs for all residents. The GME Office provides educational support funds to programs. Residents have absolute immunity from malpractice claims for educational activities under the Tennessee Claims Commission Act of 1985. Supervisory funding for faculty activities is provided by our teaching hospitals and is allocated to faculty commensurate with their teaching efforts through the GME Office.

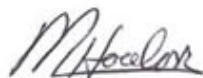
Human Resources:

All teaching faculty hold regular or clinical appointments in the College of Medicine. The COM and GME Office are responsible for the administrative support of the residency and fellowship programs. The main GME Administrative Office has over fifteen full-time employees, including four accreditation specialists, dedicated to institutional and program oversight. The Associate Dean/Designated Institutional Official for GME chairs the Graduate Medical Education Committee.

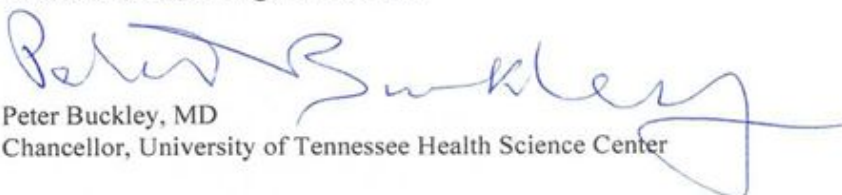
This Statement of Commitment is supported by the University of Tennessee Board of Trustees, the leadership of the COM, the Graduate Medical Education Committee, administration, and teaching faculty. The College of Medicine and participating teaching hospitals will provide the necessary educational, financial and human resources necessary to support all Graduate Medical Education training programs.



Natascha S. Thompson, MD
Associate Dean for GME and Designated Institutional Official



Michael Hocker, MD
Executive Dean, College of Medicine



Peter Buckley, MD
Chancellor, University of Tennessee Health Science Center

University of Tennessee Health Science Center College of Medicine

Annual Institutional Review Executive Summary

Academic Year July 1, 2024 – June 30, 2025

Submitted to the University of Tennessee Board of Trustees

Date approved by GMEC: September 4, 2025

On August 25, 2025, the College of Medicine's Graduate Medical Education Committee (GMEC) including the DIO, Graduate Medical Education (GME) administration, hospital partner representation, Program Directors, Program Coordinator representatives and resident/fellow representatives conducted the College of Medicine's Annual Institutional Review (AIR). Consistent with the Accreditation Council for Graduate Medical Education (ACGME) requirements, the AIR is an annual evaluation of the College of Medicine (COM) as a sponsor of ACGME- accredited graduate medical education programs considering certain performance indicators.

The AIR for academic year 2024-2025 included an investigation of the College of Medicine's performance based on the following indicators identified by the GMEC (*indicates ACGME-required performance indicators):

- Institutional accreditation and results of most recent institutional self-study or site visit *
- Most recent ACGME institutional letter of notification *
- ACGME survey results for residents, fellows and faculty *
- ACGME-accredited programs' ACGME accreditation information, including accreditation and recognition statuses and citations *
- Results from program site visits
- Special reviews
- Internal reviews
- Program Director effectiveness summary
- GME policy changes summary
- CLER site visit report (if applicable)
- Clinical and educational work hour data, summaries and trends
- Wellness data – survey wellness/burnout data and GME counselor utilization
- 2024-2025 Match data and UTCOM post-match survey
- 2025 Retention data
- Progress update on 2024-2025 AIR Action Plan and planning for the year ahead

A summary of the College of Medicine's performance based on the above indicators is presented in this Executive Summary, on pages 5-11. Of significance, the most recent ACGME Institutional site visit was completed in August 2022, and the Sponsoring Institution has held an accreditation status of Continued Accreditation with no citations and no areas for improvement since October 2022. Of the 70 ACGME-accredited programs within our Sponsoring Institution, 66 programs have an accreditation status of Continued Accreditation, 3 programs have Initial Accreditation status and 1 program has an accreditation status of Continued Accreditation with Warning. Over the past academic year, the Sponsoring Institution and GMEC approved the voluntary withdrawal of

accreditation for 1 program (Adult Infectious Disease). The Pediatric Hematology-Oncology program was transferred to St. Jude Children's Research Hospital, effective July 1, 2025. Two new program applications have been submitted to ACGME: UT Maury Regional Internal Medicine and Plastic Surgery Integrated.

Review of the 2025 ACGME institutional resident/fellow survey data shows that the UT COM, as the Sponsoring Institution, performs at or above the national mean for all areas assessed, which include: Clinical Experience and Education, Diversity and Inclusion, Educational Content, Faculty Teaching and Supervision, Resources, Patient Safety and Teamwork, Evaluation and Professionalism.

As required by the ACGME, this Executive Summary includes the College of Medicine's GME Action Plan. The Action Plan outlines in greater detail the GME/GMEC's oversight priorities for Academic Year 2025-2026. The Action Plan, including performance monitoring procedures, was reviewed and adopted by the GMEC on August 25, 2025.

If the Board of Trustees has any questions regarding this report, the Action Plan or the College of Medicine's accreditation status, please feel free to contact me or any member of the GMEC (listed below in table on pages 3-4).



Natascha S. Thompson, MD, FACP

Associate Dean for GME and Designated Institutional Official

Chair, Graduate Medical Education Committee

The University of Tennessee Health Science Center

Graduate Medical Education Committee Academic Year
2025-2026

Role	Name	Title/Area
Chair	Natascha Thompson, MD	Associate Dean for GME, Designated Institutional Official, Med-Peds Faculty
GMEC Secretary	Branette Smith	Assistant Director of GME Accreditation, Assistant Designated Institutional Official
GME Administration	Mark Bugnitz, MD	Assistant Dean of Program Improvement, Chair of Program Improvement Subcommittee
	Aaron Haynes	Assistant Dean of GME, Associate Designated Institutional Official
	Mark Petzinger, JD	Assistant Dean of Academic Success
Peer Selected Resident Representatives	Elizabeth Gaudio, MD	Neurology
	Ethan Holland, MD	Psychiatry
	Jake Myers, MD	Pediatrics
	Virginia Nisbet, MD	Emergency Medicine Nashville
	Julia Pado Freitas, MD	General Surgery
	Robert Tatum, MD	Medicine-Pediatrics
	Mackensie Terry, MD	Internal Medicine Memphis
Hospital Representatives (one vote per hospital)	Jane Yao, MD	Internal Medicine Nashville
	Chris Trabue, MD	Ascension Saint Thomas, Chief Academic Officer and Chair of Department of Clinical Medical Education
	Martin Croce, MD	Regional One Health, Chief Medical Officer
	Robin Womeodu, MD	Methodist Le Bonheur Healthcare, Senior Vice President and Designated Institutional Official
	Anne Sullivan, MD	Baptist Healthcare, Designated Institutional Official
	Gina Raymond, MD	VA Medical Center, Associate Chief of Staff for Education/DEO
Program Directors and Fellowship Office Director	Tim Minnear, MD	St. Jude Children's Research Hospital rep and Pediatric Infectious Disease Program Director
	Bindiya Bagga, MD	Pediatrics
	Jaclyn Bergeron, MD	Internal Medicine
	Grant Studebaker, MD	Family Medicine and Jackson/West TN Healthcare rep
	Ashley Matthews, MD	Family Medicine - Saint Francis
	Ramona Phinehas, MD	OB-GYN
	Alex Feliz, MD	General Surgery and Peds Surgical Critical Care
	Brian Green, MD	Radiology and MRPC Rep
	Colleen Hastings, MD	Nephrology and Pediatric Nephrology Fellowship
	Dan Wells, MD	Medicine/Pediatrics

	Ajay Talati, MD	Pediatric Fellowship Office Director
Program Manager Representatives	Amanda Roberts	Internal Medicine Memphis
	Kelli Moses	Ophthalmology
Other Voting Members	Kim Huch, MD	Physician Consultant and Chair of Internal Review Panel
	Cheri Lowe, MSN, RN	UT GME Quality Improvement/Patient Safety Officer
	Elisha McCoy, MD	Quality Improvement/Patient Safety - Le Bonheur and Med-Peds Faculty
	Claudette Shephard, MD	Associate Dean of Access and Engagement and OB-GYN Faculty
	Kayla Ingram	Regional One Health, Medical Education Coordinator (alternate hospital rep)
	Kent Lee, MD	Baptist Healthcare, Associate Designated Institutional Official (alternate hospital rep)
	Tristin Casteel	Director of Medical Education, Ascension St. Thomas (alternate hospital rep)
	Lori Kessler, PharmD	Methodist Le Bonheur Healthcare, Director of Education (alternate hospital rep)
	Travis Brooks	Associate Director of GME (alternate GME administration rep)
	Desiree Burroughs-Ray, MD	Chair of GMEC Wellness Subcommittee
	Jason Yaun, MD	Chair of GMEC Clinical and Educational Work Hours Subcommittee
	John Phillips, MD	VA Medical Center, Deputy Associate Chief of Staff for Education (alternate hospital rep)
Non-Voting Attendees	Casey Montgomery	GME Business Manager
	Austin Mann	GME Data Analyst
	Kathleen Pierce	Accreditation Specialist
	Miranda Sealey	Accreditation Specialist
	Haley Smith	Accreditation Specialist

Summary of Findings from 2024-2025 Annual Institutional Review (AIR)

