



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

EXECUTIVE COMMITTEE	
Friday, January 9, 2026	Virtual
9:00 a.m. EST/8:00 a.m. CST	UT Tower, Plaza - Room P08 400 W. Summit Hill Drive Knoxville, TN 37902

AGENDA

- I. Call to Order and Roll Call
- II. Remarks of the Chairperson
- III. [Appointment, Initial Compensation, and other Terms of Employment of University Officer](#) — Action/Roll Call Vote Tab 1
- IV. [President's Update](#) Tab 2
 - A. [2025 Objectives and Accomplishments](#) Tab 2.1
- V. Planning for Winter Board Meeting – Discussion
- VI. [Consent Agenda](#) — Action/Roll Call Vote Tab 3
 - A. [Minutes of the Last Meeting](#) Tab 3.1
 - B. [Resolution Appointing a Managerial Group for U. S. Government Contracts](#) Tab 3.2
- VII. Other Business

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



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 9, 2026

Item: Appointment, Initial Compensation, and other Terms of Employment of a University Officer

Type: Action

Presenter: Randy Boyd, President

Background Information

Pursuant to Article VI, Section 6.2 of the Bylaws of the University of Tennessee Board of Trustees (Bylaws), no system administration position at the level of Vice President or above that will report directly to the President shall be created or filled without the approval of the Board.

Recommendation

I am recommending the appointment of Ms. Melissa Tindell as Vice President for Communications and Marketing, effective as of January 1, 2026. Ms. Tindell has provided strong leadership as interim vice president, guiding the Division of Communications and Marketing with steadiness and collaboration. She has played a key role in increasing alignment across campuses and institutes and elevating how we share the impact of the University of Tennessee with the people we serve.

Ms. Tindell joined the UT System in November 2018, bringing extensive experience in strategic communications and issues management within education. Since then, she has helped strengthen the UT System's communications and marketing strategy, broadening its reach and impact while highlighting how UT is expanding access, driving innovation and improving lives across Tennessee.

The offer letter associated with this appointment, which specifies the initial compensation and other terms of employment, is attached hereto. The offer has been accepted, subject to approval by the Board. A copy of Ms. Tindell's biographical profile is also attached.

Committee Action

The Chair will call for a motion for consideration and adoption of the following Resolution.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

Resolved:

The Executive Committee, on behalf of the Board of Trustees, hereby approves the appointment of Ms. Melissa Tindell as Vice President for Communications and Marketing of the University of Tennessee system, effective as of January 1, 2025, with the initial compensation and other terms of employment as set forth in the executed offer letter. A copy of the offer letter shall be attached to this resolution following approval hereof.



THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD

President

November 11, 2025

Melissa Tindell



Dear Melissa,

It is my pleasure to offer you the position of Vice President for Communications and Marketing at the University of Tennessee, effective January 1, 2026, subject to approval by the Executive Committee on behalf of the Board of Trustees. Your compensation will be \$20,833.33 per month (\$250,000.00 annualized).

The position of Vice President is without tenure, without a definite term, is at-will, and serves at the pleasure of the President. As Vice President, you will report directly to me, and I will evaluate your performance annually.

I appreciate your willingness to serve in this capacity and look forward to continuing to work with you. Please sign and return this letter to me to indicate that you agree to these terms and will accept this appointment upon approval by the Board of Trustees.

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Boyd".

Randy Boyd
President

cc: General Counsel Ryan Stinnett

cc: Human Resources



THE UNIVERSITY OF TENNESSEE SYSTEM
OFFICE OF THE PRESIDENT

RANDY BOYD
President

ACCEPTANCE: I accept the appointment to serve as Vice President for Marketing and Communications under the terms and conditions outlined above and with the understanding that the offer is not binding until the appointment, compensation and other terms of employment are approved by the University of Tennessee Board of Trustees.

A handwritten signature in blue ink that reads "Melissa Tindell".

Melissa Tindell

11-11-25

Date

Melissa Tindell

Education

Doctoral Student, Leadership and Decision Making (current 4.0 GPA)
University of Tennessee at Chattanooga

Master of Arts, Strategic Communication (4.0 GPA)
University of Tennessee at Martin

Bachelor of Science, Communications
University of Tennessee, Knoxville

Experience

UNIVERSITY OF TENNESSEE SYSTEM | NOVEMBER 2018 – PRESENT

Interim Vice President, Communications and Marketing – August 2025-present

Assistant Vice President, Communications – August 2023 – August 2025

Executive Director, Communications – June 2021 – August 2023

Director, Communications – November 2018 – June 2021

Provides strategic oversight for all aspects of communications, marketing, branding and creative support for the University of Tennessee System (UT System). Serves on the President's Executive Leadership Team and delivers executive-level counsel to the UT System President, UT Board of Trustees, and leadership across government relations, legal, academic affairs, human resources and various departments. Leads a team of 13 full-time employees, managing publications, media relations, open records requests across all UT campuses and institutes, digital media strategy and internal communications. Collaborates systemwide to ensure message consistency and supports key initiatives through issues management, research, strategy development and executive communications.

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 nearly 65,000 students statewide; produces about 15,000 new graduates every year; and represents more than 497,000 alumni around the world.

CHRISTIAN ACADEMY OF KNOXVILLE (CAK) | AUGUST 2016 – NOVEMBER 2018

Director, Communications

Responsible for all communications (print, electronic, and website) for CAK's parents, grandparents, alumni and the general community. Initiated and coordinated all advertising, marketing and branding on behalf of CAK. Served on the Head of School's Leadership Team and assisted with overall vision of the school, as well served as a key issues management strategist.

KNOX COUNTY SCHOOLS | SEPTEMBER 2009 – AUGUST 2016*Public Affairs Director*

Directed and led all public affairs and communications functions for the Knox County Schools, the third largest school system in Tennessee comprised (at the time) of 90 schools and more than 58,000 students. Specific functions included media relations, crisis communications, internal/external communications, open records requests. Provided communications counsel and support to school district administration and individual schools. Oversaw and managed school system call center, web content/design and KCS-TV, the school system's public access television channel. Managed a department of 10 employees, plus served on the Superintendent's Executive Team and Leadership Team, which helped plan and communicate the strategic direction and operations of the school system.

COPELAN PUBLIC RELATIONS | JUNE 2008 – SEPTEMBER 2009*President and Founder*

Founded a strategic communications and public relations firm specializing in community relations, issues management, internal/external communications, media relations/media training, brand creation and enhancement, crisis communications, special events planning and philanthropic planning.

ALCOA INC. – TENNESSEE OPERATIONS | MARCH 2005 – JUNE 2008*Manager, External Affairs and Community Relations*

Served as chief counsel and spokesperson to Alcoa Tennessee Operations, comprised of two plants in Blount County, four hydropower dams in Tennessee and North Carolina, plus Alcoa Materials Management in downtown Knoxville. Served on Alcoa's Executive Management Team and was responsible for all community relations efforts with regional external stakeholders, government relations and media relations for Alcoa's Tennessee Operations, which had a \$3 billion annual economic impact on the East Tennessee region. Also managed and implemented the Alcoa Foundation grant program for the seven entities that comprise Alcoa Tennessee Operations.

COVENANT HEALTH SYSTEM | DECEMBER 1999 – MARCH 2005*Manager, Public Relations and Marketing - Parkwest Medical Center, January 2003 – March 2005*

Served on Parkwest's Executive Management Team and as chief counsel to hospital administration on public relations issues. Developed and implemented comprehensive communication strategies that aligned with Covenant Health's mission, vision and goals. Managed internal communications, including employee newsletters, intranet updates and internal announcements. In addition, coordinated with various departments to ensure accurate and timely information dissemination and oversaw external communications, such as advertising, media relations, press releases and public statements. Directly managed a budget of approximately \$1.2 million. Helped communicate and market Parkwest's \$100 million renovation, expansion and modernization project that was completed in 2005.

Manager, Public Relations and Marketing – Fort Sanders Foundation, February 2002 – January 2003

Developed and managed a comprehensive marketing/public relations program for Fort Sanders Foundation and the Covenant Health Office of Philanthropy. Responsibilities included management of all media relations activities, oversight and maintenance of website, writing and production of four annual reports per year, project management and implementation of all collateral materials and support for fund-raising events.

Coordinator, Public Relations and Marketing – Fort Sanders Regional and Parkwest Medical Centers, December 1999 – February 2002

Coordinated and implemented marketing and public relations campaigns for the following: cardiology, women's services, neurology, emergency medicine and other high revenue-producing product lines.

Responsibilities included creation and production of marketing materials, media relations, crisis management, external advertising, internal communications and physician marketing activities.

U.S. CONGRESSMAN ZACH WAMP | JUNE 1999 – DECEMBER 1999

Oak Ridge District Director

Managed operations for the Congressman's Oak Ridge district office, which worked with stakeholders and constituents in Anderson, Roane and Morgan counties. Responsibilities included government relations collaboration with Oak Ridge National Laboratory, Technology 2020, Oak Ridge Associated Universities, the City of Oak Ridge, Lockheed Martin and other major employers to the region. Assisted Washington office with legislative matters as needed.

AKINS PUBLIC STRATEGIES | MARCH 1994 – JUNE 1999

Senior Account Executive, Account Executive

Responsibilities included media relations, public relations management, strategic planning, writing/selling new business proposals, reputation management, development/execution of community relations campaigns, writing/development of corporate newsletters, brochure development/execution, coordination of special events and daily account management.

Higher Education Teaching Experience

Leadership Academy at the University of Tennessee Center for Educational Leadership (College of Education, Health and Human Services)

Professional Practitioner Partner (2011-2015 – summer curriculum)

Tennessee Technological University
College of Interdisciplinary Studies
Adjunct Professor – Principles of Event Planning (2022)

Tennessee Department of Education and Belmont University
Tennessee Rural Principals Network
Professional Practitioner Partner (2024, 2025)

Presentations

#BerniesMittens: The Role Semiotics and Social Media Played in Bernie Sanders Meme Mania (2021)
VisComm National Academic Conference (2021)

Master Public Information Officer Certification - Media and Writing Presentation (2022)
UT Law Enforcement Innovation Center – an agency of the UT Institute for Public Service

Media Relations: What Elected Officials Need to Know (2023)
Municipal Technical Advisory Service – an agency of the UT Institute for Public Service

Working with the Media (2024)
Tennessee Municipal League Annual Conference

Working with the Media (2024)
Tennessee City Managers Association Annual Conference

Professional Affiliations/Community Service

Member, Public Relations Society of America – 1999-present
Director at Large, Public Relations Society of America (Volunteer Chapter) – 2013

Secretary, Public Relations Society of America (Volunteer Chapter) – 2002
President Elect, Public Relations Society of America (Volunteer Chapter) – 2003
President, Public Relations Society of America (Volunteer Chapter) – 2004
Graduate, Leadership Blount Class of 2007 – Elected co-Gatekeeper for class
Board of Directors, Leadership Blount – 2007-2009
Graduate, East Tennessee Regional Leadership – Class of 2008
Board of Trustees, Pellissippi State Foundation – 2006-2018
Graduate, University of Tennessee Executive Leadership Institute – 2020
Member, Faith Promise Church – 2012-present
 CORE member – 2016-present
 WIN Pastor – 2022-2024
 Commissioned Stephen Minister – 2021-present
 Stephen Minister leadership team – 2024-present

