THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

EDUCATION, RESEARCH, AND SERVICE COMMITTEE	
Thursday, February 26, 2026	Mooney Library
12:30 p.m. (CST)/1:30 p.m. (EST)	UT Health Science Center, Memphis, TN

AGENDA

Information Items

A. Report on Post Approval Monitoring of Academic Programs
B. Certification of Degrees Conferred

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 26, 2026

Committee: Education, Research, and Service

Item: **Committee Consent Agenda**

Type: Action

Presenter: Jamie Woodson, Committee Chair

Background Information

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

Committee Action

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

1. The reading of the minutes of the October 24, 2025, meeting of the Committee be omitted and that the minutes be approved as presented in the meeting materials.

2. The action items set forth on the Consent Agenda be recommended for adoption by the Board of Trustees.

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

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

MINUTES OF THE EDUCATION, RESEARCH, AND SERVICE COMMITTEE
October 24, 2025

The Education, Research, and Service Committee of The University of Tennessee Board of Trustees met at 8:30 a.m. (EDT) on Friday, October 24, 2025. The meeting was held at the University's system administration office located at the UT Tower, Plaza Level, 400 W. Summit Hill Drive, Knoxville, Tennessee.

Committee Members Present: Jamie R. Woodson (Committee Chair); Hon. William E. Haslam; Andy Holt (Commissioner, Tennessee Department of Agriculture); Ashlee C. Mallon (Student Trustee); Shanea A. McKinney; Donald J. Smith; and Kenneth W. Vickers (Faculty Representative).

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

University Administration: President Randy Boyd; Bernard Savarese, Vice President for Academic Affairs, Research, and Student Success; Cynthia C. Moore, Board Secretary and Special Counsel; Chancellor 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). Additional members of the UT senior leadership and 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 of the Chairperson

Committee Chair Jamie Woodson called the meeting to order, expressing appreciation to system leadership for hosting the Board and to Chancellor Donde Plowman for the campus tour. Chair Woodson acknowledged the value of being able to engage with campuses and receive updates on key strategic initiatives. Chair Woodson welcomed the new members of the Committee – Governor Haslam, Commissioner Holt, Student Trustee Ashlee Mallon (UT Martin) and faculty representative Dr. Ken Vickers (UT Southern).

Requests to Address the Board

There were no requests to address the Board assigned to be heard by the Committee.

Consent Agenda

Chair Woodson referred to the items listed under the Consent Agenda in Tab 1 of the meeting materials, including the minutes of the prior meeting and the grant of tenure upon initial appointment, and asked if any items should be removed for separate consideration. There being none, upon motion duly made and seconded, the Committee approved the Consent Agenda.

Action Item(s) - New Academic Unit, College of Nursing, UT Chattanooga

Chancellor Lori Mann Bruce presented a proposal to elevate the School of Nursing at UT Chattanooga to a standalone College of Nursing. She outlined the growth and scope of nursing programs on the campus, including strong enrollment demand, national recognition, high licensure pass rates, and the projected nursing workforce shortage in Tennessee. Chancellor Bruce emphasized that the proposed organizational change would enhance program visibility, strengthen faculty recruitment and retention, and expand student enrollment capacity, while requiring only modest financial and administrative adjustments. Committee members discussed workforce alignment, enrollment capacity, and the anticipated impact of new facilities on program growth. Upon motion duly made and seconded, the Committee approved the proposed new academic unit.

Presentations

UT System Student Success Indicators

Dr. Bernie Savarese, Vice President for Academic Affairs, Research, and Student Success presented the annual UT System Student Success Indicators Report, explaining that the fall update focuses on enrollment, first-year retention, graduation rates, and time-to-degree as part of a recurring annual reporting cycle. He reported that the UT System continues to experience sustained enrollment growth, reaching a new systemwide record and reflecting more than a decade of consecutive annual increases. First-year retention reached an all-time high across the system, while four-year and six-year graduation rates continued to trend upward. Dr. Savarese emphasized that recent gains in four-year graduation rates reflect the maturation of student success initiatives implemented across campuses over the past several years.