Most Recent Institutional Letter of Notification and Result of Last Institutional Site Visit	An ACGME Institutional site visit was last completed on August 16, 2022. The result was Continued Accreditation status, resolution of all prior citations, no new citations and no areas for improvement. The COM, most recently, was notified of an accreditation status of Continued Accreditation by the ACGME on January 23, 2025. 0 citations and 0 areas for improvement (AFI)
Number of Residents/Fellows	922, inclusive of trainees in ACGME-accredited and non-standard programs (compared to 886 in AY '24-'25 and 897 in AY '23-'24) Internal Medicine (Memphis and Nashville), Family Medicine (Memphis, Nashville, Jackson), and Pediatrics (Memphis) continue to be the COM's largest ACGME-accredited training programs.
ACGME 2025 Survey Results for Residents/Fellows and Faculty	Resident/Fellow Survey Results (institutional level data): • 93% residents/fellows have a positive overall evaluation of their program (an increase of 1% compared to the prior AY). • 3% residents/fellows have a neutral overall evaluation of their program. • 4% of residents/fellows have a somewhat negative or very negative overall evaluation of their program. • 86% of trainees with probably or definitely choose to train in the same UT program again • SI is at the national mean in the following 2 assessed areas: Evaluation and Clinical Experience/Education. • SI is above the national mean in the following 6 assessed areas: Resources, Patient Safety/Teamwork, Faculty Teaching/Supervision, Educational Content, Diverse Patient Populations and Professionalism. • There were no areas in which the SI scored below the national average. • Total percentage of compliance by category demonstrated relatively stable scoring over the past 3 academic years in all areas assessed. 35 programs demonstrated answers consistent with full compliance in all surveyed areas (improved when compared to the past 3 academic years). The following programs had the highest number of non-compliant areas on the resident/fellow ACGME survey (* indicates survey response concerns the prior academic year); the SI considers a response non-compliant if a response is below 70% on the program compliance metric in any specific area): • Pediatric Nephrology (17 areas based on multi-year survey data) • Family Medicine St. Francis * (11 areas) • Critical Care Medicine (9 areas) • Psychiatry * (9 areas) Overall areas with the largest number of program non-compliant responses: • Satisfied with process for dealing confidentially with problems or concerns • Able to raise concerns without fear of intimidation or retaliation • Appropriate amount of teaching in all clinical and didactic activities • Faculty members interested in education

	• 4 or more days free in 28-day period • Satisfied with faculty members' feedback • Extent to which increasing clinical responsibility granted, based on resident's/fellow's training and ability Faculty Survey Results (institutional level data): • 97% of faculty have an overall positive evaluation of their program (stable). • SI is at or above the national compliance mean in the areas of Resources, Professionalism, and Educational Content • SI is slightly below the national mean (by 0.1%) in the areas of (1) Patient Safety and Teamwork and (2) Faculty Teaching and Supervision. • Total percentage of compliance by category demonstrates an increase in scoring over the past 3 academic years in (1) Resources, (2) Patient Safety and Teamwork and (3) Faculty Teaching and Supervision Programs with the highest number of non-compliant answers on the faculty survey include the following: • Interventional Cardiology (6) • Vascular Neurology (4) • Pediatric Critical Care (3) Multi-year trends for the lowest scoring faculty survey areas include the following: Faculty members satisfied with process for evaluation as educators: • 85% in 2025 • 84% in 2024 • 83% in 2023 • 86% in 2022 Interprofessional teamwork skills modeled or taught: • 90% in 2025 • 90% in 2024 • 89% in 2023 • 86% in 2022 Process to transition patient care and clinical duties when residents/fellows fatigued: • 91% in 2025 • 91% in 2024 • 90% in 2023 • 89% in 2022
ACGME-Accredited Programs Accreditation Statuses and Citations	Overall Data: • 70 ACGME-accredited programs: • 66 programs with <i>Continued Accreditation</i> • 1 program with <i>Continued Accreditation with Warning</i> (Pediatric Surgical Critical Care) • 3 programs with <i>Initial Accreditation</i> (Developmental Behavioral Pediatrics, Neurocritical Care and Reproductive Endocrinology and Infertility) • 2 new program applications submitted to ACGME (UT Maury Internal Medicine and Plastic Surgery Integrated) – accreditation status pending

	• 1 voluntary withdrawal of accreditation (Adult Infectious Disease) <u>2024-2025 ACGME site visits, indications for site visit and outcome:</u> • Child and Adolescent Psychiatry (routine) – Continued Accreditation with 7 new citations • Family Medicine St. Francis (for cause) – Continued Accreditation and resolution of all citations and AFIs • Orthopedics – Hand Surgery (routine) – Pending <u>2024-2025 Self Studies: none</u> <u>Citations and Areas for Improvement (AFIs) resulting from ACGME site visits, survey results, and program submissions to ACGME:</u> • Total of 27 citations in 16 programs • 7 citations are held by a single program; the other 15 programs have 1-2 citations each • The 3 citation categories with the largest number of citations include: ○ Evaluation of residents/fellows ○ Performance on board exams ○ Qualifications of faculty • 15 identified Areas for Improvement in 11 programs
Results from Program Site Visit	<u>Child and Adolescent Psychiatry</u> • 7/16/24 routine site visit • Accreditation status unchanged – <i>Continued Accreditation</i> • 7 new citations and 0 AFIs <u>Family Medicine St. Francis:</u> • 11/15/24 for cause site visit, related to ACGME resident survey results • Accreditation status unchanged – <i>Continued Accreditation</i> • All citations and AFIs resolved with no new citations/AFIs <u>Orthopedics – Hand Surgery:</u> • 5/14/25 routine site visit • Accreditation status pending
Other Institutional Metrics	<u>GME/GMEC Oversight Priorities by Program for AY '25-'26:</u> • Pediatric Surgical Critical Care • Neurology • Psychiatry • Child and Adolescent Psychiatry • Hospice and Palliative Medicine • Peds Critical Care • Forensic Pathology <u>8 Special Reviews conducted by the GMEC Program Improvement Subcommittee:</u> • Pediatric Critical Care • Maternal Fetal Medicine • Psychiatry x 2 • Child Neurology • Hospice and Palliative Medicine

	• Pediatric Surgical Critical Care • Child and Adolescent Psychiatry Number of Internal Reviews conducted as a mechanism for routine oversight and review of GME programs: 20 (currently in cycle 4 of Internal Reviews for all ACGME-accredited programs) Number of Program Director changes: 15
Program Director Summary	<u>ACGME Faculty Survey (inclusive of multi-year survey data):</u> • 86% institutional compliance on program director effectiveness • 5 programs with less than 80% scoring in this category <u>PD Performance Data (internal):</u> • Average score is 85% • 18 scores at 90% or higher • 38 scores in the 80-89% range • 14 scores less than 80%
GME Policy and Procedure Changes	<u>Review and modification of policies:</u> • GME #112 – Outside/Off Cycle Match • GME #140 – Visas • GME #210 – Resident/Fellow Salary • GME #220 – Supplemental Leave Request Form • GME #230 – Insurance Benefits • GME #270 – Risk Management Inquiry • GME #530 – Certificates • GME #710 – Non-Standard Training Programs • GME Resident Travel Reimbursement Form
ACGME Clinical Learning Environment Review (CLER) Site Visits	Last 2 CLER visits: September 19, 2017 (at Methodist University Hospital) and July 31, 2023 (at Regional One Health); jointly defined UTHSC and ROH action plan items achieved
Clinical and Educational Work Hour Data	<u>Work hour trends over 4 academic years:</u> • Continued downward trend in total violations: 84 in AY '24-'25, 87 in AY '23-'24, 113 in AY '22-'23, 308 in '21-'22 • 24+, short break and day off violations account for 75% of total recorded violations • 80-hour work week violations: 3 in AY '24-'25, 2 in AY '23-'24, 5 in AY '22-'23, 14 in AY '21-'22 • LBCH and ROH (participating sites) account for 44 of the work hour violations
Wellness Data and GME Counselor Utilization	<u>Wellbeing and burnout as per ACGME survey:</u> <u>Highest wellbeing scores by residency:</u> • Otolaryngology • Family Medicine Nashville

	• Internal Medicine Nashville • Neurosurgery • General Surgery Nashville <u>Lowest wellbeing scores by residency:</u> • Psychiatry • Family Medicine St. Francis • Child Neurology • Medicine-Pediatrics • Neurology • Pathology <u>Highest wellbeing scores by fellowship:</u> • Orthopedic Sports Medicine • Pediatric Orthopedics • Sports Medicine <u>Lowest wellbeing scores by fellowship:</u> • Peds Critical Care • Nephrology • Forensic Pathology • Pediatric Nephrology <u>Highest burnout scores by residency:</u> • Child Neurology • Pediatrics <u>Highest burnout scores by fellowships:</u> • Peds Critical Care • Forensic Pathology • Critical Care Medicine <u>GME Counselor Utilization:</u> • Top program utilizers of counselor services: Family Medicine, Pediatrics, Internal Medicine and Psychiatry • 21 programs have residents utilizing GME counseling services (increasing trend over past 3 years) • Highest utilization months for past AY were March, April and May • Types of appointments in order of frequency: ◦ Counseling>>>>board preparation • Referral sources in order of frequency: ◦ Self-referral>Program Director>GME Staff
2024-2025 Match Data, UT COM Post-Match Survey and Retention Data	182/187 (97%) of positions were filled in the main residency MATCH (pre-SOAP); 4 unfilled positions in Family Medicine St. Francis and 1 position in Family Medicine, Nashville, Rural Track 100% of positions were filled on conclusion of the MATCH 63 (approximately 1/3 of incoming PGY1's) individuals are from TN <u>Top 4 medical schools represented for incoming PGY1s:</u> • UTHSC (37) • Lincoln Memorial University DeBusk College of Osteopathic Medicine (19)

	• East Tennessee State University (6) • Mercer University School of Medicine (6) <u>Residency programs that filled 25% or more of positions with UTHSC students:</u> • Psychiatry • Ophthalmology • Radiology • Orthopedic Surgery • Emergency Medicine – Memphis • Internal Medicine – Nashville • Internal Medicine – Memphis • Neurology • General Surgery – Memphis • Otolaryngology • OB-GYN - Nashville <u>UT student matches within our state:</u> • 45% UT students matched to TN programs (improved from 38%) • 32% UT students matched to UT residency programs statewide (stable) • 24% UT students matched to UT programs in Memphis, Nashville and Jackson (stable) <u>Selection of specialties by UT students:</u> • 45% UT students went into primary care (stable) • 18% UT students went into surgical subspecialties (down 2%) • 36% UT students went into non-primary care specialties (up 2%) <u>Top 5 Factors for Rank Position by UT students:</u> 1. Geographical Location 2. Personality/Culture of Program 3. Interaction with Residents 4. Interaction with Faculty 5. Experience on Rotation of Specialty Choice <u>UT Student Post Match Analysis:</u> • UT COM rank is higher than past 2 AYs (7.29 average) • Number of programs ranked per student is around 14 programs • Number of residency interviews is stable at 14 <u>Residency Graduate Data for AY '24-'25:</u> • Overall, 36% of trainees graduating from UT programs remain in TN to practice or remain in TN for fellowship training ◦ 6% fellowship in TN (downward trend) ◦ 30% practice in TN (upward trend)
UTHSC Continuing Medical Education (CME) Statewide Program Summary (for reporting year end 2024) – Chattanooga, Knoxville, Memphis	The UT COM Office of Continuing Medical Education received 4-year reaccreditation (July 21, 2025 - July 20, 2029) from the Accreditation Council for Continuing Medical Education (ACCME) and was found fully compliant in all areas assessed. Total statewide CME Activities in 2024 = 240, a 65% increase in activities from 2020 to 2024