Professional Awards

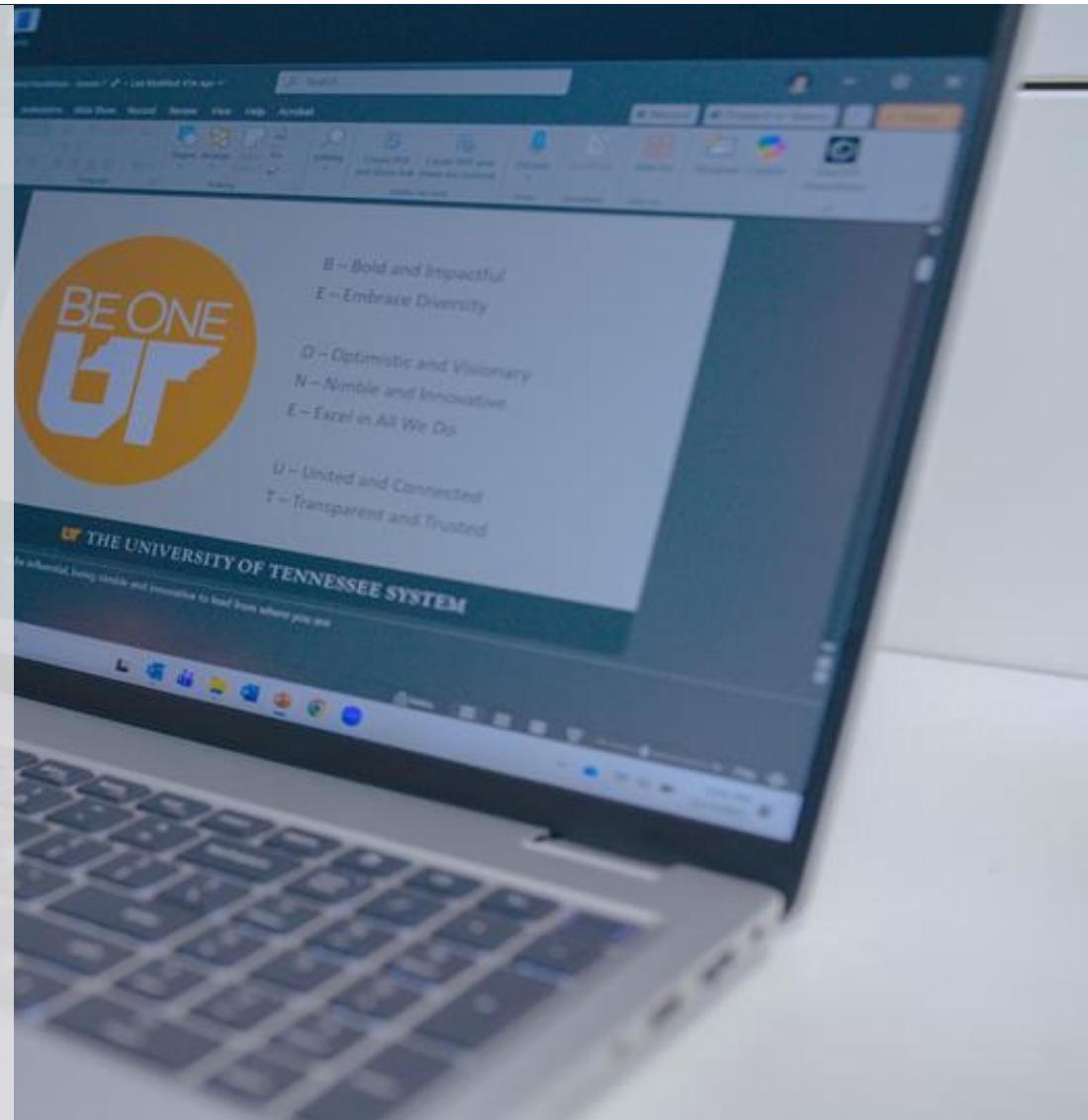
More than 40 local, state and national awards

References

Available upon request

President's Report

Jan. 9, 2026





Celebrate!

Fall 2025 Graduates Snapshot

- **UT Knoxville:** 2,076
- **UT Chattanooga:** 830 + 293 summer graduates
- **UT Martin:** 600
- **UT Health Science Center:** 146

OVERALL: 3,945*
(unofficial numbers)



Strategic Plan Update





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



THE UNIVERSITY OF TENNESSEE SYSTEM

2030 Strategic Priorities & Enablers

Strategic Priority Areas

Accelerate Access, Academic Excellence & Student Success



Drive Research & Innovation



Fuel the Workforce of Tennessee & Beyond



Advance Community Engagement



Priority Enablers



Develop Talent to Advance Our Mission



Administrative Excellence



Advocacy & Investment



Infrastructure Modernization

 THE UNIVERSITY OF TENNESSEE SYSTEM

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.

TARGETS

KPI:	2025 Baseline	2030 Target
Enrollment: total enrollment and fully online enrollment	64,866/6,880	85,000/17,000
Students who graduate without debt (undergraduate)	55.3%	64%
Average in-state student debt (undergraduate)	\$23,738	\$20,000
First-year retention rate	85.8%	90%
Four-year graduation rate	57.7%	61%
Positive post-graduation career outcomes (undergraduate)	86%	90%

THE UNIVERSITY OF TENNESSEE SYSTEM

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.

TARGETS

KPI:	2025 Baseline	2030 Target
Total annual research expenditures	\$524.1M	\$730M
Federal funding attributed to UT advocacy	\$42.5M	\$300M (2026-2030)
Total research funding associated with National Labs	\$24M	\$30M
Licenses executed annually	47 licenses	52 licenses

THE UNIVERSITY OF TENNESSEE SYSTEM

Strategic Priority



3

Fuel the Workforce of Tennessee and Beyond

VISION

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

TARGETS

KPI:	2025 Baseline	2030 Target
New units of measure for degrees/credentials of value	0	2
Workforce-aligned microcredentials awarded	12,400	20,900
Undergraduates who participated in work-based learning (internships/co-ops)	23% of graduates	35% of graduates
Learners earning credentials in in-demand occupations	In development with state partners	TBD
Increase cohorts of medical doctors (MDs) and physician assistants	175 (MD)/30 (PA)	225 (MD)/60 (PA)

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Strategic Priority



4

Advance Community Engagement

VISION

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

TARGETS

KPI:

The Economic Impact of the University of Tennessee (total and by campus/institute)

2025 Baseline

In development

2030 Target

TBD

Grow community impact of IPS

\$49M (Total Revenue)

\$80M (Total Revenue)

Increase the number of campuses classified as Community Engaged Institutions by the Carnegie Foundation

2 of 5

5 of 5

Increase rural dental residencies

0

4

THE UNIVERSITY OF TENNESSEE SYSTEM

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.

TARGETS

KPI:	2025 Baseline	2030 Target
Faculty Net Satisfaction Score (COACHE)	71% (Satisfied/Very Sat.)	75% (Satisfied/Very Sat.)
Staff Net Promoter Score (McLean)	28.9	50
Professional development participation rate (internal)	59.9%	75.0%
Internal promotion rate	18.9%	30%
Employee turnover rate	12%	10%

THE UNIVERSITY OF TENNESSEE SYSTEM

Strategic Enabler



6

Administrative Excellence

VISION

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

TARGETS

KPI:

Implement a common student information system (Oracle Student Cloud)

User satisfaction with technology solutions

Total University revenue

University endowment

All campuses with 90 to 180 days cash

2025 Baseline

Launch Phase 1: Student Financial Aid (SFA)

In development

\$3.5B

\$1.7B

3 of 5

2030 Target

SFA complete; Oracle Student Management in final phase

TBD

\$4.6B

\$2.5B

5 of 5

THE UNIVERSITY OF TENNESSEE SYSTEM

Strategic Enabler



7

Advocacy & Investment

VISION

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

TARGETS

KPI:	2025 Baseline	2030 Target
UT state policy and budget priorities advanced	84.6%	100%
Tennessee residents agree that UT offers a high-quality education	73.0%	85.0%
State-supported sponsored projects secured by GRAED (cumulative)	\$183.3M	\$275M
Private support raised	\$2.45B (last decade)	\$4B (this decade)

THE UNIVERSITY OF TENNESSEE SYSTEM

Strategic Enabler



8

Infrastructure Modernization

VISION

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

TARGETS

KPI:	2025 Baseline	2030 Target
Infrastructure projects supported by non-traditional funding	\$350M	\$800M
Number of student residential beds added	1,956	3,600
Total infrastructure investment for the decade	\$4.1B	\$6B

THE UNIVERSITY OF TENNESSEE SYSTEM



Next Steps

Mobilization and Implementation



Form
Implementation
Teams



Create Dashboards

ut THE UNIVERSITY OF TENNESSEE SYSTEM

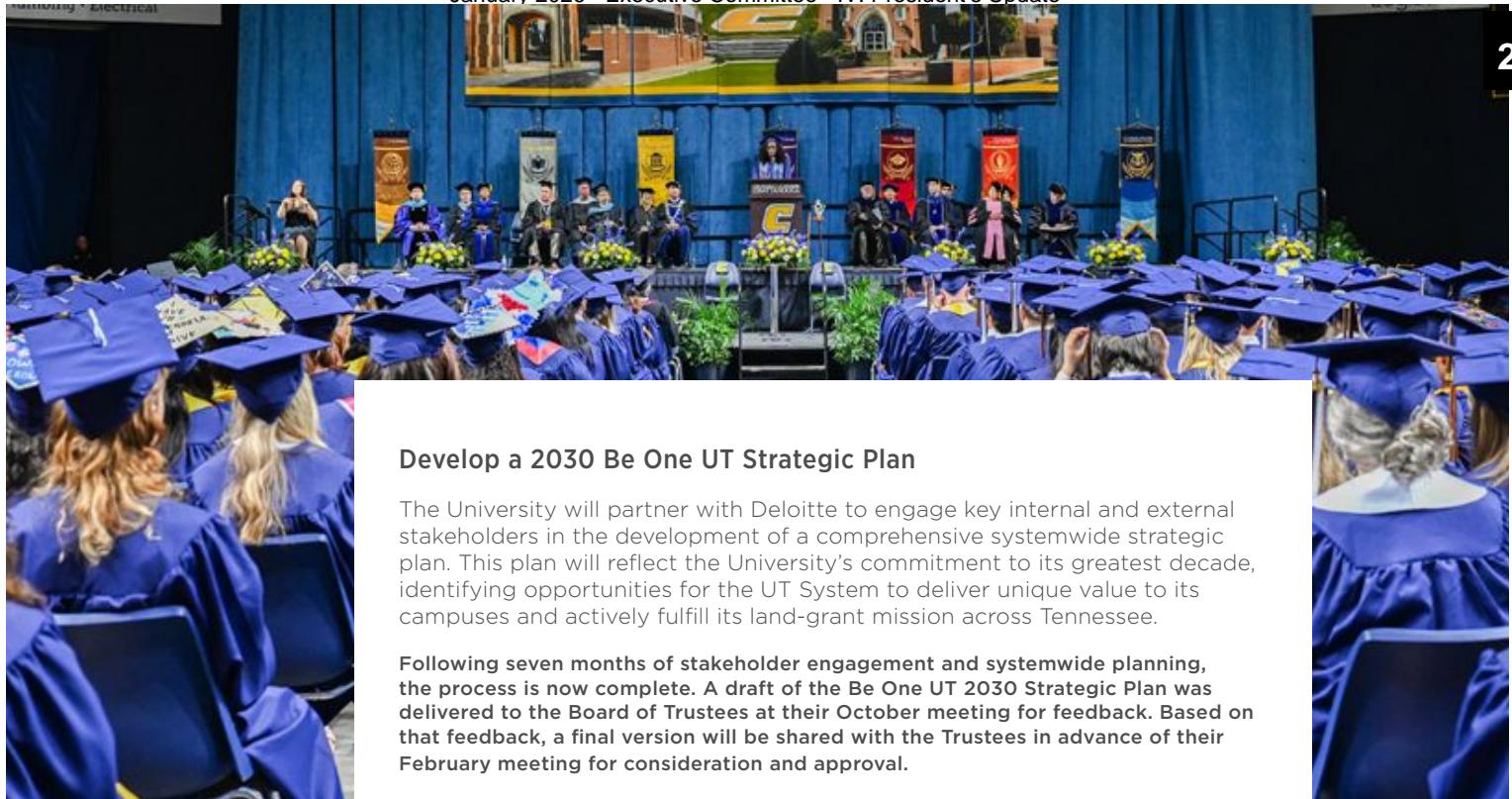


Coming soon...
2026 Objectives

QUESTIONS?