Dr. Savarese further reported that average time-to-degree has declined systemwide, driven by improvements in academic advising, expanded use of degree planning tools, early intervention strategies, and increased four-year completion. He noted that these outcomes support the UT System's long-term goal of enrolling and successfully graduating 71,000 students by 2030. Dr. Savarese then reviewed campus-level performance.

Committee members engaged in extensive discussion regarding the interpretation and use of student success metrics. Trustees emphasized the importance of understanding student pathways beyond first-year retention.

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Education, Research, and Service Committee
October 24, 2025

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Specifically, trustees requested that future reports:

- **Disaggregate persistence and retention data by year** (first-to-second year, second-to-third year, etc.) to better identify points of attrition and opportunities for targeted intervention.

- **Provide clearer treatment of intra-system transfers**, including how students who transfer between UT campuses are reflected in retention and graduation metrics and how those outcomes compare to students who remain at their original campus.

- **Include information on students who transfer outside the UT System**, distinguishing between those who continue in higher education elsewhere and those who exit higher education entirely.

- **Present campus-specific enrollment, retention, and graduation goals alongside peer and aspirational benchmarks**, enabling clearer assessment of progress toward stated objectives.

- **Expand reporting on post-graduation outcomes**, including employment, licensure passage rates, and other indicators of workforce and societal impact.

Trustees also expressed interest in understanding how factors such as part-time enrollment, experiential learning opportunities, financial aid policies, and changing student demographics influence persistence, graduation rates, and time-to-degree.

Dr. Savarese acknowledged these requests and indicated that the administration will continue refining future reports to provide deeper insight into student outcomes and pathways. Chair Woodson emphasized that enhanced reporting will support effective oversight and the sharing of successful student success strategies across campuses.

Campus Strategic Enrollment Plans

- ❖ **UT Chattanooga**. Chancellor Bruce presented UT Chattanooga's strategic enrollment plan, emphasizing a balanced approach that integrates measured enrollment growth, improved student success outcomes, and alignment with regional workforce needs. She reported that the campus has achieved multiple consecutive years of enrollment growth and continues to make progress toward its long-term enrollment and retention goals.

  Chancellor Bruce highlighted the campus's focus on strengthening first-year and continuing student retention as a central enrollment strategy. Key initiatives include expanded advising capacity, enhanced early-alert and intervention systems, targeted outreach to at-risk students, and increased coordination between academic and student affairs units. She explained that these efforts are intended not only to improve first-year persistence but also to strengthen second- and third-year retention, which directly affects graduation rates.

In discussing enrollment mix, Chancellor Bruce outlined continued attention to transfer student pathways, graduate enrollment growth, and programmatic alignment with regional labor market demand, particularly in high-need fields. She emphasized the importance of managing growth within existing infrastructure and support capacity to ensure that enrollment increases do not outpace student success resources.

❖ **UT Southern**. Chancellor Melinda Arnold presented UT Southern's strategic enrollment plan, highlighting the campus's strong post-transition growth trajectory and substantial improvements in first-year retention following its integration into the UT System. She reported significant enrollment gains over the past five years and noted that these gains have been accompanied by meaningful improvements in student persistence and completion outcomes.

Chancellor Arnold described a comprehensive set of strategies supporting enrollment and retention, including strengthened recruitment pipelines, expanded merit-based financial aid, and targeted scholarship policies designed to reduce attrition related to financial barriers. She emphasized recent investments in professional advising, the implementation of scholarship recovery mechanisms for students who temporarily fall below renewal thresholds, and expanded academic support for courses with high D, F, and withdrawal (DFW) rates.

Trustees commended the campus's progress and emphasized the importance of maintaining momentum while ensuring that enrollment growth remains aligned with student success capacity, academic quality, and long-term institutional sustainability.

❖ **UT Health Science Center.** Chancellor Peter Buckley provided an introduction and Dr. Cynthia Russell, Vice Chancellor for Academic, Faculty, and Student Affairs, presented an update on the campus's strategic enrollment planning process, describing a coordinated, system-aligned approach to enrollment management across health science disciplines.