	(Includes Enduring Materials (SVMIC), Live Activities, and Regularly Scheduled Series – RSS) Total statewide Learners by Profession in 2024 = 77,045, a 75% increase in learners from 2020-2024 14,888 Allied Health Professionals 62,157 Physicians (MD & DO) UTHSC is the joint provider of CME for all live activities and enduring material (online) educational courses offered by SVMIC to physicians in the state of Tennessee and the surrounding states.
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UTHSC GME/GMEC Action Plan for AY '25-'26

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
<u>Clinical and Educational Work Hours</u> <u>(1) 80 Hour Work Week – CPR 6.20</u> Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting.	Continued	NI Duty Hour Logging Quarterly monitoring of programs via the GMEC CEWH subcommittee ACGME Resident/Fellow Survey	100% compliance with the 80-hour work week on New Innovations logging 100% compliance on 80-hour work week question on ACGME resident/fellow survey	Quarterly monitoring via the GMEC CEWH Subcommittee - ongoing Re-assessment in Spring 2026 on release of ACGME survey results
<u>(2) 4 or more days free in a 28-day period – CPR 6.21.b.</u> Residents must be scheduled for a minimum of one day in seven free of clinical work and required education (when averaged over four weeks). At-home call cannot be assigned on these free days. (Core)	Continued		Gain understanding of factors influencing non-compliance for the 4 or more days free in a 28-day period duty hour standard and engage in program education efforts targeted at those identified factors; goal is increased compliance on ACGME resident survey results (CEWH subcommittee)	

UTHSC GME/GMEC Action Plan for AY '25-'26

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
<u>Monitoring of implementation of leave:</u> IR 4.3 The Sponsoring Institution must monitor each of its programs with regard to implementation of terms and conditions of appointment. (Core) IR 4.3.a.9. vacation and leave(s) of absence for residents/fellows, including medical, parental, and caregiver leave(s) of absence, and compliant with applicable laws; (Core)	New	New Innovations leave data	CEWH subcommittee	CEWH subcommittee and GME Office assessment – January 2026 and July 2026

UTHSC GME/GMEC Action Plan for AY '25-'26

Area for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
<u>Program Citations and AFIs</u> IR 1.12 Responsibilities: GMEC responsibilities must include oversight of: IR 1.12.d. the ACGME-accredited program(s)' annual program evaluation(s) and Self-Study(ies); (Core) IR 1.14.a. The GMEC must identify institutional performance indicators for the AIR, to include, at a minimum: 1.14.a.3. each of its ACGME-accredited programs' ACGME accreditation information, including accreditation and recognition statuses and citations. (Core)	New	ACGME Letters of Notifications	Goal: 25% reduction in program citations and AFIs via enhanced GME Office and GMEC engagement in APE review, action plan review and ADS submission	Spring 2026



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.7

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Items from the Education, Research, and Service Committee**

Type: Action

Education, Research, and Service Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here. These items include the following:

- Grant of Tenure upon Initial Appointment
- New Academic Unit, College of Nursing, UTC



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.8

AGENDA ITEM SUMMARY

Meeting Date: October 24, 2025

Item: **Items from the Finance and Administration Committee**

Type: Action

Finance and Administration Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here. These items include the following:

- UTHSC Real Property Acquisition - 23 S. Pauline Street, Memphis, TN
- UTK Lease - 2400 Sutherland Avenue, Knoxville, TN
- UTIA ARP Budget Increase – Broiler and Research Facility
- UTHSC Affiliation Agreement (Starr Regional Medical Center)
- Report on Uses of FY 2025 Tuition and Fee Revenue

2025

ANNUAL REPORT

THE UNIVERSITY OF TENNESSEE
UT FOUNDATION

A view into fiscal year 2025

Serving the UT System campuses and institutes:

University of Tennessee at Chattanooga (UTC)
University of Tennessee Health Science Center (UTHSC)
University of Tennessee, Knoxville (UTK)
University of Tennessee at Martin (UTM)
University of Tennessee Southern (UTS)
University of Tennessee Institute of Agriculture (UTIA)
University of Tennessee Institute of Public Service (IPS)

Our Mission

*To raise financial, public
and political support for
the University of Tennessee.*



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the President

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Directors

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Fiscal Year
2026 Goals

Envisioning the Possibilities

Fiscal year 2025 was extraordinary. For the second consecutive year, the University of Tennessee Foundation surpassed a historic fundraising milestone, raising more than \$492 million. These results, driven by the steadfast commitment of our alumni, donors and friends, bring us ever closer to making this the greatest fundraising decade in University of Tennessee System history.

This success offers more than numbers on a page. It provides a clear view of what's possible, as we look inward with pride at how far we have come, and outward with a vision for the opportunities still ahead. There is much to be excited about.

With support from more than 85,000 alumni and friends, we are making significant strides in advancing the university's mission across Tennessee. Every gift provides our students, faculty and staff a renewed outlook on what could be, and the generosity, passion and trust of our donors fuel our progress and empower us to step boldly into the future.

Our recent achievements are the cornerstone to maintaining our forward momentum in the years to come. We are committed to strengthening the services we provide to our donors, alumni and friends, and to expanding the reach and impact of the University of Tennessee.

Thank you for standing with us on this remarkable journey.

Together, we are shaping the future of higher education and ensuring the University of Tennessee continues to thrive for generations.

With gratitude and excitement for what's ahead,

Kerry Witcher



President & CEO
University of Tennessee Foundation



ROI = \$9.46

For every \$1 invested,
the UT Foundation raised \$9.46.



This is a defining moment in the life of the University of Tennessee. To be part of a decade where our alumni, donors and friends are showing such extraordinary belief in our campuses is both humbling and inspiring.

– Kerry Witcher, President
University of Tennessee Foundation

2024 - 2025

UT Foundation Board of Directors

4.1



Alan D. Wilson, Chair



Arthur L. Sparks, Vice Chair



K. Jeannie Beauchamp



Isaac E. Bennett



Karen M. Bowling



Douglas A. Brown



Emily Capadalis Love



Yancy Freeman



Ronald E. Frieson



C. Doug Haney



Judith A. Herbert



Renee B. Iacona



Deborah A. Ingram



Linda Martin



Misty D. Mayes



J. Phenise Poole



Richard F. Warren, Jr.



David Watson



Brian Winbigler



Kerry Wiltcher
President & CEO



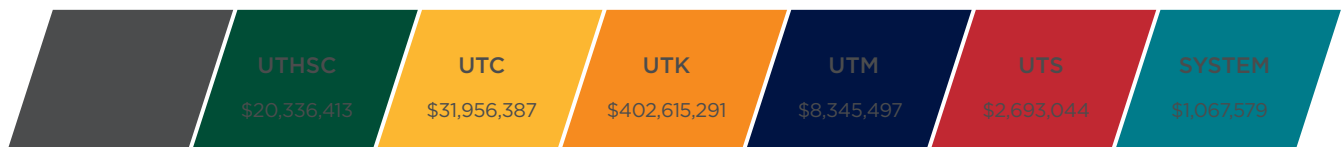
Randy Boyd
University President

Fundraising

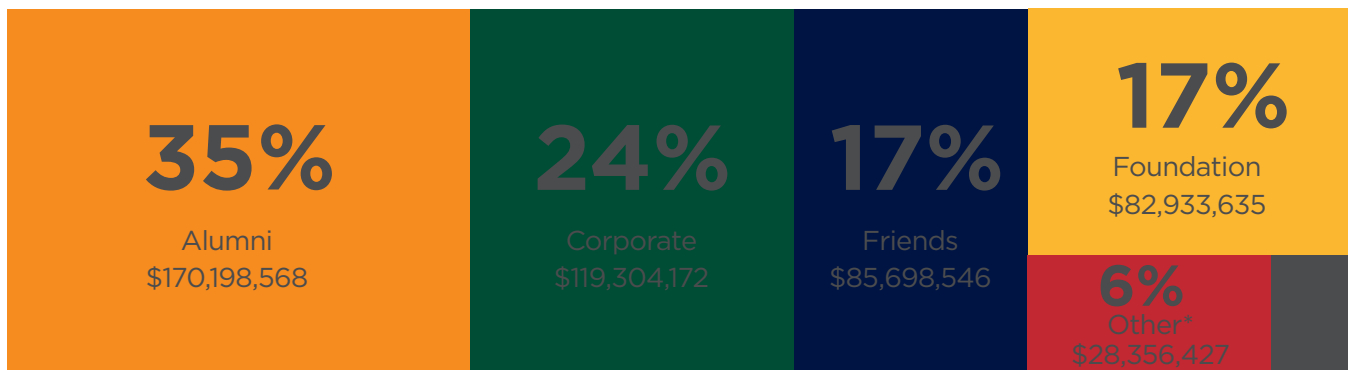
4.1

Total Gifts

\$492,845,544



Source



*Other includes public charities, grants, government agencies and other organizations