2025 OBJECTIVES





ENHANCING EDUCATIONAL EXCELLENCE

Develop a 2030 Be One UT Strategic Plan

The University will partner with Deloitte to engage key internal and external stakeholders in the development of a comprehensive systemwide strategic plan. This plan will reflect the University's commitment to its greatest decade, identifying opportunities for the UT System to deliver unique value to its campuses and actively fulfill its land-grant mission across Tennessee.

Following seven months of stakeholder engagement and systemwide planning, the process is now complete. A draft of the Be One UT 2030 Strategic Plan was delivered to the Board of Trustees at their October meeting for feedback. Based on that feedback, a final version will be shared with the Trustees in advance of their February meeting for consideration and approval.

Expand UT's Educational Footprint While Enhancing Student Outcomes

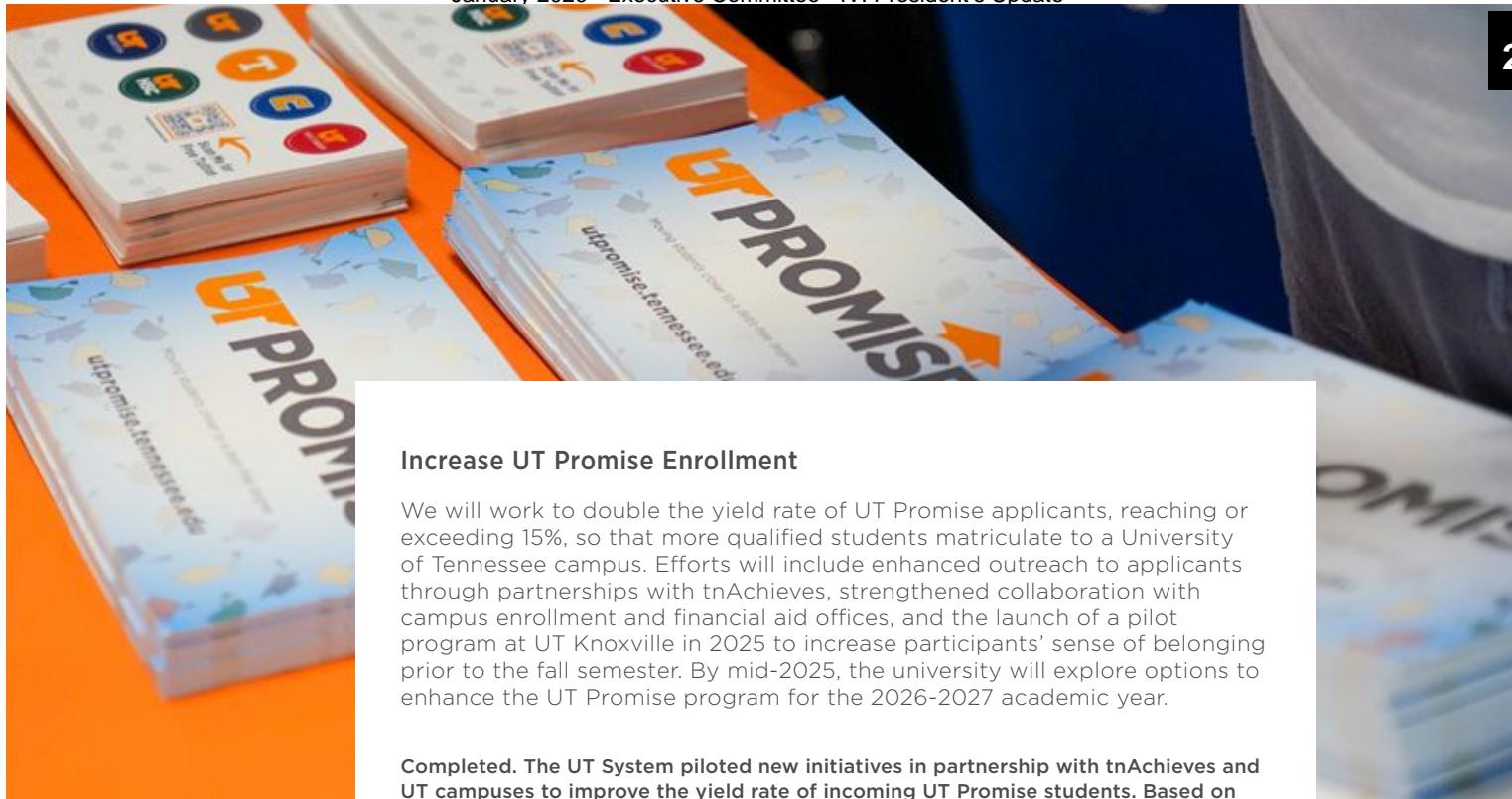
Completed. The University of Tennessee, through the collective effort of the campuses, continues to drive workforce and economic growth in Tennessee by providing students with the education, training and innovation needed for the state's most in-demand jobs. To achieve UT's 2030 enrollment goal, the University aims to:

- Grow total enrollment by 2.25%, reaching 63,547 students systemwide by fall 2025—a record high. **Official systemwide enrollment reached another record high of 64,866 for fall 2025, a 4.4% increase from the previous year.**
- Increase fall 2025 first-year retention by 0.5%, achieving a record high of 86%. **Systemwide first-year retention set another record, reaching 85.5% this fall, marking a 0.3% increase from the previous year.**
- Improve the university's four-year graduation rate by 1%, reaching 52.85% by fall 2025—another record high. **The UT System's graduation rates also set new records, with the 4-year graduation rate reaching 57.7, up 5.6% increase from fall 2024, and the 6-year graduation rate moving up to 65.6%, a 1.4% increase from the previous year.**

Deliver Campus 2030 Enrollment Plans

The UT System will collaborate with campus leaders to develop strategic enrollment plans in support of the goal of reaching 71,000 students by 2030. These plans will be presented to the Board of Trustees in 2025, with UT Knoxville and UT Martin presenting at the June board meeting and UTHSC, UT Southern, and UT Chattanooga presenting at the October board meeting.

Completed. The UT Knoxville and UT Martin strategic enrollment plans were presented at the June 30 meeting of the Education, Research and Service Committee of the UT Board of Trustees. The strategic enrollment plans for UT Southern, UT Chattanooga, and the UT Health Science Center were presented to the Board at the Fall 2025 meeting.



ENHANCING EDUCATIONAL EXCELLENCE

Increase UT Promise Enrollment

We will work to double the yield rate of UT Promise applicants, reaching or exceeding 15%, so that more qualified students matriculate to a University of Tennessee campus. Efforts will include enhanced outreach to applicants through partnerships with tnAchieves, strengthened collaboration with campus enrollment and financial aid offices, and the launch of a pilot program at UT Knoxville in 2025 to increase participants' sense of belonging prior to the fall semester. By mid-2025, the university will explore options to enhance the UT Promise program for the 2026-2027 academic year.

Completed. The UT System piloted new initiatives in partnership with tnAchieves and UT campuses to improve the yield rate of incoming UT Promise students. Based on those efforts, UT Promise enrollment reached 1,765 students in the fall, a 40% increase from the fall 2024 total of 1,261. The University has also piloted efforts to give campuses greater autonomy over community service and mentorship coordination, aiming to increase student engagement and sense of belonging.

Compete for and Win State Funding for the Tennessee Grow Your Own Center

In 2025, the Tennessee Department of Education will release a request for applications for the Grow Your Own Center. Successfully securing this contract would provide sustainable funding for the center and broaden its scope to support school districts and local education agencies beyond teacher preparation, solidifying the university's role as a national leader in creating pathways into the teaching profession.

Notable impact. While the UT System was not selected, we are proud of the many accomplishments of the Tennessee Grow Your Own Center. Tennessee registered more teacher apprentices than any other state, and all teacher apprentices from 2022-25 were enrolled at no cost to the learner. The Grow Your Own Center team created partnerships with 96 local educational agencies (plus 2 charters), 14 Tennessee universities, and 69 of 95 counties. Access to the grant-funded resources that were developed from 2022 to 2025 through the University of Tennessee's Grow Your Own website were maintained.

By the numbers, the Grow Your Own Center proudly accomplished the following:

- 1,118 total program enrollments across the teacher apprenticeship and the instructional-leader programs
- 277 teachers completed licensure
- 464 registered teacher apprentices and 73 pre-apprentices are still enrolled and on track to complete the program
- 318 instructional leaders (school principals) completed the program
- Over 1,100 teachers gained additional licensure in special education, ESL, or mathematics.



ENHANCING
EDUCATIONAL
EXCELLENCE

Lay the Foundation for a Common Student Information System

To modernize and unify student information systems, the UT System will release a request for proposal (RFP) in early 2025 to identify an implementation partner, to select a partner by the end of the first quarter. Following the selection, the university will begin implementing Oracle financial aid modules, such as Student Aid Eligibility and Student Financial Planning, while continuing engagement with Oracle's Early Adopter Program to influence the direction of its student product.

Completed. Following a competitive Request for Quotation and Specification (RFQ-S) process, the UT System selected the Huron Consulting Group as its implementation partner for Phase 1 of DASH Student. The first phase of implementation kicked off this fall, focusing on the successful launch of Oracle's cloud-based Student Financial Aid solution. Initial work has included campus engagement, establishing a data-governance structure and beginning critical data quality work.

Host the Inaugural Tennessee Summit on Male Persistence and Success

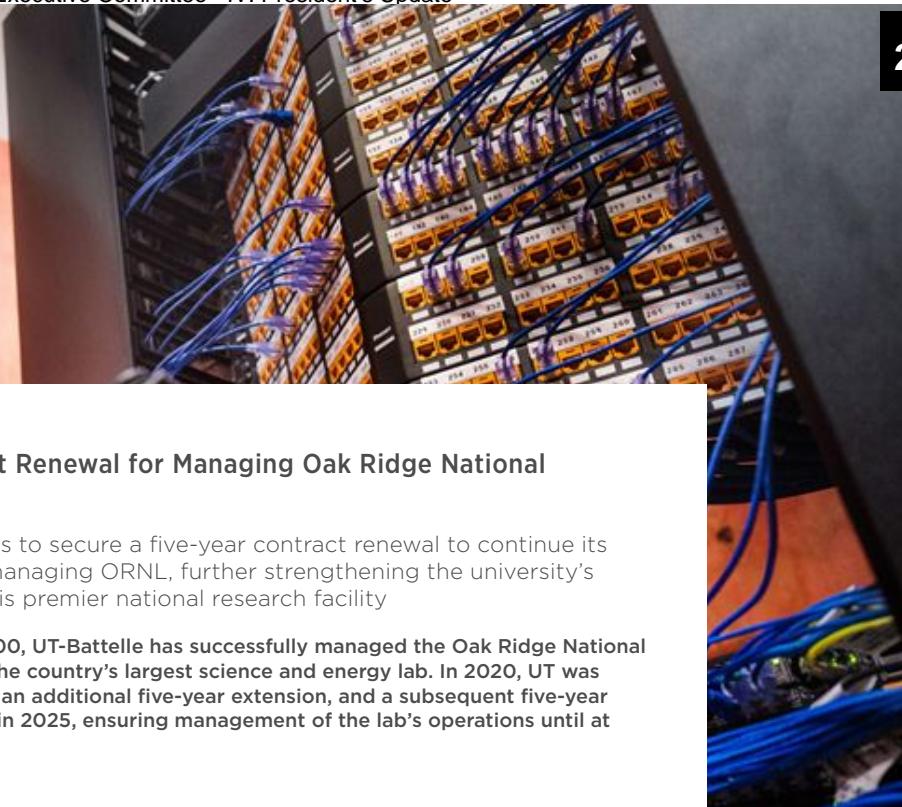
Through a partnership between UT Knoxville and the UT System, convene statewide colleagues and thought leaders in 2025 to address challenges, opportunities, and best practices for engaging more men in pathways that lead to workforce participation, college enrollment, and credential or degree completion.