Leadership reported strong first-time licensure pass rates across professional programs and outlined plans to selectively expand enrollment in areas of demonstrated state and regional healthcare need. Dr. Russell emphasized that enrollment decisions are informed by workforce analyses, accreditation requirements, clinical placement availability, and faculty capacity, and that growth will be managed to preserve academic quality and program outcomes. The presentation also highlighted ongoing efforts to improve coordination across academic units, reduce silos, and strengthen interdisciplinary approaches to health sciences education, consistent with broader UT System priorities.

Trustees expressed interest in how enrollment targets align with projected healthcare workforce demand and requested continued access to demand and capacity analyses used to inform enrollment decisions.

Across all three presentations, trustees emphasized that enrollment growth should be evaluated in tandem with student success outcomes, including persistence, graduation rates, and time-to-degree. Committee members underscored the importance of aligning enrollment strategies with institutional capacity, workforce needs, and long-term student success, and encouraged continued refinement of enrollment plans informed by consistent, comparable data across campuses.

2025 COACHE Faculty Job Satisfaction Survey

Dr. Matt Matthews, Associate Vice President for Academic Affairs, presented results from the 2025 COACHE Faculty Job Satisfaction Survey, noting that this marked the first time all UT System campuses participated in the COACHE survey during the same administration cycle. He emphasized that systemwide participation enables more consistent benchmarking, comparative analysis across campuses, and a clearer understanding of faculty experience at the enterprise level.

Dr. Matthews clarified that the figures presented reflect response rates rather than satisfaction ratings and summarized key themes emerging across campuses, including faculty perspectives on workload, communication, professional support, and shared governance. He noted variation in results by campus and faculty cohort and explained that the survey supports both longitudinal trend analysis and peer benchmarking. Dr. Matthews reported that campus leadership teams are reviewing results and developing campus-specific action plans to address identified areas of concern. He also noted plans to use interim pulse surveys in non-COACHE years to monitor faculty sentiment and assess progress over time.

Committee members expressed appreciation for the systemwide administration of the survey and discussed the value of having a consistent baseline across campuses. Trustees emphasized the importance of translating survey findings into measurable actions, clearly communicating outcomes to faculty, and tracking progress over time. Chair Woodson encouraged continued transparency in reporting faculty climate data and expressed interest in future updates that connect survey results to specific institutional improvements.

Other Business and Adjournment

There being no further business to come before the Committee, Chair Woodson thanked the presenters and participants for their contributions and adjourned the meeting.

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Respectfully Submitted,

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

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Approved Consent Agenda Items

➢ Minutes of the Last Meeting
➢ Grant of Tenure upon Initial Appointment

Information Items

➢ UT Research Foundation Annual Update
➢ Annual Report on Intercollegiate Athletics
➢ Overview of Campus Policies on the Use of Artificial Intelligence
➢ Education, Research, and Service Committee Work Plan
➢ Administrative Action to Terminate or Inactivate Academic Programs
➢ Non-degree Credential Enrollment/Completion Data
➢ Certification of Degrees Conferred
➢ Tenure Approvals and Promotions

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 26, 2026

Committee: Education, Research, and Service

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

Type: Action

Background Information

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

(1) The tenure candidate was tenured at the institution from which they were recruited and could not have been successfully recruited without being considered for tenure upon initial appointment; or the President has documented other exceptional circumstances warranting the grant of tenure upon initial appointment; and

(2) All the required tenure review and recommendation procedures were followed by the campus; candidates received a positive recommendation for tenure at every level of review.