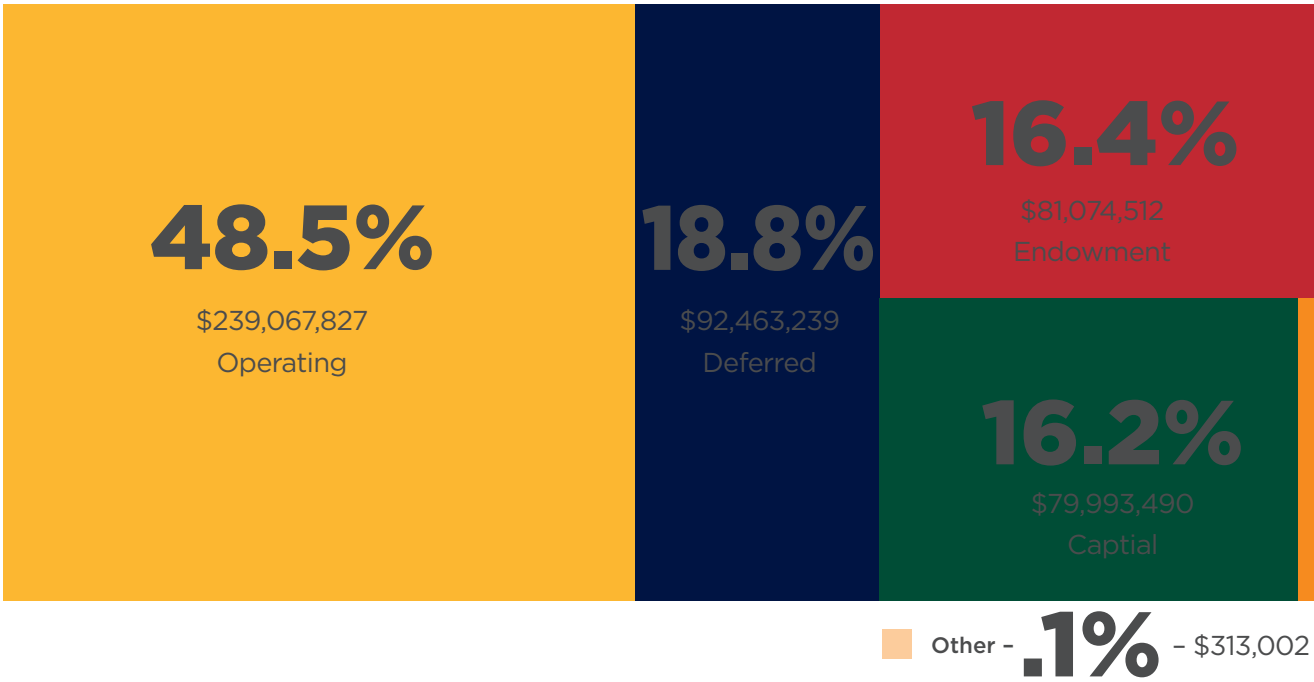
■ Employees - \$6,420,722



Raising nearly \$500 million in a single year is an extraordinary accomplishment and a powerful endorsement of the work happening across our campuses and institutes. Reaching 70% of our \$3 billion decade-long goal marks an incredible milestone on our path to making this the greatest fundraising decade in UT history. I'm incredibly grateful to our supporters for their generosity and belief in our mission to educate, discover and serve the people of Tennessee.

- Randy Boyd, President
University of Tennessee

Purpose



Every gift, large or small, makes a real impact. When we invest in what matters to us, we empower change-and together, our collective philanthropy transforms lives.

- Brigitte Grant, Vice Chancellor for Advancement
University of Tennessee Health Science Center

Gift Size

Dollar Range	\$0 - \$999	\$1,000 - \$9,999	\$10,000 - \$24,999	\$25,000 - \$99,999	\$100,000 - \$999,999	\$1,000,000+
Total Dollars	\$19,186,824	\$42,764,986	\$29,320,064	\$31,731,298	\$91,319,246	\$278,589,654

Bequests

\$81,215,228

Total deferred and planned pledges booked in FY25

Insurance

The UT Foundation has \$1,134,889 in outstanding insurance policies and \$10,610,497 in university outstanding insurance policies as of June 30, 2025.

Real Estate

- Acquisitions (7 properties) – \$6,814,990
- Total properties owned (15 properties) – \$11,191,042
- Total properties sold (4) – \$731,740
- Total current properties listed for sale (1) – \$1,688,500

UT Advocacy Network

10,013

Total Members

595

Total New Members



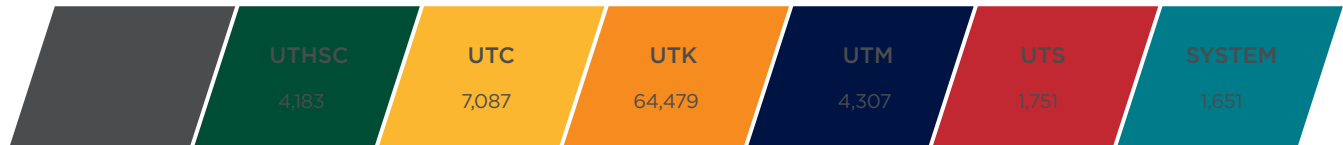
UTC's FY25 fundraising success is a testament to the amazing work being done not only by the advancement team but also our many partners across the campus and community. Philanthropy provides a margin of excellence for our University, and we are grateful for the growing base of supporters who are making a difference for our students, faculty and staff.

– Kim White, Former Vice Chancellor
University of Tennessee at Chattanooga

Total Donors

85,820*

4.1

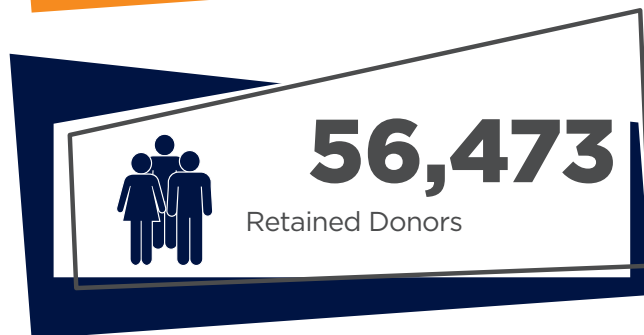
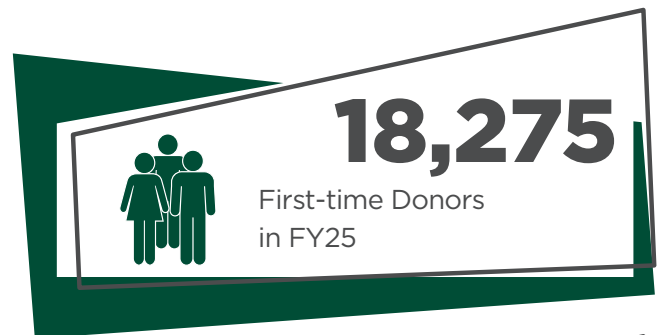


*Donor totals do not equal the sum of all campuses because many donors give to multiple campuses and programs.



This year's success is the result of a Volunteer community that believes in this university and what it stands for. UT is a profound investment—one that is changing lives and shaping the future. We are truly grateful for the generosity of our donors and what they make possible.

– Brian Broyles, Senior Vice Chancellor for Advancement
University of Tennessee, Knoxville



Alumni Engagement

4.1

Total Number of Alumni

459,208

Total Number of Engaged Alumni

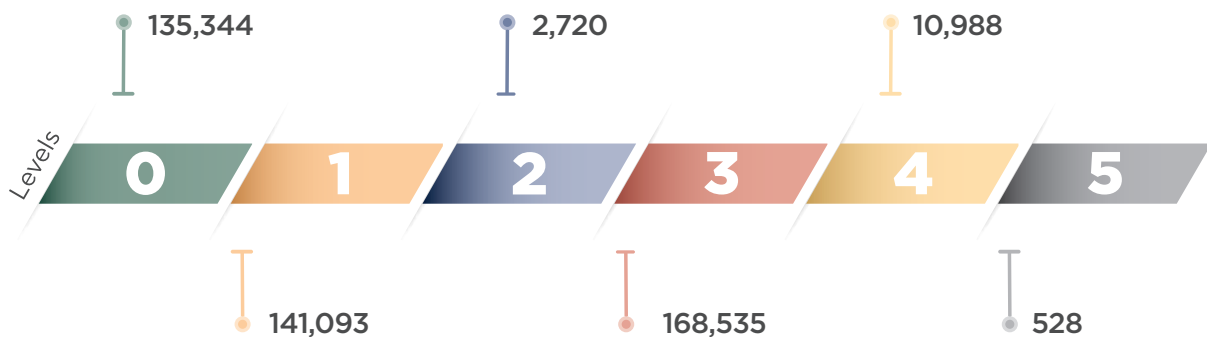
323,864



Our donors see investment in UT as a winning value proposition. The progress and growth we're experiencing right now—the vitality of campus and the student experience—is palpable, and our generous supporters are eager to be a part of it.

– Charley Deal, Vice Chancellor of Advancement
University of Tennessee Institute of Agriculture

Levels of Engagement



Engagement levels are measured across various connection points between alumni and their alma mater, offering insights into lifelong relationships that help build a legacy for future generations.