On hold. This has been put on hold as we evaluate timing and future priorities.

Develop a Faculty Satisfaction Survey

The UT System will create a pulse-style satisfaction survey for faculty, to be administered between the triennial COACHE Faculty Satisfaction Surveys. This tool will provide actionable insights to help campuses and the UT System improve faculty satisfaction and enhance the overall faculty experience.

Completed. The UT System shared key insights from the 2025 COACHE Faculty Satisfaction Survey with the Board of Trustees at its October meeting. The office of Academic Affairs, Research and Student Success, in collaboration with campus chief academic officers, have now pivoted to developing a new pulse-style survey that will be administered to UT faculty in 2026.



Secure a Contract Renewal for Managing Oak Ridge National Laboratory

The UT System aims to secure a five-year contract renewal to continue its leadership role in managing ORNL, further strengthening the university's partnership with this premier national research facility

Completed. Since 2000, UT-Battelle has successfully managed the Oak Ridge National Laboratory (ORNL), the country's largest science and energy lab. In 2020, UT was successfully awarded an additional five-year extension, and a subsequent five-year renewal was granted in 2025, ensuring management of the lab's operations until at least 2030.

Enhance Reporting of Research Expenditures

EXPANDING RESEARCH CAPABILITIES

The UT System will partner with UT Knoxville Research and the AVP of Research to assess the capture of institutional expenditures as reported through the National Science Foundation HERD Survey process. Ensuring consistencies in reporting at the campus level will result in optimized reporting of research and development expenditures, which are critical for growing research capacity. Based on the outcomes, the System will conduct a systemwide review to ensure effective reporting.

On Hold. As the federal landscape continued to shift throughout 2025, this project was placed on hold until there was greater clarity as to the future of the research enterprise. The System plans are to restart this effort in 2026.

Develop an Angel Network Fund Blueprint

The UT Research Foundation (UTRF) will collaborate with the UT Foundation, UT Knoxville's Office of Research, Innovation, and Economic Development, and the development officers at different campuses to create a process blueprint for a \$30 million UT Angel Network Fund. This network will connect startup companies across the UT System with prospective investors and alums, fostering a vibrant entrepreneurial ecosystem.

Completed. In early 2025, a working group that included leaders from UTRF, UT Knoxville Advancement, ORIED, and the Haslam College of Business started benchmarking alumni investment models at peer institutions. Using these insights, the group developed recommendations for UT Ventures, an alumni angel network scheduled to launch in 2026.

Grow the Entrepreneurial Fellows Program

UTRF hires at least two Entrepreneurial Fellows. These fellows will focus on developing minimum viable products (MVPs) to advance the commercialization of innovative technologies and foster entrepreneurial talent across the UT System.

Completed. UTRF has three standout fellows, two of whom are from UT Knoxville: Dr. Brian Washington and Dr. Katrina Easton, and Dr. Josh Tyler from UT at Chattanooga.



Develop Temporary Housing in Oak Ridge

To facilitate the growing number of students engaging with ORNL, the UT System will establish an agreement to develop temporary housing capacity in the City of Oak Ridge.

Completed. A Memorandum of Understanding (MOU) has been signed with the developer selected by the City of Oak Ridge to develop a portion of the downtown area. The MOU enables the developer to proceed with the construction of housing designed to support the growing student population at ORNL.

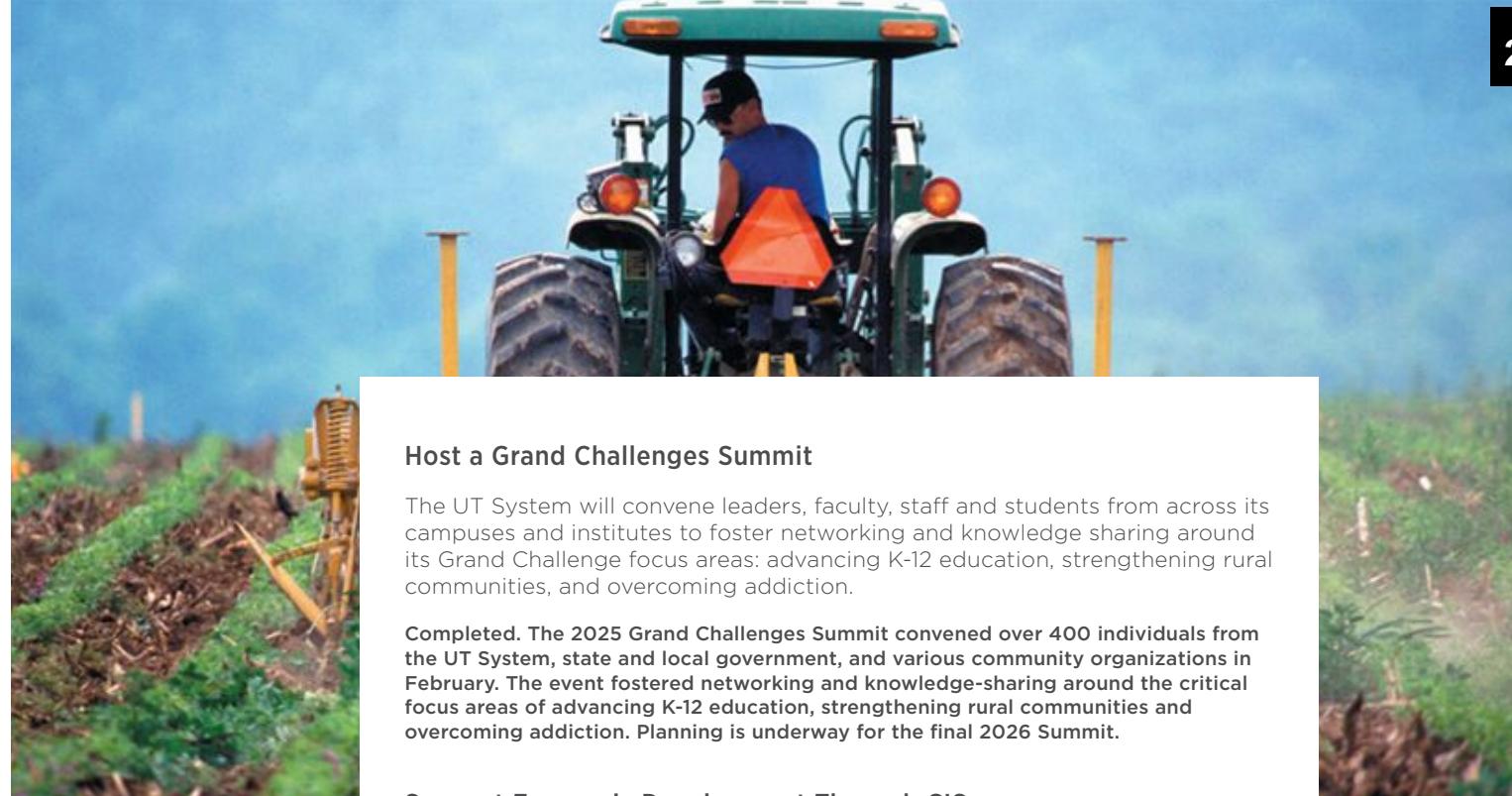
Implement DASH Research Modules

The DASH Research program will implement additional components of the Huron Research Suite (HRS) in 2025, offering modern, scalable, cloud-based solutions for research management. Key modules to be launched include Employee Compensation Compliance, Conflict of Interest, Grants and Agreements, Institutional Review Board, Financial Forecasting, Huron Research Analytics, Export Control, and Safety. These initiatives will complete Wave 2 of DASH Research and start the final phase of implementation before the end of the calendar year.

Completed. Conflict of Interest, Employee Compensation Compliance, Export Control and Safety modules in DASH Research have been released and are in use systemwide. The Employee Compensation Compliance module was modified from a percent effort-based approval to a project-based approval reducing the number of steps needed to meet federal requirements on effort certification. The Institutional Review Board module was pushed back to March 2026 to ensure that reliance agreements could be appropriately included as well as reviews of external investigators. The Grants and Agreements Module is being tested and is slated for release in the first quarter of 2026. The Institutional Animal Care and Use Committee (IACUC) and Animal Operations efforts have implementation leads identified and will begin after the start of the new year.

EXPANDING RESEARCH CAPABILITIES





Host a Grand Challenges Summit

The UT System will convene leaders, faculty, staff and students from across its campuses and institutes to foster networking and knowledge sharing around its Grand Challenge focus areas: advancing K-12 education, strengthening rural communities, and overcoming addiction.

Completed. The 2025 Grand Challenges Summit convened over 400 individuals from the UT System, state and local government, and various community organizations in February. The event fostered networking and knowledge-sharing around the critical focus areas of advancing K-12 education, strengthening rural communities and overcoming addiction. Planning is underway for the final 2026 Summit.

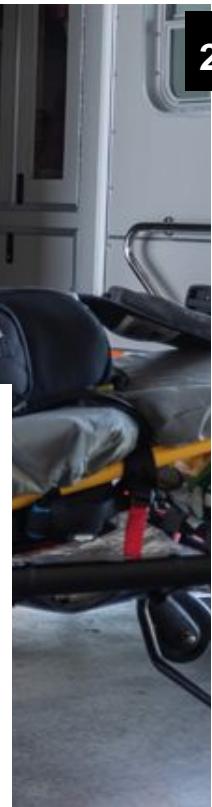
Support Economic Development Through CIS

The Institute for Public Service's Center for Industrial Services (CIS) will assist businesses in achieving a customer-reported economic impact of \$2.5 billion (\$2.4 billion in 2024). CIS will also provide economic and workforce development training to 320 (287 in 2024) economic developers and serve all 95 (89 in 2024) Tennessee counties.

Notable progress. CIS had \$1.7 billion in economic impact in 2025. The Oct. 1-Nov. 12 federal government shutdown negatively affected the amount of reported economic impact. CIS's federal funding partner, for example, did not survey and confirm customer reported impact for Manufacturing Extension Partnership customers during the government shutdown during the fourth quarter, resulting in a lower annual number. In addition, federal contracts awarded to APEX clients were more limited during the shutdown. CIS continues to expand work with defense suppliers and other manufacturers in securing government contracts, strengthening cybersecurity, investing in automation and achieving key quality certifications. CIS will resume and accelerate economic impact numbers in future years.

CIS continues to increase economic and workforce development courses and enrollment, providing training and assistance to 317 people in 78 counties. Although there were increases in the number of training participants from 2024, the number of counties decreased. Plans are to increase the number of counties by expanding collaboration with state and regional partners, increasing outreach and continuing to grow scholarships for potential participants from rural and distressed communities.

FOSTERING OUTREACH AND ENGAGEMENT



FOSTERING OUTREACH AND ENGAGEMENT

Enhance Public Leadership Through the Naifeh Center

The UT Naifeh Center for Effective Leadership will work with state government agencies to ensure leaders enrolled in the Certified Public Manager (CPM) program are supported by professional mentors, faculty, staff, and alums. Capstone projects developed through the program aim to transform public services for Tennesseans, with an anticipated economic impact of \$180 million, up from \$21.8 million in FY24.