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

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

ATTACHMENT 1

February 2026 Tenure upon Initial Appointment

UTK			
Last Name	**First Name**	**College**	**Department**
Bartlett	Jennifer	University Libraries	
Hubbe	Mark	Arts and Sciences: Division of Social Sciences	Anthropology
Morgan	Kimberly	Extension	Agricultural and Resource Economics
Moser	John	Baker School of Public Policy and Public Affairs	
O'Leary	Emmett	Natalie L. Haslam College of Music	
Shaughnessy	Kevin	Arts and Sciences: Division of Natural Sciences & Mathematics	Chemistry
Yang	Chulho	Tickle College of Engineering	Applied Engineering

ATTACHMENT 2

February 2026 Grant of Tenure upon Initial Appointment

Candidate Summaries

UTK

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

Prof. Jennifer Bartlett has been appointed as Professor and Associate Dean for Engagement, Learning, and Public Service in the University Libraries at the University of Tennessee, Knoxville, having previously held a tenured appointment as Librarian in the University of Kentucky Libraries. Through authorship, editorship, and professional practice Prof. Bartlett has established herself as an internationally recognized leader at the nexus of librarianship, oral history, and knowledge management. Beyond publications, Prof. Bartlett has a substantial record of disseminating knowledge, both through courses with her prior institution and external venues like workshops and academic conferences. She has served both her discipline and her prior institution with leadership roles in regional, national, and international professional organizations as well as more local roles in faculty governance bodies. Prof. Bartlett has easily met the criteria for appointment with tenure in the University Libraries, and she is well-prepared to lead as an associate dean.

Dr. Mark Hubbe has been appointed as Professor and Department Head, in the Department of Anthropology, Division of Social Sciences within the College of Arts and Sciences at the University of Tennessee, Knoxville, transitioning from a tenured appointment as Professor at the Ohio State University. Dr. Hubbe's extensive record easily exceeds the departmental standards for tenure, in the three areas of research and scholarship, teaching and mentoring, and service. As a biological anthropologist whose work covers aspects of humanity's past like migration and lifestyle, primarily through examination of skeletal human remains. His publication record spans 94 peer-reviewed publications in the field's most prestigious journals, including manuscripts written in English, Spanish, and Portuguese. Dr. Hubbe has been correspondingly prolific at professional presentations and has attracted significant external funding to support his research program. Further, he has a record of teaching both undergraduate and graduate courses, many relevant to his appointment at UTK, and has successfully mentored 10 doctoral students along with 5 master's degree students, with eight more doctoral students currently under his supervision. Dr. Hubbe's record of service spans not only institutional and disciplinary service, but also service in community engagement, supporting stronger relationships between academia and the public.

Dr. Kimberly Morgan has been appointed as Associate Professor and Greever Endowed Chair of Agribusiness Development in the Department of Agricultural & Resource Economics, UT Institute of Agriculture at the University of Tennessee, Knoxville. Previously Dr. Morgan held an appointment as Associate Professor with tenure at the University of Florida. Across the areas of Extension education, research, and professional service she has ably met and exceeded the expectations for appointment with tenure. In the area of Extension education, Dr. Morgan has given over 100 professional presentations and led nearly 40 more activities, including workshops. Despite that substantial record in Extension, she has advanced scholarship in the field of agricultural business management and development, with 30 peer-reviewed journal articles, and equally impressive numbers of peer-reviewed papers at professional conferences. At the

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February 2026 Grant of Tenure upon Initial Appointment

Candidate Summaries

intersection of research and teaching, Dr. Morgan has directed theses and dissertations for 23 graduate students, both at the doctoral and master's levels. Appropriately for the appointment at UTK, she has also established a significant record of professional, institutional, and disciplinary service including as president of the Food Distribution Research Society and a board member for the Council on Food, Agricultural and Resource Economics.

Dr. John Moser has been appointed as Professor in the Institute of American Civics, Baker School of Public Policy and Public Affairs at the University of Tennessee, Knoxville, transitioning from an appointment as Professor with tenure at Ashland University. As a prolific and noted scholar on the diplomatic and political history of the U.S. during the era of the Great Depression and the Second World War, he has published six books with an additional two volumes under contract, all with major university or trade presses. Dr. Moser has received the Edward and Louaine Taylor Excellence in Teaching Award, with an extensive record covering courses in U.S. history and Western civilization, both at the undergraduate and master's level. Indeed, his unique pedagogy combines active learning techniques with the use of primary documents to illuminate history for students. Moreover, Dr. Moser is dedicated to the mission of civic education, a key focus of the Institute for American Civics, through his numerous seminars for educators and development of open-access educational materials. He has easily surmounted the expectations for appointment with tenure in the Baker School.