UT Alumni Around the World

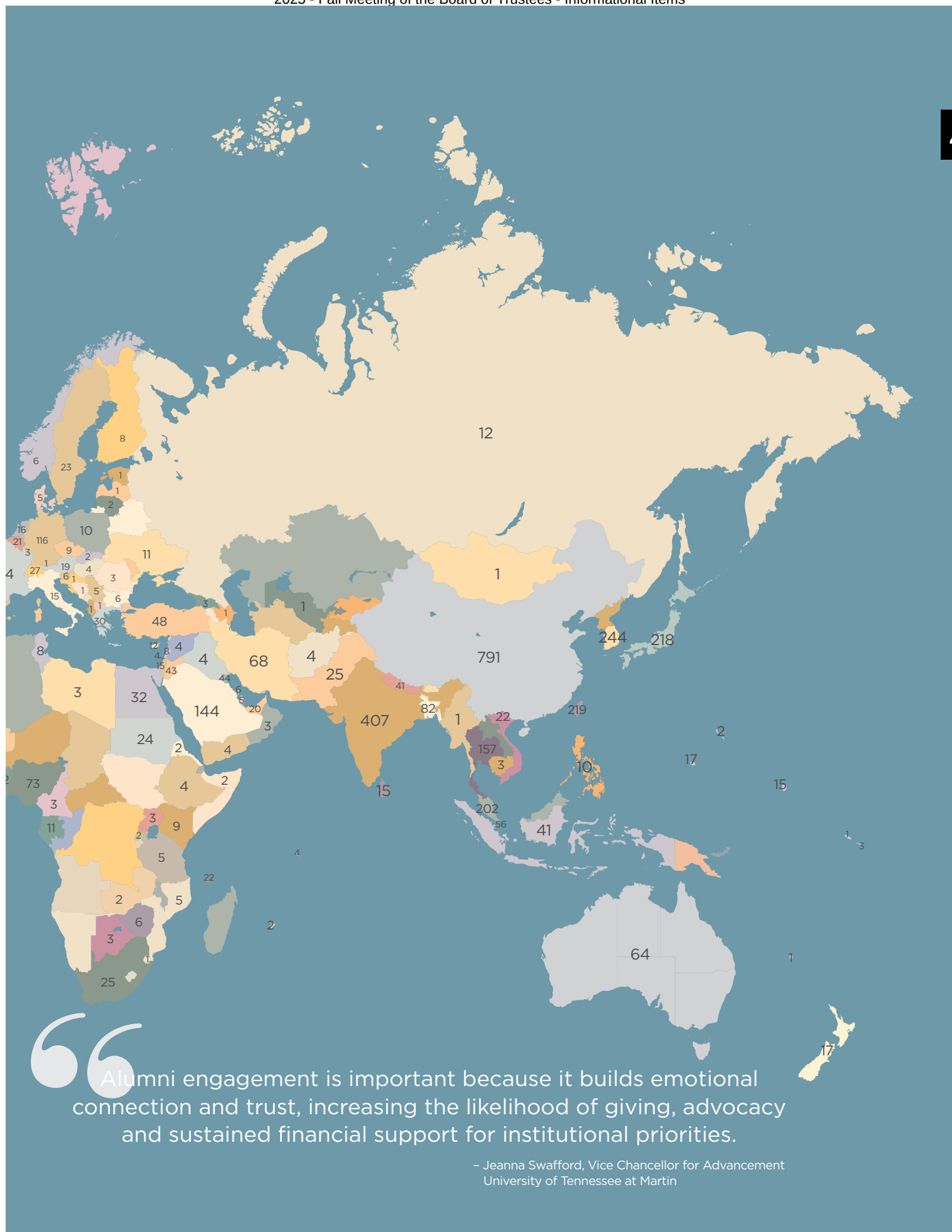
4.1

U.S. TERRITORIES

Puerto Rico	81
Virgin Islands	21
Guam	17
American Samoa	3
Commonwealth of the Northern Mariana Islands	2

ALUMNI BY STATE

Alabama	8,438	Missouri	2,330
Alaska	276	Montana	372
Arizona	1,926	Nebraska	293
Arkansas	3,422	Nevada	680
California	6,935	New Hampshire	281
Colorado	3,291	New Jersey	1,893
Connecticut	794	New Mexico	716
Washington DC	691	New York	3,224
Delaware	394	North Carolina	12,305
Florida	13,901	North Dakota	99
Georgia	24,077	Ohio	4,250
Hawaii	270	Oklahoma	974
Idaho	434	Oregon	1,214
Illinois	3,737	Pennsylvania	2,914
Indiana	2,257	Rhode Island	195
Iowa	523	South Carolina	6,211
Kansas	773	South Dakota	130
Kentucky	4,911	Tennessee	285,605
Louisiana	1,799	Texas	10,241
Maine	327	Utah	631
Maryland	3,439	Vermont	183
Massachusetts	1,545	Virginia	9,249
Michigan	1,997	Washington	2,159
Minnesota	864	West Virginia	730
Mississippi	4,438	Wisconsin	1,098
		Wyoming	198



Foundation Operations

Total Planned Revenue

\$53,594,066

	University Direct Support	Endowment Administrative Fee	Investment Earnings	Advancement Assessment	Other*
	\$18,563,586	\$12,323,324	\$6,215,000	\$1,788,518	\$14,703,638

*Other includes prepayments from accumulated savings, marketing revenue, alumni programs and discretionary gifts.

Total Planned Expenses

\$52,261,669

	Personnel	\$39,375,856
	Operating	\$12,885,813

“Our donors continue to go above and beyond for our students, faculty and staff. With enrollment continuing to increase, as well as many new facility upgrades, our donors continue to answer the call for support. We appreciate them and thank them for helping us meet the needs of our students.

– Evan Beech, Former Vice Chancellor for Advancement
University of Tennessee Southern



Staff Size

289



88% Fiscal year 2025 staff retention

Job Family Breakdown



Prospect Operations
6

2%

17

UTFI President's Award

The UTFI President's Award is a highly prestigious award which recognizes outstanding achievements by advancement staff in applying creative concepts to improving performance, advancing fundraising and alumni engagement efforts, and promoting a

better understanding of the systemwide advancement activities and asset management services of the UT Foundation. Recipients are nominated by supervisors, and a committee of previous year recipients select up to six employees to receive the honor.

Nominees are selected using the following criteria:

- Promotes a better understanding of the systemwide major gift fundraising activities and alumni engagement initiatives.
- Continually strives to improve the overall performance of the Foundation by meeting or exceeding individual, departmental and system goals.
- Provides innovative and creative approaches for the solution of problems and meeting special needs in assigned areas of responsibility.
- Demonstrates commitment to personal and professional growth and organizational development.
- Supports teamwork and continuous improvement efforts of the advancement division through collaborative efforts.
- Fosters employee and customer loyalty.
- Serves as a mentor to other employees.
- Provides vision through leadership efforts.
- Adheres to core values and possesses integrity.

Congratulations to the 2025 recipients!



*Lydia Ball
UT Southern*

Lydia Ball exemplifies collaboration, teamwork and a deep commitment to stewardship in her role at UT Southern. Her innovative contributions include launching the first UT Southern Gratitude Day, implementing a comprehensive stewardship plan and partnering with Central Services and other campuses to streamline processes for greater efficiency.

Lydia is a trusted resource on campus, known for fostering collaboration between advancement, athletics and academics. Her efforts to engage alumni and donors are enhanced by her active civic and community involvement. Through her warmth and focus on service, she sets the standard for customer care and exemplifies core values of honesty, respect and professionalism. Her leadership and vision continue to strengthen both UT Southern and the UT Foundation.



*Terri Catafygiotu
UT Health Science
Center*

Terri Catafygiotu is the consummate professional whose passion for alumni engagement benefits all UT campuses. She is a dedicated and creative leader through every task, and she is known for her innovative problem-solving and strategic mindset. Terri consistently delivers thoughtful solutions that reflect her deep care for the UT Health Science Center and its alumni.

Beyond her campus, Terri offers support to System partners and Central Services, demonstrating her collaborative spirit and unwavering reliability. She is consistently praised for her commitment to teamwork and creating a positive culture. Terri's servant leadership style makes her a valued, respected and trusted mentor and colleague.



*Paul Clark
UT Knoxville*

Paul Clark has served in nearly every capacity in advancement, which makes him a trusted resource for his colleagues, campus leaders and donors. He works tirelessly to promote major gift fundraising priorities and alumni engagement initiatives for both UT Knoxville and the UT System. Maintaining a strategic focus, Paul is an exceptional fundraiser, cultivating relationships based upon honesty, integrity and authenticity.

Known for his generosity of time and spirit, Paul is quick to stop what he is doing to help a colleague or fellow campus. He is proud to serve as a resource for others and is a sought-after choice to serve on committees or lead as a mentor. His leadership and dedication to providing a customer centered, friendly approach to advancement has profoundly impacted the Foundation and the university community.



*Shuying Liu
UTFI Central Services*

Shuying Liu is well known throughout the Foundation for improving organizational and reporting processes. She plays a pivotal role in transforming UTFI's data infrastructure and processes by taking the lead on critical projects. Challenges are met without hesitation, and Shu is eager to strategize with others to improve overall functionality and efficiency in our processes.

As a creative thinker, Shu balances best practices with business needs to create a solid foundation for data models, reports and dashboards. Her calm demeanor, responsiveness and accuracy have earned her the trust and respect of colleagues and campus partners alike, and her daily contributions strengthen the Foundation's data-driven decision-making and organizational effectiveness.



*Ben Jones
UT Martin*

Ben Jones understands and values the meaning of teamwork and collaboration. His thoughtful, strategic approach to cross-campus proposals has resulted in impactful, multi-campus projects that directly benefit students statewide.

Ben's commitment to UT Martin extends beyond campus involvement. He is a trusted friend and advisor for colleagues, campus partners, donors and alumni. Every challenge before him is met with grace and insight, and as an emerging leader, Ben's commitment to honest feedback, collaboration and continuous improvement has made him a trusted figure within the UT and UTFI communities.



*Nancy Mullins
UT Chattanooga*

Nancy Mullins brings excellence and mentorship in all she does through thoughtfully and professionally sharing event best practices and campus knowledge. She creates a positive culture where donors, alumni, colleagues and campus partners feel connected, and her warmth helps those around her feel at ease.

Nancy is quick to help others and continually goes above and beyond. She skillfully incorporates fundraising into events through strategic thinking and creative execution and sets the example of above standard hospitality for any donor visit, event or fundraiser. Nancy is a trusted colleague and a standard-bearer for donor engagement and campus pride.



TC shares Chattanooga's strong spirit of ambition, collaboration and innovation. Our fundraising success exemplifies that. The generosity of our Mocs supporters change lives and directly impacts every individual on our campus. We continue soaring to new heights because of our loyal donors, alumni and partners.

– Dr. Lori Mann Bruce, Chancellor



The University of Tennessee at Chattanooga

4.1

\$31,956,387

Total Gifts

7,087

Total Donors

54,441

Engaged Alumni

(Fund)Raising the Bar

The University of Tennessee at Chattanooga achieved a remarkable fundraising milestone in fiscal year 2025, securing \$31.9 million from 7,087 donors. This marks the university's largest fundraising year apart from years in which the Rollins family made major gifts.

A 4.6% increase from the previous record-setting year bucks national trends and reflects UTC's growing momentum. Highlights of the year's philanthropy included the Steiner family's seven-figure commitment to establish a new women's athletic facility, a transformative gift of Raccoon Mountain Caverns and a Mocs Give Day that shattered expectations—raising more than \$2.8 million from 2,201 donors, surpassing its goals by 45% and setting records for both the number of donors and dollars raised in a single day.

UTC's alumni engagement also soared to new heights, with 54,441 alumni engaged over the year—a 10.6% increase and the highest on record. As UTC builds on this momentum, philanthropy continues to play a vital role in shaping a bright future for the university and the Chattanooga community.