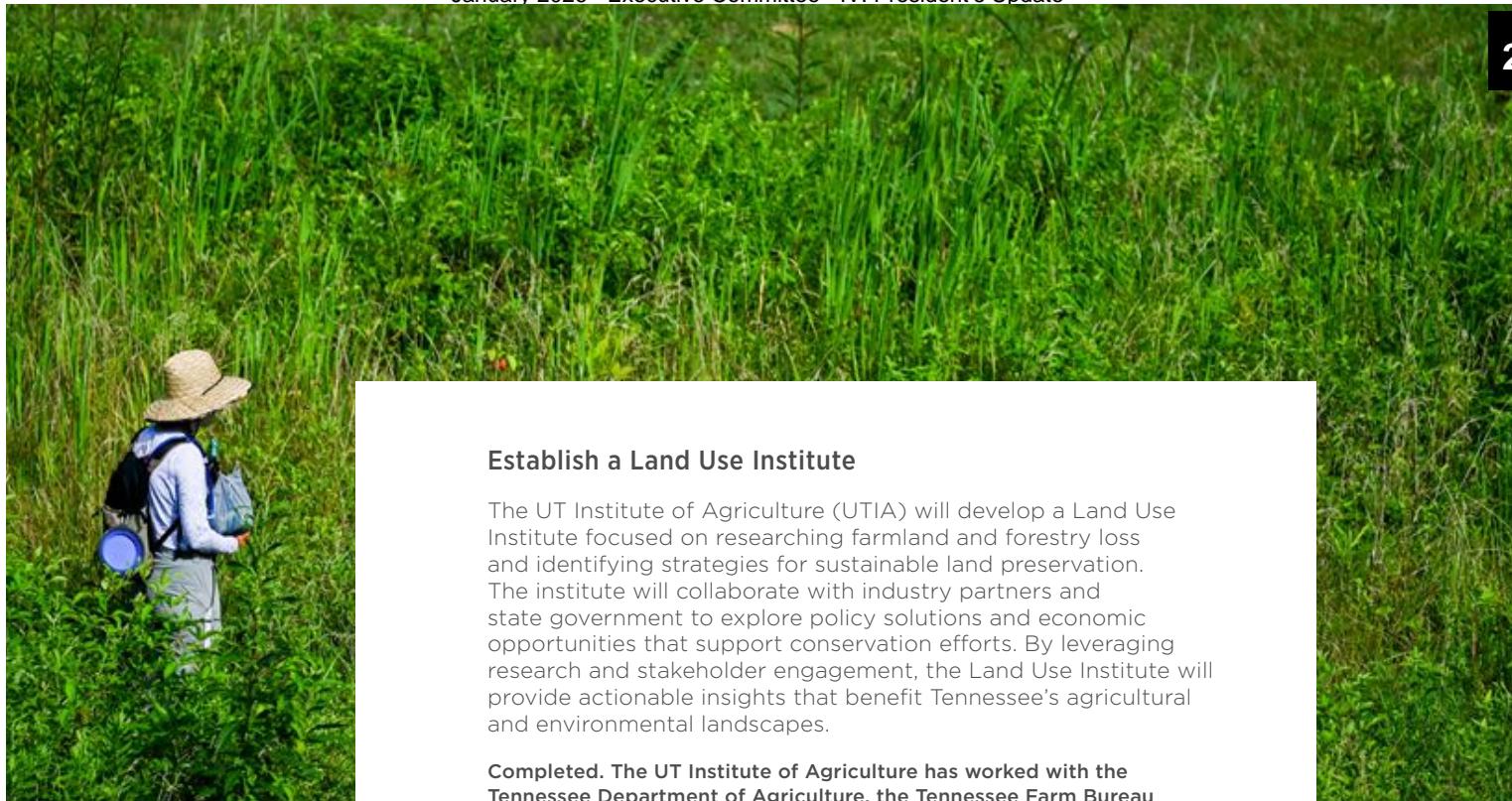
In progress. Capstone project presentations for the current CPM cohort will be conducted Jan. 13-14, 2026 at sites across the state. These projects will be evaluated using a rigorous, competency-based assessment framework that emphasizes the strategic application of core management competencies to complex, real-world challenges within public sector organizations. All evaluation rubrics and scoring methodologies are fully aligned with standards established by the National Certified Public Manager Consortium. A formal graduation ceremony will follow on Feb. 4 at the Tennessee State Library and Archives in Nashville. During the ceremony, the program will formally announce the total economic impact generated through the cohort's capstone projects, highlighting the tangible return on investment and value delivered to public sector agencies statewide.

Additionally, new CPM cohorts will launch in January in Jackson, Nashville and Oak Ridge, bringing together a broad cross-section of local and state government leaders and further expanding the program's statewide reach and impact.

Implement SMART's Opioid Settlement Strategy

The Substance Misuse and Addiction Resource of Tennessee (SMART) initiative will provide technical assistance to 75% (71 vs 50 in 2024) of Tennessee counties, helping them strategize and implement opioid settlement spending plans to improve services and reduce addiction-related costs.

Completed. Between Jan. 1 and Oct. 31, 2025, SMART assisted 87 counties with technical assistance in responding to the overdose crisis, thus serving 92% of Tennessee counties in 2025. Focused on, but not limited to, assisting county governments with the management of their share of the opioid settlement funding, this work was conducted over 423 unique service encounters and included identifying spending priorities, payment projections, conducting county needs assessments, collecting and analyzing local data, responding to overdose spikes, developing and maintaining local community grant processes, federal grant writing assistance, providing education and training, evaluating new programs and more.



FOSTERING OUTREACH AND ENGAGEMENT

Establish a Land Use Institute

The UT Institute of Agriculture (UTIA) will develop a Land Use Institute focused on researching farmland and forestry loss and identifying strategies for sustainable land preservation. The institute will collaborate with industry partners and state government to explore policy solutions and economic opportunities that support conservation efforts. By leveraging research and stakeholder engagement, the Land Use Institute will provide actionable insights that benefit Tennessee's agricultural and environmental landscapes.

Completed. The UT Institute of Agriculture has worked with the Tennessee Department of Agriculture, the Tennessee Farm Bureau and the UT Institute of Public Service to develop the UT Farmland and Forestry Preservation Institute. A site visit was conducted with a group of GIS faculty at UT Chattanooga to explore how its research on property in Tennessee can enhance the effectiveness of the initiative. The proposal has been refined for endowing the Institute and will seek funding for the endowment in 2026. Even without the endowment, the Institute is functioning and currently serving the state and commodity groups.

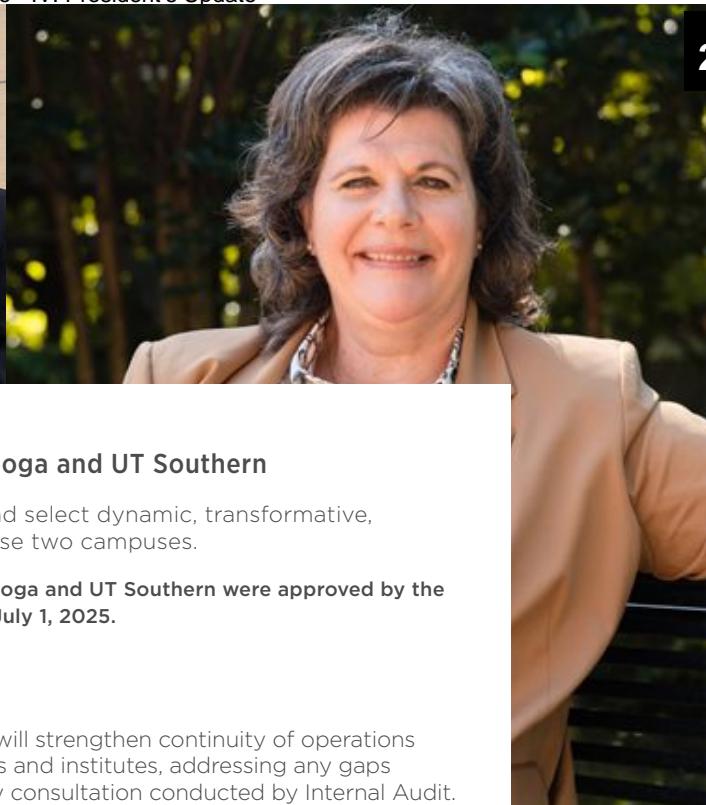
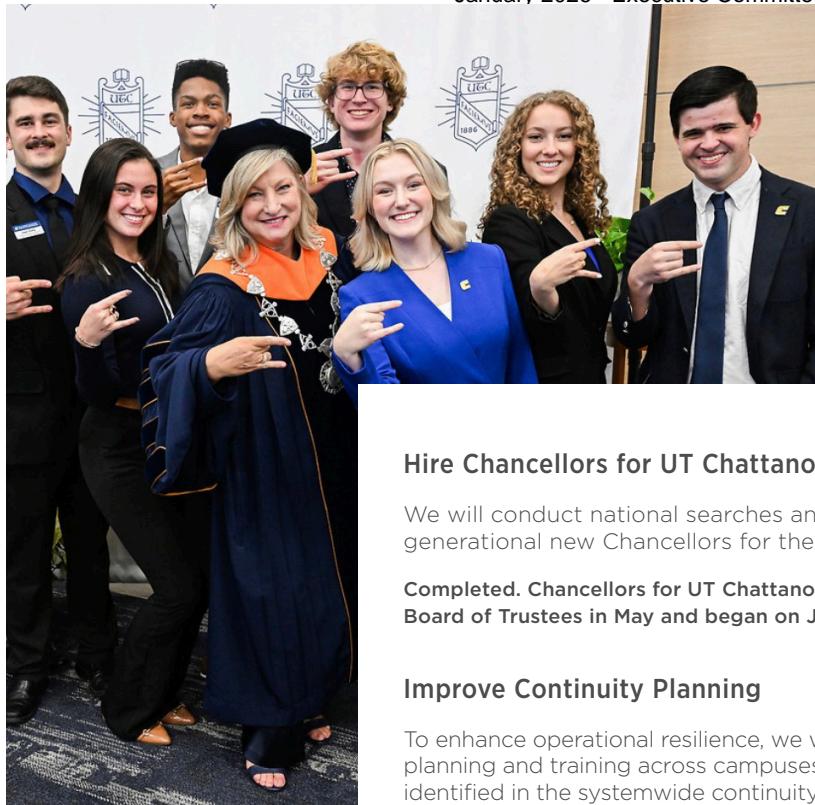
Expand 4-H STEM Initiatives

UTIA will implement a comprehensive workforce development plan to support the expansion of outdoor STEM programs through 4-H camps across the state. This initiative will provide hands-on learning opportunities in science, technology, engineering, and mathematics, equipping young Tennesseans with the skills needed for future careers in STEM-related fields. The program will also enhance partnerships with local industries, educators, and community organizations to broaden the impact of 4-H STEM programming.

In September, STEMOVEATE, Powering Tennessee's Future Innovators, was launched. This is a new program that delivers science, technology, engineering and math lessons to Tennessee classrooms in 21 counties.

Completed. In September, STEMOVEATE, Powering Tennessee's Future Innovators, was launched. This new program provides science, technology, engineering and math lessons to Tennessee classrooms in 21 counties.

The University of Tennessee-Oak Ridge Innovation Institute (UT-ORII), Tennessee 4-H, the Oak Ridge Institute for Science and Education (ORISE) and UT-Battelle have collaborated to make STEMOVEATE available to 6,000 sixth-grade students across the state. The next milestone is to deliver the program to sixth graders statewide in 2026-27. Within five years, the STEMOVEATE program will reach seventh- and eighth-grade classrooms across the state.



Hire Chancellors for UT Chattanooga and UT Southern

We will conduct national searches and select dynamic, transformative, generational new Chancellors for these two campuses.

Completed. Chancellors for UT Chattanooga and UT Southern were approved by the Board of Trustees in May and began on July 1, 2025.

Improve Continuity Planning

To enhance operational resilience, we will strengthen continuity of operations planning and training across campuses and institutes, addressing any gaps identified in the systemwide continuity consultation conducted by Internal Audit.

Completed. The Tennessee Emergency Management Agency (TEMA) provided statewide Continuity of Operations training for emergency management personnel. The Emergency Management team developed a new policy requiring emergency management plans and continuity plans. This updated policy is approved and pending publication. All campuses (and UTSA) submitted draft Continuity plans, with final drafts due on Dec. 15.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

Evaluate Capital Project Practices

An external audit firm will assess the UT System's capital project practices for efficiency and effectiveness, benchmarking them against national peers and large public universities.