Entrepreneurship Meets Philanthropy

UTC's Center for Innovation and Entrepreneurship received an exceptional gift from Max Fuller, a 1975 alumnus and successful local entrepreneur, to name the center at the Gary W. Rollins College of Business the Max Fuller Center for Innovation and Entrepreneurship. This \$5 million gift will further the center's mission to inspire discovery, innovation and entrepreneurial initiatives at UTC and in Chattanooga and beyond.

Additionally, Fuller's gift will help expand the center's paid internship program, which allows students to work with start-ups and entrepreneurial support organizations. The gift could also seed an investment fund to support entrepreneurial ventures by students and alumni.

Fuller, former chairman and CEO of U. S. Xpress, spent his professional career in the motor carrier industry.



Along with a business partner, he founded U.S. Xpress in 1985 with 45 trucks and grew the company into the fourth-largest truckload carrier in the United States—with more than 8,000 tractors, 22,000 trailers and more than 10,000 employees nationwide. He has also started 14 other businesses throughout his career.

"This gift is entrepreneurial, too," he said. "If we create good entrepreneurial people, our economy will benefit for decades. This picture is much bigger than me. I'm proud to support future business leaders who will hopefully stay in the Chattanooga area because of the support they receive from the local business community."

A Game-Changing Gift for UTC Women's Athletics



A trailblazing gift for the University of Tennessee at Chattanooga's women's athletics, the Steiner family committed to a seven-figure contribution to explore the development of a women's athletics complex at UTC.

This new complex would include competition and practice facilities for women's soccer, new locker rooms for women's beach volleyball, and practice facilities and locker rooms for women's softball. The Steiner family gift is the foundational contribution to an ongoing fundraising effort for the complex, which is planned for the current UTC Sports Complex and Engel Stadium site.

"Supporting UTC and its student-athletes has been a privilege for our family," Movita Steiner said. "This new women's athletics complex will be an exciting opportunity for so many students, and our family is pleased to see the impact this gift will have on campus and our community for years to come."

The Steiner family has a history of generous support across UTC. In addition to extensive support for the women's basketball team, they have supported scholarships and programs in the Colleges of Engineering and Computer Science and Health, Education and Professional Studies.



“Our generosity is transforming lives across Tennessee and beyond—fueling education, research, care and service that reach those who need us most.

– Chancellor Peter Buckley, MD

4.1

The University of Tennessee Health Science Center

4.1

\$20,336,413

Total Gifts

4,183

Total Donors

28,033

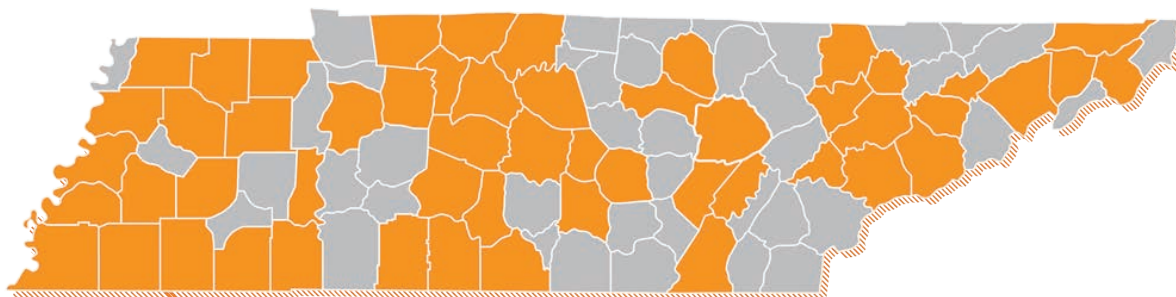
Engaged Alumni

SPANNING THE STATE



KEY
UT Health Science
Center clinical presence

4.1



“Memphis is our campus; Tennessee is our home,” Chancellor Peter Buckley, MD, said. “Through our vital partnerships and campuses across the state, we improve the health and well-being of Tennesseans.”

This year’s highlights—powered by state investment, strategic alliances and philanthropic generosity—bring us closer to our collective vision: Healthy Tennesseans. Thriving Communities.

Uniting for Cancer Discovery

Jessica Snowden, MD, MS, MHPTT, vice chancellor for research and professor in the College of Medicine, brings both scientific rigor and deep compassion to her work. As a pediatrician, she has sat with countless families facing the shock of a cancer diagnosis.

“In Tennessee, where we have the sixth-highest cancer death rate in the country, this is a particularly sobering reality,” she said. “Nearly 40 percent of us will be diagnosed with cancer at some point in our lives. Our communities deserve better—and only by coming together will we make lasting change.”

That spirit of collaboration inspired the creation of the Cancer Discovery Fund in January 2025 to support cancer research across disciplines at UT Health Science Center. On April 29, 2025, during the fifth annual Giving Day, every gift—no matter the designation—was matched to benefit the fund, with direct gifts matched twice. The day set a record, raising \$956,246 from 1,361 donors, including \$332,570 for the Cancer Discovery Fund. Support came from 37 states, reflecting a nationwide commitment to advancing health care and research.

The fund will fuel innovation through competitive grants, with priority for interdisciplinary projects. The first awards will be announced in October 2025 at the Tennessee Cancer Collaborative’s inaugural scientific retreat in Nashville.

“Cancer research is not just about science; it’s about saving lives, reducing suffering, and ensuring a future where fewer families are torn apart,” Snowden said. “This is literally the fight of our lives.”

Expanding Access to Care Across Tennessee

This year brought a transformative gift from West Cancer Center: two fully equipped vans to broaden the College of Nursing’s outreach. One will serve counties surrounding Shelby County with a variety of health care services. The second—pending an additional private grant—will focus exclusively on Shelby County, offering colorectal cancer screening kits and follow-up care.

This investment builds on a watershed year for the college, which continues to strengthen its role as a statewide leader in improving health care access. The Tennessee Department of Health named UT Health Science Center the Tennessee Rural Health Care Center of Excellence, awarding a \$12 million grant to reduce health disparities for rural Tennesseans. Dean Wendy Likes, PhD, DNSc, APRN-BC, FAANP, FAAN, serves as principal investigator and as the university’s executive director and special advisor on rural health.

In addition, a new \$3.6 million grant will expand nurse-led care via a mobile medical unit to Hardeman, Haywood and Dyer Counties—extending the reach of the Nursing Mobile Health Unit, which already serves Lake and Lauderdale counties and delivered more than 500 patient encounters in the past year. This grant, the Center of Excellence funding and other existing grants bring current total rural health funding to \$28.9 million.



Our ability to make an impact as the state's flagship, land-grant university is possible because of the generosity and support of Volunteers everywhere. We are graduating more students than ever before, conducting more high-impact research, building stronger industry and government partnerships, and winning championships. Our pursuit of excellence is what creates opportunities for our students, our state and everyone we serve.

- Donde Plowman, Chancellor



The University of Tennessee, Knoxville

4.1

\$428,446,623

Total Gifts

70,552

Total Donors

284,601

Engaged Alumni

Totals reflect UT Knoxville and UT Institute of Agriculture combined.



The University of Tennessee, Knoxville, has achieved its largest fundraising total in history. Donors contributed an extraordinary \$428 million during fiscal 2024–25, affirming the Volunteer community's shared commitment to the state's flagship land-grant university.

This milestone comes just one year after UT surpassed \$300 million in philanthropic support for the first time and more than doubles the support the university received in fiscal year 2020–21. More than 70,000 donors contributed to this historic effort—from first-time supporters to those making transformational gifts—reflecting a shared vision of impact and progress.

Fueling Momentum Across Campus

Generosity from the Volunteer community continues to elevate every part of the university, from student scholarships to cutting-edge research to championship athletics. More than 12,000 student scholarships were supported by donors, helping UT maintain a record 91.9 percent first-year retention rate and giving 96 percent of first-year students the opportunity to receive scholarships or financial aid. Donors also contributed a record \$92 million to the university's endowment, strengthening UT's ability to adapt to changing needs and enhancing the Volunteer experience.



Transformational Gifts Leave a Lasting Legacy

In May, UT named its College of Law in recognition of a transformative gift from the Bill Gatton Foundation, honoring law alumnus Frank Winston. This gift positions the college—the university's fifth named college—to competitively recruit top students who will lead in the classroom, the community and the legal profession. It also marks the second named college at UT Knoxville in less than a year, after the Natalie L. Haslam College of Music was named in June 2024.



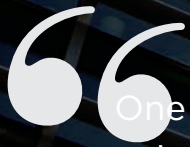
The Alan and Wendy Wilson Communication and Leadership Academy, supported by a gift from Alan and Wendy Wilson, equips students with essential communication and leadership skills. It is housed in the College of Communication and Information in partnership with the Haslam College of Business.

In October 2024, the Baker School of Public Policy and Public Affairs launched an endowed scholarship initiative to prepare the next generation of leaders for impactful careers in government, public service and civic engagement.

Support for student veterans—made possible through the generosity of John and Debbie Grubb—enhances scholarships, research and instructional support, and services, reinforcing UT's commitment to this community.

Whether UT donors chose to support life-changing research, student access to education or championship-level athletics, every gift means UT can advance its vision for a stronger future for all Vols and all Tennesseans.

The University of Tennessee Institute of Agriculture



One of the many joys of working in public education is seeing everyday examples of how investment in the university brings new opportunities, new collaborations and new resources to our students, faculty and staff. It's truly life changing.

- Keith Carver, Senior Vice Chancellor
and Senior Vice President
University of Tennessee Institute of Agriculture

\$25,831,332

Total Gifts

6,073

Total Donors

13,453

Engaged Alumni

The UTIA numbers are included in the UT Knoxville totals on page 28.

The University of Tennessee Institute of Agriculture (UTIA) has a presence in all 95 counties in Tennessee and provides Real. Life. Solutions. through its land-grant mission of research, teaching and extension. UTIA is one of only a handful of American agricultural institutes, a designation that demonstrates the importance of agriculture and its partnering industries in Tennessee.

FIFA Invests in Turfgrass Research



Following the June 2022 announcement of host cities and venues for the FIFA World Cup 26, FIFA's pitch management team launched a five-year research and development project with UT and Michigan

State University, including a \$2.4 million investment in UTIA's East Tennessee AgResearch and Education Center's plant sciences unit. The initiative aims to produce ideal playing surfaces, ensuring consistency and top performance for players regardless of climate or stadium type.