Completed and expanded. Capital Projects and Audit and Compliance have partnered with an external specialist to audit major capital projects. Two reviews were positive, and six more projects are slated for review. A plan is also being finalized with another firm to improve current procedures and project execution.

Build an Enterprise Data Governance Program

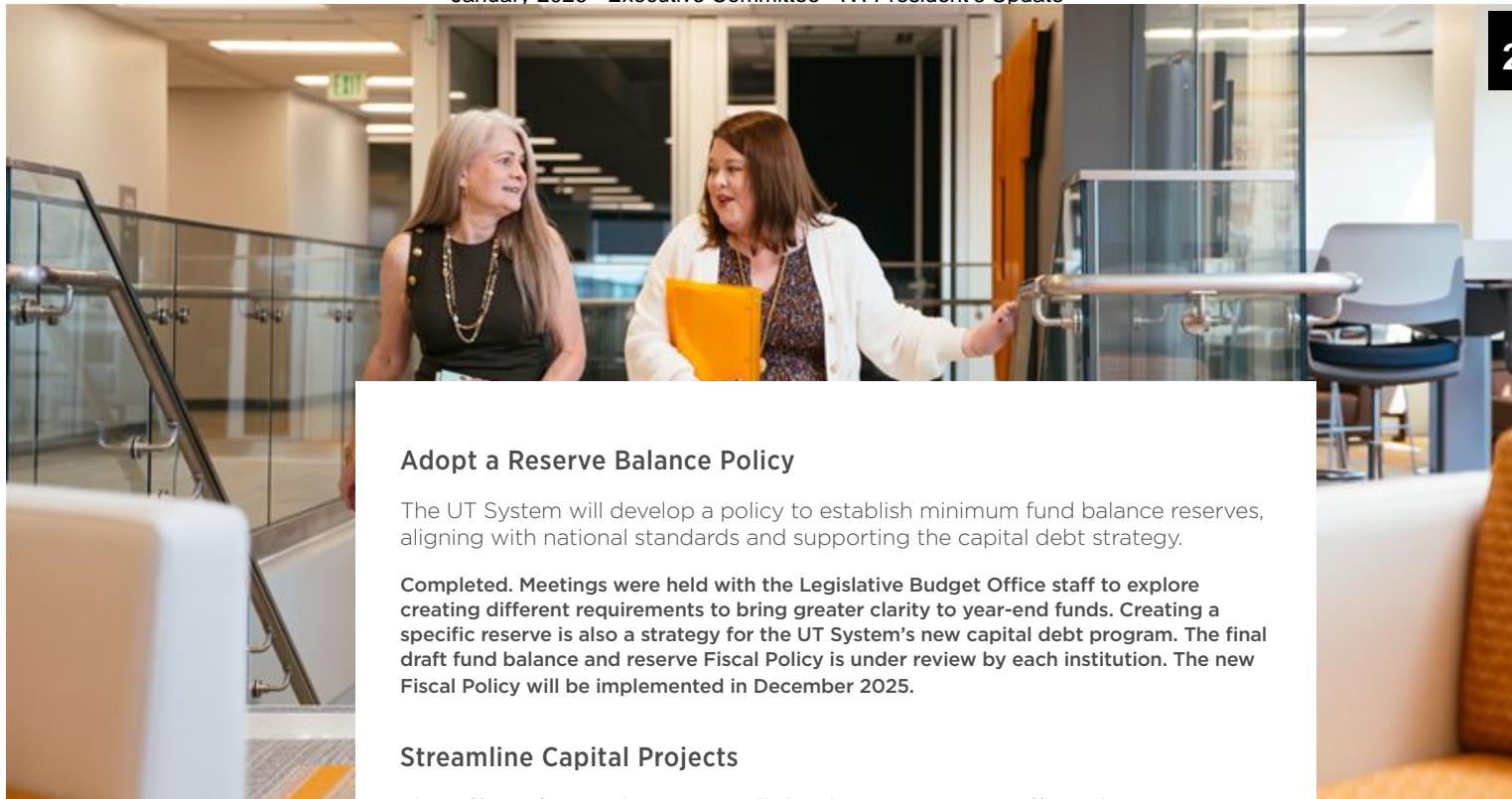
We will establish a comprehensive data governance program to enhance decision-making and operational efficiency.

In progress. As part of the program and planning phase of the new financial aid and student information system (SIS), an external consultant delivered a data governance framework that will be further developed and deployed.

Develop Long-Range Financial Plans

Campus and institute leaders will be guided through the development of five-year financial plans, incorporating best practices in long-range financial modeling, stress testing, and sensitivity analysis. These plans will inform strategic decision-making and support prudent debt issuance for academic facilities.

In progress. The systemwide group has been formed and has begun meeting to develop the key performance indicators (KPIs) in the plan. This work will produce new management reporting tools in 2026.



ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

Adopt a Reserve Balance Policy

The UT System will develop a policy to establish minimum fund balance reserves, aligning with national standards and supporting the capital debt strategy.

Completed. Meetings were held with the Legislative Budget Office staff to explore creating different requirements to bring greater clarity to year-end funds. Creating a specific reserve is also a strategy for the UT System's new capital debt program. The final draft fund balance and reserve Fiscal Policy is under review by each institution. The new Fiscal Policy will be implemented in December 2025.

Streamline Capital Projects

The Office of Capital Projects will develop a strategic staffing plan to manage the increased volume of projects, ensuring the successful delivery of \$6 billion in capital development goals.

Completed. The State Building Commission (SBC) adopted new administrative flexibility. This enables the University to obtain approval to plan and design projects before securing legislative approval and funding. The new process reduces the project timeline by approximately 15 months, allowing for more precise project budgets. In 2025, the policy change resulted in streamlined approval of 112 projects saving a combined 591 months and \$10,446,846 in inflationary costs.

Complete Strategic Sourcing Phase 2

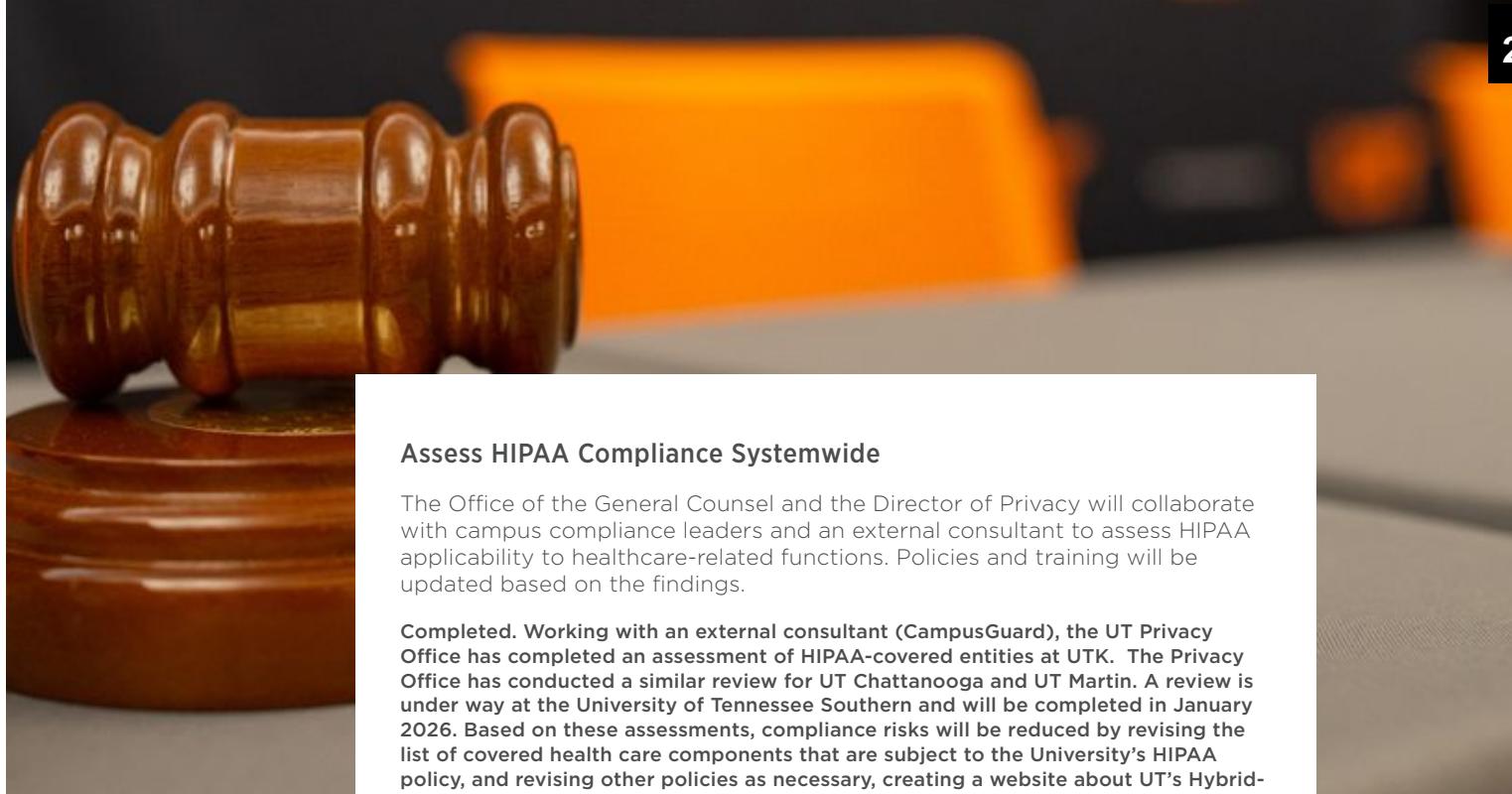
Using 2024 spending insights, the UT System Administration Procurement team will target the university's top seven suppliers by spend, securing competitive bids and measurable cost reductions.

On hold. The project has been deferred until DASH/Oracle is configured to provide more precise spend data.

BONUS: New tools for financing academic facilities

To accommodate the University's growth and aging facilities, the University pursued policy changes to allow state-issued debt to be funded from operating revenue. Currently, only revenue producing auxiliary facilities can be funded with debt.

Completed. In October, the Tennessee State School Bond Authority adopted a new policy allowing higher education institutions to fund state-issued debt for academic facilities from its operating budget. Schools must meet certain financial strength tests and individual projects seeking debt funding must be approved by the legislature.



Assess HIPAA Compliance Systemwide

The Office of the General Counsel and the Director of Privacy will collaborate with campus compliance leaders and an external consultant to assess HIPAA applicability to healthcare-related functions. Policies and training will be updated based on the findings.

Completed. Working with an external consultant (CampusGuard), the UT Privacy Office has completed an assessment of HIPAA-covered entities at UTK. The Privacy Office has conducted a similar review for UT Chattanooga and UT Martin. A review is under way at the University of Tennessee Southern and will be completed in January 2026. Based on these assessments, compliance risks will be reduced by revising the list of covered health care components that are subject to the University's HIPAA policy, and revising other policies as necessary, creating a website about UT's Hybrid-Entity designation, and conducting employee trainings on HIPAA compliance as appropriate.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

Review Board Policies

The Office of the Board Secretary and the Office of the General Counsel will propose updates to key policies, including those on claims and litigation, intellectual property, and oversight of intercollegiate athletics. A new artificial intelligence policy will also be developed in compliance with Tennessee law.

Completed. The artificial intelligence policy was approved by the Board of Trustees in February. The Board policies on claims/litigation and oversight of athletics remain under review. Bylaws of the University's Research Security Council were adopted pursuant to the Board's policy on research security. Additionally, the Board approved revisions to the faculty handbooks for UT Chattanooga and UT Martin, as required by the Board policy on faculty handbook revisions.



Advocate for State Policy Changes

UT will seek policy approval to use TSSBA bonds for academic facilities and design unfunded capital projects at its discretion. Advocacy efforts will focus on demonstrating efficiencies and cost savings associated with these changes.

Completed. The State Building Commission (SBC) approved a policy allowing public universities to begin planning capital projects ahead of state funding, using institutional funds and with SBC approval. A complementary policy change passed this fall allowing the use of TSSBA bonds for academic buildings. These changes will accelerate project timelines and increase flexibility in addressing campus infrastructure needs.

Increase State and Federal Funding

ADVOCATING FOR UT

We will prioritize securing funding for top capital projects, including the UT Knoxville Chemistry Building, and successfully growing funding from our federal relations agenda by 10%.

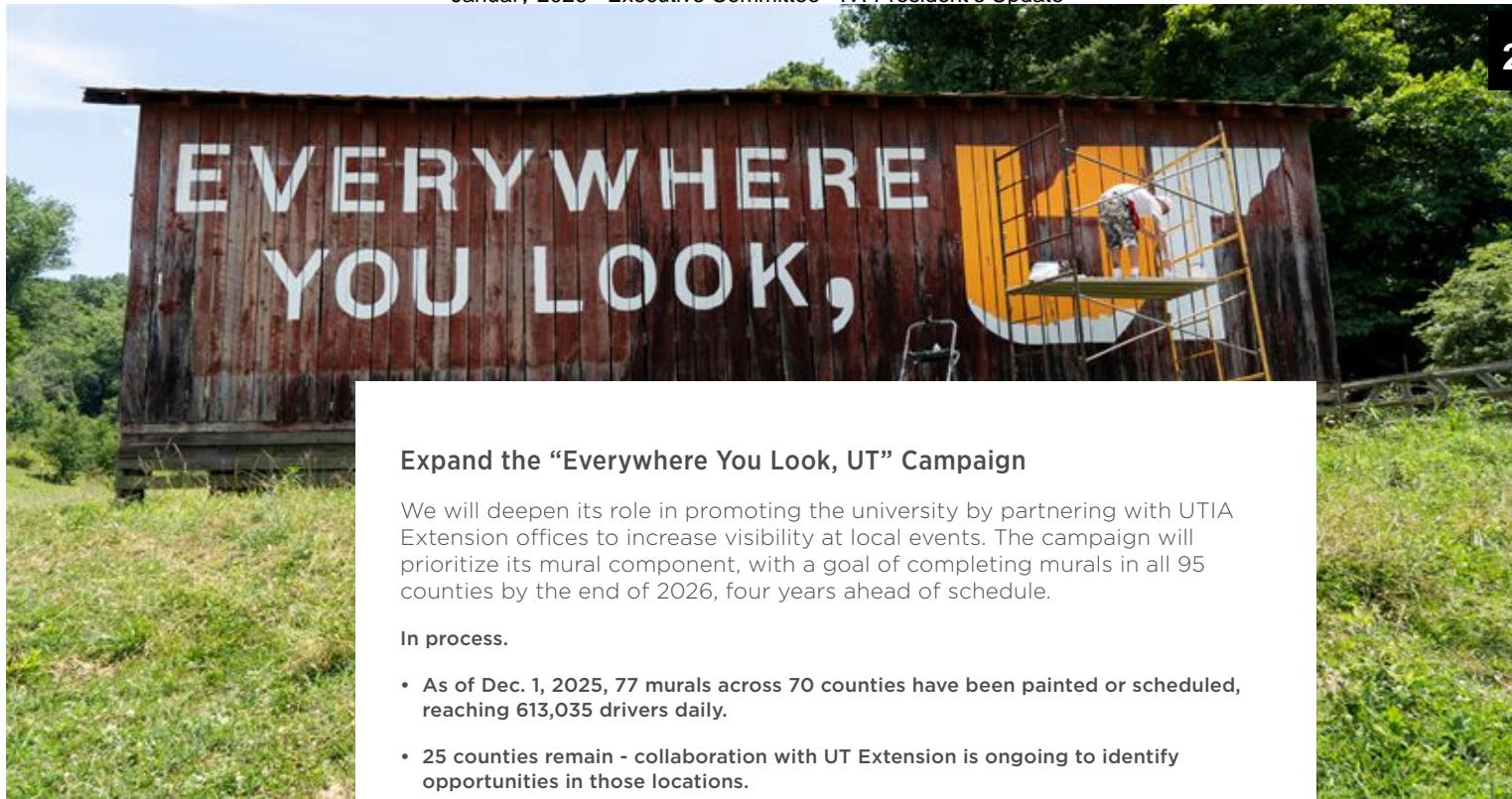
Completed. The 2025 state budget includes record capital funding for the UT System, highlighted by \$165.2 million for a new Chemistry Building at UT Knoxville—the largest capital project in Tennessee higher education history—and nearly \$60 million for a new Business Building at UT Martin.

In process. On the federal side, while the appropriations process is still underway, indicators suggest support for UT's top research priorities. Despite a challenging federal funding environment, UT has received strong backing from the Tennessee congressional delegation. The federal relations team has partnered with all five campuses to develop a robust portfolio of new research and funding proposals.

Secure \$50 Million in State Partnerships

The university will renew and expand partnerships with state government, focusing on aligning UT expertise with state needs and ensuring the longevity of significant collaborations such as Healthy Smiles and the Grow Your Own Center.

Completed. The Division of Government Relations, Advocacy, and Economic Development has successfully partnered across the UT System to secure 22 partnerships with 11 different state partners in 2025, totaling \$57.09 million in a combination of recurring and non-recurring funding. These partnerships benefit multiple UT campuses and institutes, helping to address state needs.



ADVOCATING FOR UT

Expand the “Everywhere You Look, UT” Campaign

We will deepen its role in promoting the university by partnering with UTIA Extension offices to increase visibility at local events. The campaign will prioritize its mural component, with a goal of completing murals in all 95 counties by the end of 2026, four years ahead of schedule.

In process.

- As of Dec. 1, 2025, 77 murals across 70 counties have been painted or scheduled, reaching 613,035 drivers daily.
- 25 counties remain - collaboration with UT Extension is ongoing to identify opportunities in those locations.
- The campaign shows staying power, with several early murals up for renewal and five already committed through 2030.

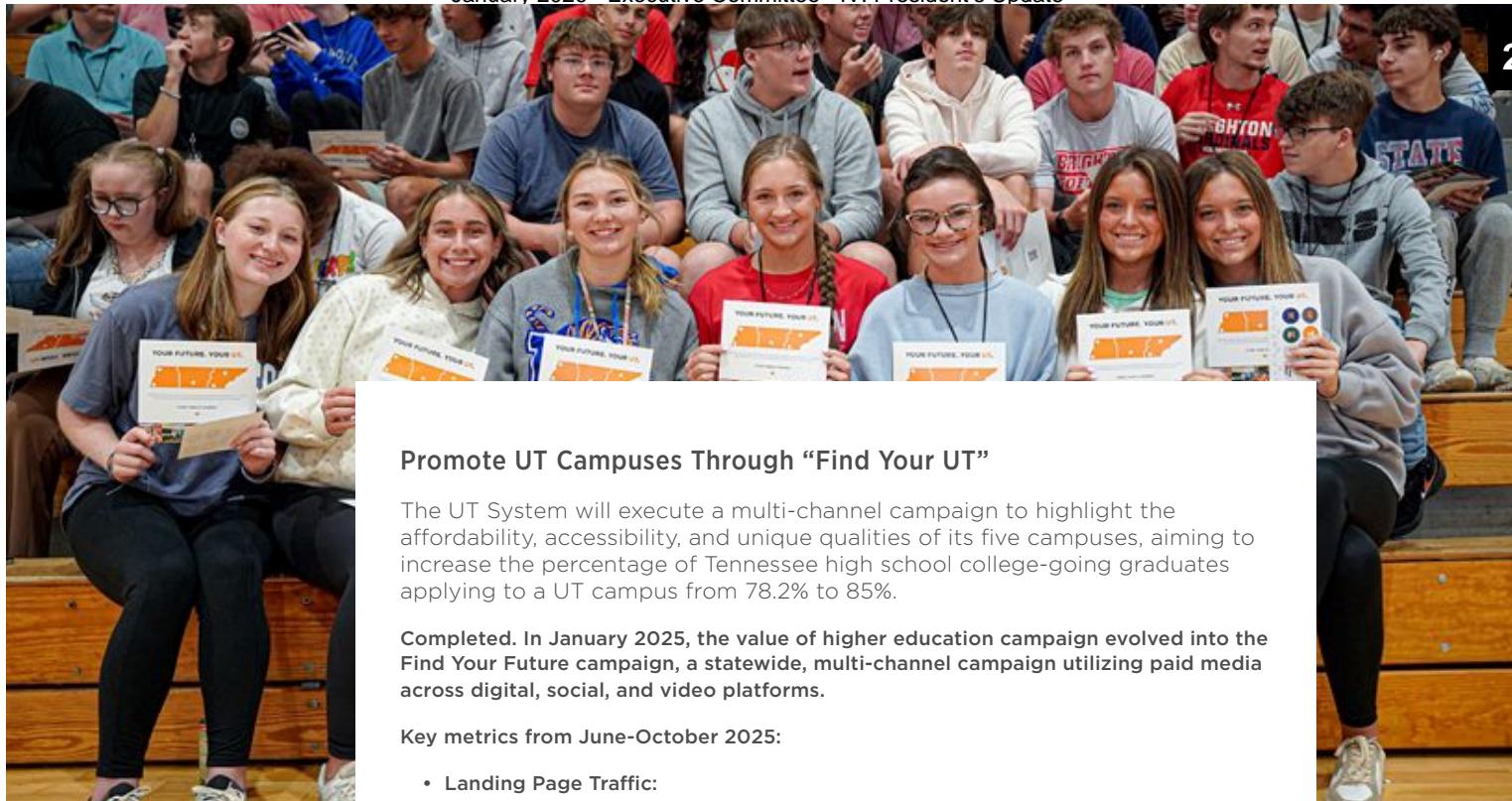
Launch the “Value of UT Research” Campaign

In collaboration with campus chief research officers, the UT System Communications and Marketing team will showcase stories highlighting UT research's impact on the daily lives of Tennesseans and the state's economy.

Completed. Continuing our planning for the “Value of UT Research” support campaign, in collaboration with the Division of Government Relations, Advocacy and Economic Development and Kari Reeves. Together, we are developing materials that underscore UT's research impact. We continue to work with campuses to identify, share, and amplify stories of research that demonstrate UT's contributions across the state and beyond.

Highlights from 2025:

- In partnership with UTC, worked with the local media to provide information regarding UTC Chancellor Lori Bruce's appointment to the UT-Battelle Board of Governors.
- Our Tennessee, the UT System's quarterly magazine, devoted an entire issue to research: <https://our.tennessee.edu/latest-issue/>.
- Developed one-page informational sheets for the Division of Government Relations, Advocacy and Economic Development for key UT System research initiatives: UTHSC College of Medicine Interdisciplinary Building, UT Martin Cattle Outreach and Workforce (COW) facility and the UTIA Precision Agriculture initiative.
- Communications and marketing support for UT Ventures, which connects a network of accredited UT alumni investors with startups founded or led by UT alumni, faculty or students, companies built on UT-owned intellectual property, and companies working closely with UT.



**ADVOCATING
FOR UT**

Promote UT Campuses Through “Find Your UT”

The UT System will execute a multi-channel campaign to highlight the affordability, accessibility, and unique qualities of its five campuses, aiming to increase the percentage of Tennessee high school college-going graduates applying to a UT campus from 78.2% to 85%.

Completed. In January 2025, the value of higher education campaign evolved into the Find Your Future campaign, a statewide, multi-channel campaign utilizing paid media across digital, social, and video platforms.