Baby Seven Goes Viral

This year, UTIA received gifts from 6,073 supporters—a new donor count record—and much of that success can be attributed to Baby Seven, a foal who became a viral sensation while undergoing treatment at the UT College of Veterinary Medicine. Born two months premature, Baby Seven spent much of his first year under the care of Dr. Tena Ursini, whose regular updates were shared by owner Katie Van Slyke to her millions of followers on TikTok, Instagram and Facebook. Baby Seven passed away in August 2025, but his legacy will carry on through Van Slyke's scholarship, which awards \$7,000 to seven third-year equine medicine students.



New Young Alumni Council Established



The Herbert College of Agriculture welcomed 24 members to the inaugural class of the Young Alumni Council. Along with attending two on-campus meetings each year, council members commit to promoting the college and agriculture in Tennessee, mentoring current students, recruiting future students, and serving as an advisor and advocate for the college and its leadership.

Smith Center Partners with UniAndes

The Smith Center for International Sustainable Agriculture hosted Julianna Lopez and Javier Penaros, the first two interns in its newly established partnership with the Universidad de los Andes in Columbia. The relationship was coordinated with Carolina Naar, a UniAndes and UTIA alumna who was inspired by UT's "Volunteer spirit" to promote cross-border collaboration. "In this interconnected world," Naar says, "the Smith Center understands something essential: small actions create momentum."

New Student Program Supports Tennessee Farmers

Tennessee has lost 200 acres of farmland each day since 2017. All four units of UTIA address this issue in various ways – in the classroom, in Extension offices and AgResearch facilities, in labs and in the field. John Jared, a two-time Herbert College of Agriculture alumnus, UTIA retiree and Knox County Farm Bureau president, contributed to the effort by establishing the Young Farmers and Ranchers Scholarship. The fund provides scholarships, stipends and travel grants for undergraduates at the Herbert College of Agriculture, with preference given to students who are active members of the Tennessee Farm Bureau Young Farmers and Ranchers Program.



“Martin empowers students through academic excellence, real-world experiences and service, preparing them to lead and advocate in a multifaced, global society. This campus truly is a small-town university for people with big dreams.

– Dr. Yancy Freeman Sr., Chancellor



The University of Tennessee at Martin

4.1

\$8,345,497

Total Gifts

4,307

Total Donors

50,053

Engaged Alumni

The University of Tennessee at Martin is a modern university established on history and tradition. Since its beginnings in 1900 as the Hall-Moody Institute, UT Martin has been a fixture in West Tennessee and beyond. The campus boasts a vibrant community spirit that lasts long after graduation day, ensuring the Skyhawk experience offers education with connections that last a lifetime.

TEST Hub Groundbreaking



UT Martin held a groundbreaking for the Tennessee Entrepreneurial Science and Technology (TEST) Hub on Feb. 28, 2025. The new facility, which will be located behind the Student Recreation Center, will combine educational facilities and manufacturing workshops surrounding a shared industrial makerspace.

Additionally, the TEST Hub will serve as the new home for the Regional Entrepreneurship and Economic Development (REED) Center, which assists existing and potential business owners through one-on-one consultations and interactive training programs. “The TEST Hub is a national model for demonstrating how public universities can revitalize rural communities,” said UT Martin Chancellor Dr. Yancy Freeman during the ceremony.

Funded by the Tennessee General Assembly in April 2022, University of Tennessee President Randy Boyd credited partnerships for making the TEST Hub possible. Through continued partnerships with Tennessee Colleges of Applied Technology Henry/Carroll and Dyersburg State Community College, the facility will offer educational opportunities at the certificate, associate and bachelor’s degree levels, as well as career and technical education opportunities for the region’s high schools. The facility is currently scheduled for completion in the first quarter of 2027.

Captain’s Challenge Sets Records

Held on April 2, 2025, this year’s Captain’s Challenge—UT Martin’s annual 24-hour day of giving fundraiser—surpassed its goal of raising \$450,000 by 1,500 donors with a total of \$579,291 raised from 1,665 donors across four countries and 39 states.

The historic year was made possible through the collaboration of team members across annual giving, development and advancement services. Donors offered matches for various funds across campus up-to \$300 per gift - until the total match amounts (ranging from \$1,000 to \$49,500) were met.



Dr. Danny Walker Endowment

Dr. Danny Walker, a professor of animal science at UT Martin, retired at the end of the spring 2025 semester after 14 years of teaching. During his retirement dinner, the creation of the Danny Walker Endowment was announced in his honor. The fund primarily supports scholarships for Veterinary Science and Technology undergraduate students, with additional allocations for the teaching program and enhancements to laboratory equipment needed to maintain accreditation standards set by the American Veterinary Medical Association’s Committee on Veterinary Technician Education and Activities. The endowment became fully funded in May 2025.

Walker, a doctor of veterinary medicine, is past president of the Tennessee Veterinary Medical Association and received the Elsevier Award for Teaching Excellence in 2017 from the Association of Veterinary Technician Educators.





“The success of the University of Tennessee Foundation reflects the power of generosity and vision. At UT Southern, we see firsthand how this support transforms opportunities for our students and strengthens our ability to serve Tennessee. I am deeply grateful to the donors and partners who believe in our mission and help us chart a brighter future together.

– Dr. Melinda Arnold, Chancellor

4.1



The University of Tennessee Southern

4.1

\$2,693,044

Total Gifts

1,751

Total Donors

3,707

Engaged Alumni

The University of Tennessee Southern marked a successful year in philanthropic giving, receiving \$2.6 million in new gifts and commitments from 1,751 donors during fiscal year 2025. The year was highlighted by the growing confidence in the university's mission, momentum and vision for the future.

Donor contributions have had a transformative impact across campus, providing critical support for student scholarships, academic program development, facility improvements and initiatives that enhance the personalized student experience for which the Pulaski-based campus is known. As UT Southern continues to evolve as a member of the University of Tennessee System, the generosity of alumni, friends and supporters is expanding access and opening doors for the next generation of leaders.

Baseball Field Gets Major Upgrade with New Outfield Wall

In a significant step forward for UT Southern athletics, the university completed its first full-scale construction project since joining the UT System: a full replacement of the outfield wall at Bobby Walker Field.

Years of wear, rot and patchwork repairs had left the wall in disrepair. Thanks to a generous \$100,000 gift from an anonymous donor, the outdated structure was torn down and replaced with a modern, more durable wall. Construction was completed in January 2025, just in time for the Firehawks' baseball season.

The gift not only improves the safety and appearance of the field but also signals a broader commitment to enhancing athletic facilities for student-athletes and fans alike. The project reflects UT Southern's continued investment in creating first-class experiences across campus.



Endowments Ignite Vibrant Student Life Initiatives

Two new unrestricted endowments have been established to strengthen student life programs and foster leadership and service outside the classroom. These contributions ensure students have access to

enriching experiences that align with UT Southern's student-first philosophy.

Dr. Doug and Tammy Haney, longtime supporters and UT alumni, created the Dr. Doug and Tammy Haney Student Life Excellence Endowment to fund programs that broaden student engagement. Their endowment has already helped launch the university's first alternative spring break trip. In spring 2025, students traveled to Asheville, North Carolina, to assist Habitat for Humanity in rebuilding homes following flooding caused by Hurricane Helene. The initiative emphasized service, leadership and experienced learning.

Brenda Speer, a member of the UT Alumni Association Board of Governors and the President's Council, established the Brenda Speer Student Life Excellence Endowment, which will support similar co-curricular programming on campus.



Investment in Science Lab Expands Hands-On Learning

Dr. J. Allen Scoggin, a three-time UT graduate and retired faculty member from the UT Health Science Center, made a transformational gift to UT Southern's science department through the J. Allen Scoggin Science Fund.

As the founder of MedCommunications, a global pharmaceutical services firm, Dr. Scoggin understands the importance of real-world experience. His \$35,000 gift will provide state-of-the-art lab equipment and expand research opportunities for students, better preparing them for careers in the sciences and healthcare.

This investment strengthens the university's commitment to academic excellence and ensures students have access to the tools and experiences necessary for success in a competitive, ever-evolving workforce.

Fiscal Year 2026 Goals

Fundraising

\$504,000,000

Donors

87,000



1525 University Avenue
Knoxville, TN 37921
865-974-2115
utfi.org



ANNUAL REPORT

Fiscal Year 2024-2025



A LETTER FROM THE VICE CHANCELLOR

What a year for UTC! Fiscal year 2025 was nothing short of extraordinary, with alumni, donors and friends helping UTC's Advancement team raise over \$32 million from 7,085 donors. Their generosity directly supports students, faculty and staff while reinforcing that UTC is a vital part of the growth and future of our city and region.

This year, we celebrated the grand opening of the Wolford Center, groundbreakings for the Kennedy Health Sciences Building in November, the Rollins College of Business expansion in March and secured seven transformational seven-figure gifts. These achievements reflect the remarkable confidence and commitment of our supporters.

Because of the numerous construction projects underway on campus, we have moved the UC Foundation offices and our Alumni and Advancement teams to a temporary new home at 835 Georgia Avenue. We are excited to bring a piece of UTC into the heart of the city.

Alumni engagement continues to soar, with 54,441 Mocs connected through events, campus visits and outreach efforts.

As we look ahead, we are excited to connect our new Chancellor to the community and to seek additional opportunities to grow this momentum.

As I plan to retire in the fall of 2025, I am excited about UTC's bright future and all that is to come at Chattanooga's university. I look forward to staying active, involved and seeing you all on the sidelines!

Go Mocs!



Kim White

*Vice Chancellor of Advancement,
Executive Director of the UC Foundation*

ADVANCEMENT'S MISSION

The University of Chattanooga Foundation fosters a culture of philanthropy, strategically manages its endowment for financial growth, and promotes community engagement to advance the mission and vision of The University of Tennessee at Chattanooga.



**BUILDING CONNECTIONS.
INSPIRING GENEROSITY.**

FOUNDATION PURPOSE

Created when the University of Chattanooga became part of the UT System in 1969, the UC Foundation was founded to ensure that the University of Tennessee at Chattanooga continued to have autonomy and local insight into campus needs and as a way for our donor and alumni community to partner to address those needs.

The UC Foundation is an essential tool that has proved invaluable for UTC. In addition to funding the personnel and operations budget for the UTC Advancement team, the UC Foundation has invested in campus real estate and successfully managed and grown our endowment, benefiting our campus, faculty, staff, students and alumni.

FUNDRAISING

RECENT FUNDRAISING TOTALS



FY 2025

Dollars Raised

\$31,956,387

Number of Donors

7,087

FY 2025 - 2026 GOALS

	Baseline Dollars	Primary Goals	Stretch Goals
Number of Dollars	\$20,000,000	\$22,000,000	\$25,000,000
Number of Donors	7,000	7,150	7,250

FOUNDATION OPERATIONS

In FY25, the UC Foundation funded 81% of UTC Advancement’s personnel cost and 100% of operational cost of both UTC Advancement and the UC Foundation. Through agreements with the College Deans and the Chancellor’s office, and Foundation owned Housing, UTC contributed 19% of the Advancement personnel cost.

FISCAL YEAR BUDGET

Total Operational Revenue:	\$ 5,529,486
Investment Earnings - Unrestricted Endowment	\$2,057,166
Endowment Administration Fee	\$2,741,368
Campus Contribution	\$730,952
Other/Prior Year Operations Carryover	
Total Expense:	\$ 5,529,486
Personnel	\$3,929,729
Operating	\$1,599,757

ADVANCEMENT TEAM

Ending FY25, the UTC Advancement team averaged 29 staff members to align with campus needs. Continuing our strong partnership with the University of Tennessee Foundation, Inc. to coordinate our offerings with the advancement mission of the UT System, we contracted nearly \$469,000 of services for the fiscal year.

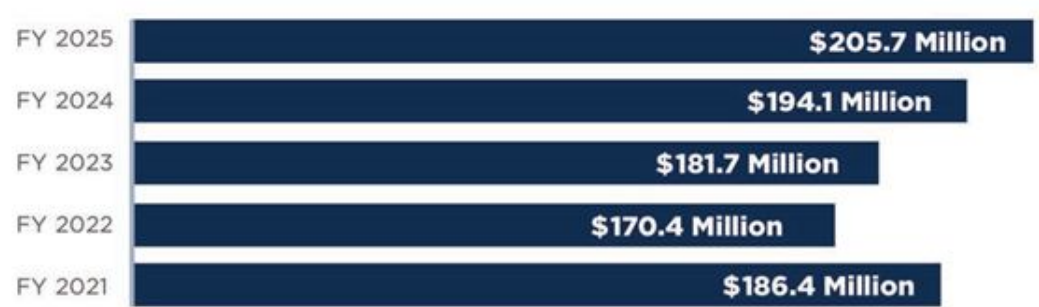


ENDOWMENTS AND LONG-TERM INVESTMENTS

In coordination and consultation with LCG Associates, Inc. Investment Advisors, the UC Foundation Investment Committee elects and continuously assesses fund managers of the portfolio. One of our most active committees, the Investment Committee, comprises talented investment professionals from the Chattanooga area whose combined expertise covers all portfolio asset allocations.

The investment objective of the UC Foundation portfolio is that the average annual growth in market value from investment results will outpace our spending rate of 4% and expenses of 1.5% plus average inflation. The one-year return at June 30, 2025, was 8.9%; the portfolio generated an annualized return of 8.1% over a five-year period on June 30.

ENDOWMENT VALUE



ENDOWMENT BALANCE BY CATEGORY



ENDOWED FUNDS PROVIDED AWARDS FROM:

43

Professorship Endowments

6

Faculty Development Endowments

42

Academic Program Endowments

308

Scholarship Endowments

13

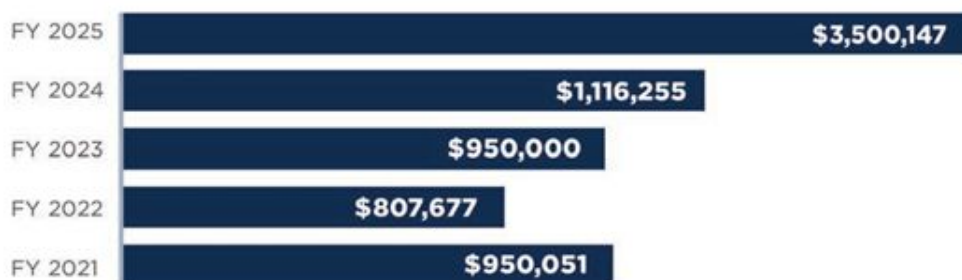
Institutional Support Endowments

THE SMILE FUND

The Student Managed Investment Learning Experience (SMILE) Fund has grown to have approximately \$3,500,147 in assets under management by UTC students as of June 30, 2024. Started with an initial investment of \$250,000 and an additional investment of \$250,000 in 2015 and 2019, respectively, the SMILE Fund was established for students to gain knowledge of portfolio management, investment strategies and equity valuation techniques.

In August 2024, the SMILE Fund received an additional \$2 million in assets under management or AUM from the UC Foundation split among five accounts: the Traditional Fund (+\$1,000,000 AUM), Strategic Fund (+\$250,000 AUM), Growth Fund (+\$250,000 AUM), Core Fund (+\$250,000 AUM) and Value Fund (+\$250,000 AUM). The latter three are new-style funds designed to focus on specific stock categories and allow three more students to be portfolio managers. These five funds are meant to coordinate to drive forward the overall student experience and performance of the SMILE Fund.

SMILE FUND VALUES



FOUNDATION OWNED HOUSING

In the late 1990s, the UC Foundation made a game-changing investment in the UTC campus by developing Scott L. Probasco South Campus, taking UTC from a commuter school to a residential community. To extend the life of the buildings in South Campus, we are currently financing a 6-year renovation project equaling a \$52 million investment. While UTC provides management of South Campus, the UC Foundation uses the revenues generated from the housing to operate and maintain the buildings, fund the residence programs like paying the resident assistant stipends, cover the debt services for the bond and complete renovations.

SCOTT L. PROBASCO SOUTH HOUSING OVERVIEW



6 Building Complex with 5 Residential Buildings
and 1 Activity Building on 10.55 Acres

823,963 Total Square Footage	
Guerry Apartments 63,150 sq. ft.	Walker Apartments 84,391 sq. ft.
Decosimo Apartments 131,072 sq. ft.	UC Foundation Apartments 151,828 sq. ft.
Stophel Hall Apartments 386,020 sq. ft.	Stacy Town Center 7,502 sq. ft.

1,623

Bedrooms

1,691

Beds

722

Parking Spaces

Starting in 2019, all buildings have undergone extensive refurbishment with a renovation cost of \$52M.

ALUMNI ENGAGEMENT

NUMBER OF ENGAGED ALUMNI

54,441

TOTAL NUMBER OF ALUMNI

77,177

FY 2025 - 2026 GOALS

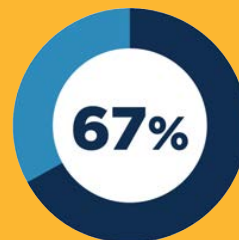
	Alumni	% Increase
Baseline Goal	55,800	2.5%
Primary Goal	57,150	5%
Stretch Goal	58,500	7.5%



UTC ALUMNI FACTS

Top 5 Alumni States

1. Tennessee
2. Georgia
3. Florida
4. Alabama
5. North Carolina



of Alumni Live in
Tennessee



of Alumni Live in
Hamilton County

UC FOUNDATION TRUSTEES

July 1, 2024, through June 30, 2025

4.2

OFFICERS

CHAIR

Ashlee Patten
President and CEO,
Portfolio Manager
The Patten Group, Inc.

VICE CHAIR

Todd B. Womack '95
President/CEO
Bridge Public Affairs

TREASURER

David F. DeVaney
President
NAI Charter

SECRETARY

Mary Tanner
Retired Interim Provost
University of Tennessee
at Chattanooga

IMMEDIATE PAST CHAIR

Douglas A. Brown '85
Senior Vice President,
Financial Advisor
UBS Financial Services

LIFE TRUSTEES

Fred Decosimo
Joseph F. Decosimo
Zan Guerry
John Thornton

MEMBERS

Kelly Alling
Co-Founder
Chattanooga Preparatory
School

Steven Angle
Ex Officio
Chancellor
University of Tennessee
at Chattanooga

Tim Arnold
President/CEO
Colonial Life

David A. Belitz '00
CEO
Lupton Company, LLC

Randy Boyd
Ex Officio
President
University of Tennessee
System

Mike D. Brookshire
Managing Partner,
River Associates
Investments

Betsy Blunt Brown
CEO
Pendleton Square
Trust Company

Alan L. Cates
Attorney, Partner
Husch Blackwell LLC

Nancy J. Collum '78
Retired Banker

Greg Eaves '79, '86
CFO
EPB of Chattanooga

Suzanne Forlidas '75, '87
Attorney (Retired)

Steven L. Frost '75
Chairman
Tuftco Corp.

D. Keith Helton '87
Physician, CEO
One to One Health

Ken Jones '17, '19
Senior Director of Procurement
EPB

Ashley Nichols '09
Senior Investment Officer
Unum

David Noblit
Attorney
Leitner Firm

Kathy Kelley O'Brien '90
Director, Market Development,
Insurance Sales
Unum

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COO
ELD Associates, LLC

Roger P. Smith '73
Vice President (Retired)
BB&T Huffaker Insurance

Edna Varner, Ed.D. '71, '82
Senior Advisor, Leading
and Learning
Public Education Foundation

Roy D. Vaughn
Sr. Vice President and Chief
Human Resources Officer
BlueCross BlueShield
of Tennessee

David Watson
Co-Owner
Mountain View Auto Group

R. Marie Webb
Sr. Vice President of Human
Resources and Chief Talent
& Inclusion Officer
EPB

Kim H. White '82
Ex Officio
Vice Chancellor of Advancement
and Executive Director
UC Foundation

Frank Williamson
Founder/CEO
Oaklyn Consulting

Kerry Witcher
Ex Officio
President/CEO
University of Tennessee
Foundation

Clint Wolford
President
Wolford Development, Inc.

Albert Woodard '74
Chairman/IT Consulting
KaZee Inc.

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Dan Norton
Partner
Pax Wealth Group

William Probasco
Assoc. Relationship Manager
The Trust Company

John W. Shearburn
Senior Advisor,
Quantum Capital Group
& Edison Partners

Kirby W. Yost
Attorney,
Chambliss, Bahner
& Stophel



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