Key metrics from June-October 2025:

- Landing Page Traffic:
 - › 138,986 unique visitors (growth from 78,106 in January-June)
 - › 155,521 total sessions (growth from 90,254)
 - › 8.10% engagement rate (decline from 10.73%)
 - › 3,178 clicks to campus websites (growth from 2,845)
 - › 1,350 clicks to scholarship information (growth from 1,238)
- Digital Impressions:
 - › Facebook: 3.01 million (59,430 clicks) – growth from 2.3 million
 - › Instagram: 3.239 million (30,417 clicks) – growth from 2.3 million
 - › TikTok: 5.97 million (61,425 clicks) – growth from 2.5 million
 - › YouTube: 12.4 million (546 clicks) – growth from 5.3 million

This momentum laid the groundwork for the new campaign – Future Focused UT, which launched in December 2025. This campaign refocuses on the value of higher education and affordability.



ADVOCATING FOR UT

Support UT Foundation Advancement Efforts

The UT Foundation will strengthen its efforts to raise private support, expand the donor base, and engage more alums. Key goals for 2025 include generating \$435 million in support from 87,000 donors, engaging 310,000 alums by year-end, and expanding the Advocacy Network to 10,000 members. These targets represent record-breaking achievements in each category. In conjunction with these milestones, the foundation aims to reach \$1.9 billion in cumulative support for the current decade, working toward the overarching goal of raising \$3 billion by 2030—making this the most successful fundraising decade in UT history.

In progress. As of Dec. 1, progress toward fundraising goals in the fiscal year is on a positive trajectory. Across the foundation, \$227.6 million has been received in commitments toward the primary goal of \$504 million. Gifts have come from 51,300 donors, which is on track as the foundation works toward the goal of 87,000 donors. The UT Foundation has recently moved the bar on the greatest fundraising decade, with a goal now of \$4 billion. To date, more than \$2.4 billion has been committed.

Expand Foundation Support for Campus Advancement Programs

The UT Foundation will enhance its level of support for campus advancement programs by expanding staffing in key central support functions, including constituent management, digital marketing and strategy, prospect management and research, business intelligence and reporting, and user experience. This expansion will be funded through an improved investment strategy for non-endowed funds managed by the foundation. Revenue generated from the revised strategy will allow for the enhancement of services at no additional cost to the campuses.

Completed. The UT Foundation has continued to invest in staffing and technology to support campuses. Since July 1, 2025, the foundation has hired seven new staff members to support new technologies and expand the prospect development team. In addition, the foundation will roll out a new platform utilizing AI and predictive modeling to help identify prospective donors. This platform, known as Fundmetric, will be available in January 2026.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: January 9, 2026

Committee: Executive

Item: **Consent Agenda**

Type: Action

Presenter: John C. Compton, Chair of the Board and Committee Chair

Background Information

Items on the Consent Agenda are not presented or discussed in the Committee unless a Committee 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 Committee 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.

Committee 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 meeting and to approve the items on the Consent Agenda.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

MINUTES OF THE EXECUTIVE COMMITTEE September 19, 2025

The Executive Committee of The University of Tennessee Board of Trustees met at 9:00 a.m. (EDT) on Friday, September 19, 2025. The meeting was held virtually with all Committee members participating electronically. A physical location for the public to attend the meeting was hosted in the University of Tennessee Tower, Plaza Level – Room P20, located at 400 W. Summit Hill Drive, Knoxville, TN 37902.

Committee Members Present: John C. Compton, Board Chair; Decosta E. Jenkins; William (Bill) C. Rhodes III; Donald J. Smith, and Jamie R. Woodson.

Others in Attendance:

Trustees: Bradford D. Box; Christopher L. Patterson; David N. Watson; and T. Lang Wiseman.

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

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

Remarks of the Committee Chair

Board Chair John C. Compton opened the meeting and welcomed members and guests. He recognized recently appointed trustees and acknowledged recent transitions in Board membership, expressing appreciation for the service and contributions of outgoing members. Chair Compton highlighted the strong performance of the University across enrollment, retention, graduation, and fundraising, emphasizing that these outcomes reflect sustained leadership, strategic focus, and an increasingly collaborative culture across the UT System. He also expressed appreciation to the President, chancellors, and campus leadership teams for their continued commitment to advancing the University's mission statewide. Committee members echoed appreciation for the leadership of the President and chancellors and the collaborative "One UT" culture referenced by the Chair.

President's Update

In Memoriam. President Randy Boyd shared remarks in memory of former University President John David Petersen, recognizing his distinguished service to the University of Tennessee (2004 through 2009) and his lasting impact on higher education and the University's national research initiatives. President Boyd noted President Petersen's

leadership during a period of significant growth and innovation, including major advancements in scientific infrastructure. The Committee observed a moment of silence in honor of President Petersen and extended condolences to his family and colleagues.

President Boyd provided a comprehensive system-wide update, noting that the University continues to experience record-setting performance across multiple dimensions. He described the current academic year as building on strong momentum and reaffirmed his belief that the University is well positioned to achieve – and potentially exceed – the goals established for the decade. President Boyd emphasized that these outcomes are particularly notable given national trends of flat or declining enrollment at many peer institutions.

Enrollment and Student Success. Enrollment growth, retention, and student success metrics improved across all UT campuses.

- At UT Knoxville, enrollment surpassed 40,000 students for the first time in the institution's history, driven by the largest first-year class on record, strong transfer enrollment, and a first-year retention rate exceeding 92%.
- UT Chattanooga achieved its highest enrollment (over 12,000 students) in its history, with significant growth in graduate enrollment and improved first-year retention.
- UT Southern recorded more than 8% growth in enrollment (1,132 students), supported by transfer and graduate enrollment and continued gains in undergraduate retention.
- UT Martin also posted 8% enrollment growth (more than 8,000 students) and is celebrating its 125th anniversary.
- The UT Health Science Center reported enrollment progress aligned with strategic targets, particularly in allied health programs, while maintaining strong retention rates (95%) across its academic units.

President Boyd commented that enrollment is on pace to exceed the current 2030 target of 71,000 students. Committee members commented favorably on the enrollment and retention results across all campuses, noting that the outcomes were particularly strong in comparison to national higher education trends. They also remarked on the cultural transformation across the UT System and the increased collaboration among campuses as a contributing factor to improved outcomes.

Fundraising. President Boyd reported a historic fundraising year for the University, with nearly \$500 million raised system-wide. He noted that the final total exceeded prior projections and represented the strongest fundraising performance in the University's history. President Boyd emphasized that this achievement reflects deep confidence from alumni, donors, corporations, and community partners in the University's leadership, direction, and mission. He also highlighted the significant contributions from UT Knoxville, as well as broad-based success across academic, research, athletic, and student-support priorities.

Legislative and State Budget Priorities. The update highlighted the University's legislative and state budget priorities for the upcoming fiscal year. Key priorities include a new College of Medicine facility at the UT Health Science Center to address aging infrastructure and workforce needs; capital and programmatic investments at UT Martin, including a cattle outreach and workforce facility and a new student health and counseling center; and precision agriculture initiatives through the UT Institute of Agriculture. President Boyd noted that early feedback from state leaders has been positive and that the University remains actively engaged in advancing these requests.

Strategic Plan Update. President Boyd provided an update on the development of the "Be One UT 2030" Strategic Plan. He described an extensive stakeholder engagement process that included faculty, staff, students, legislators, and community partners from across the state. President Boyd explained that the updated plan refines and sharpens the University's strategic priorities, with a focus on accelerating access and student success, driving research and innovation, advancing community engagement, and fueling Tennessee's workforce. He also reviewed key enablers supporting these priorities, including administrative excellence, advocacy and investment, talent development, and infrastructure. A refined version of the strategic plan will be presented to the Board at the upcoming fall meeting.

Action Items

Voluntary Retirement Incentive Program – UT Health Science Center. The Committee considered a proposed voluntary retirement incentive program for eligible employees at the UT Health Science Center. The program is intended to support long-term financial sustainability while providing flexibility for workforce planning. Upon motion duly made and seconded, a roll call vote was taken, and the Committee approved the resolution authorizing the program, as presented in the meeting materials. (See *Resolution 049-2025*)

Real Estate Acquisition – UT Knoxville. The Committee reviewed a proposed acquisition of real property located at 2126 Terrace Avenue in Knoxville, which is surrounded by existing University-owned property and aligns with the campus master plan. The property is expected to support future campus needs, including potential Greek housing expansion. Committee members noted the strategic nature of the property acquisition given its location within existing University-owned property. It was acknowledged that an appraisal had been obtained and that the proposed purchase price was reasonable based on market conditions. Upon motion duly made and seconded, a roll call vote was taken, and the Committee approved the resolution authorizing the acquisition. (See *Resolution 050-2025*)

Facility Naming Approvals. The Committee considered proposed naming actions for several facilities located on the UT Knoxville campus. Members expressed appreciation for the donors and honorees associated with the proposed facility namings. Upon motion duly made and seconded, the Committee approved resolutions authorizing: (i) the naming of the new Chemistry Building in honor of Charles and Julie Wharton; (ii) continuing the naming of the Food Science Building in honor of Dean Emeritus John McLeod; and (iii) renaming the Jenny Boyd Carousel Theater as the Jenny Boyd Theater. Each of the three resolutions

received unanimous approval through a roll call vote. (See *Resolutions 051-2025 through 053-2025*)

Fall Board Meeting Planning

Board Chair Compton reviewed plans for the upcoming Fall Meeting of the Board of Trustees, scheduled for October 23-24 in Knoxville. He noted that meetings will be held at the UT System Administration offices, with opportunities for trustees to visit the UT Knoxville campus to view recently completed and ongoing capital projects. The Chair advised that a preliminary two-day meeting schedule had been circulated to Committee Chairs, along with proposed committee meeting agendas. Committee leaders indicated that the agendas were appropriate and aligned with available meeting time, while acknowledging the volume of important topics to be addressed. President Boyd and staff emphasized their continued efforts to prioritize agenda items to ensure efficient use of trustee time and meaningful discussion of critical issues. The Committee expressed general concurrence with the proposed structure and schedule for the fall meeting.

Consent Agenda

Chair Compton asked if there were any requests to remove any items from the agenda. There being none, upon motion duly made and seconded, a roll call vote was taken, and the Executive Committee, on behalf of the Board of Trustees, unanimously approved: (i) the minutes of prior meeting (January 24, 2025), and (ii) a Resolution Appointing a Managerial Group for U.S. Government Contracts (*Resolution 054-2025*).

Closing Remarks

The Committee was advised of a forthcoming rulemaking hearing scheduled at UT Martin to solicit public comment on proposed revisions to the Student Code of Conduct. It was noted that the University's General Counsel and Board Secretary would be present at the hearing and that comments received would be summarized and shared with the Board in advance of consideration by the Education, Research, and Service Committee and the full Board of Trustees at a future meeting.

Members were also reminded of a statewide convening of public higher education governing boards scheduled for October 12-13 in Middle Tennessee, focused on long-range planning and coordination for higher education across the State of Tennessee. The meeting will include sessions addressing statewide priorities and governance, as well as a featured podcast discussion with former governors. Trustees were encouraged to attend if schedules permit, and members were advised to contact Board staff for logistical assistance.

Chair Compton thanked the President, chancellors, and campus leadership for the University's strong performance and expressed appreciation to alumni, donors, and state and federal partners for their continued support. He acknowledged the collective efforts of trustees and staff and reaffirmed the Board's commitment to student success and service to the State of Tennessee.

Adjournment

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

Respectfully Submitted,

/s/Cynthia Moore

Cynthia C. Moore

Secretary and Special Counsel

Attachment(s). Copies of the following item(s) are filed with the official minutes of this meeting.

- PowerPoint Presentation – President's Report



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: January 9, 2026

Committee: Executive

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.

Committee Action

The appointment of a new University officer 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 ____-2026

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	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: January 9, 2026