Dr. Emmett O'Leary has been appointed as Associate Professor in the Natalie L. Haslam College of Music at the University of Tennessee, Knoxville. He was previously awarded tenure at Virginia Polytechnic Institute and State University. Dr. O'Leary brings a breadth of valuable professional teaching experience to UTK, from high school band instruction up through research methods and doctoral dissertation supervision at the university level, covering areas like instrumental methods and music technology. Moreover, he has expertise across both in-person and online teaching, making him an ideal addition for the future of the College. As a scholar in instrumental music competition and technology integration (including AI), Dr. O'Leary has authored four book chapters and 10 peer-reviewed articles appearing in leading music education journals, including the International Journal of Music Education. His professional service contributions align closely with his teaching and scholarly work, including service on the advisory board for the Technology Institute for Music Educators and on-campus service in the development of curriculum. Across all three performance areas, Dr. O'Leary meets and often exceeds the standard for appointment with tenure.

Dr. Kevin Shaughnessy has been appointed Professor and Department Head, in the Department of Chemistry, Division of Natural Sciences and Mathematics in the College of Arts and Sciences at the University of Tennessee, Knoxville, transitioning from an appointment as tenured Professor at the University of Alabama. As a scholar in organic and organometallic chemistry, he has over 60 peer-reviewed articles, one book, seven book chapters, and scores of invited conference or university presentations. With over $6 million in grants, covering both research, instrumentation, and professional training, Dr. Shaughnessy has translated his research and professional accomplishments into resources to support furthering his work. Dr. Shaughnessy deploys his chemistry expertise in the classroom, having taught numerous undergraduate and graduate courses, work for which he won an award for outstanding commitment to teaching.

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February 2026 Grant of Tenure upon Initial Appointment

Candidate Summaries

Outside the traditional classroom, Dr. Shaughnessy has mentored 29 doctoral students and over 100 undergraduate students in their studies and research. In the areas of service and administration, he has been exceptionally productive, contributing as a reviewer to numerous journals, as a Councilor for the Alabama section of the American Chemical Society, and as chair of the Department of Chemistry at his former institution for 10 years. Across all three areas of performance, Dr. Shaughnessy has capably met the standard for appointment with tenure in the Department of Chemistry.

Dr. Chulho Yang has been appointed Professor and inaugural Department Head in the Department of Applied Engineering, having previously held the rank of tenured Professor at Oklahoma State University. With a career that spans both industry and academia, Dr. Yang is particularly well-prepared to lead the new department. After years of experience with Kia Motors R&D and then IBM Korea, he transitioned to working in academia at Perdue University and Oklahoma State and has established a record in teaching, research, and service which meets the standards for appointment with tenure. Dr. Yang has a strong record of teaching as well as curriculum and course development, including areas key to Applied Engineering and in both online and in-person modalities. He has published more than 25 peer-reviewed articles, contributed over 50 conference proceedings, and holds numerous patents around the world. In the areas of service and administration, Dr. Yang has a record befitting the leader of a new department housing a new, ground-breaking undergraduate degree program. He has led the ABET accrediting efforts at his prior institution, and he has served as an ABET Program Evaluator for the review of programs at other institutions. As the new Applied Engineering program grows and develops, UTK will rely on Dr. Yang's expertise to lead it to successful ABET accreditation.

3

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 26, 2026

Committee: Education, Research and Service

Item: **Proposed Revisions to Student Code of Conduct, UTM**

Type: Action

Presenter: Dr. Andy Lewter, Vice Chancellor for Student Affairs

Background Information

The University of Tennessee at Martin (UT Martin) is proposing certain amendments to its student code of conduct (Student Code of Conduct), which is a rule under the Tennessee Uniform Administrative Procedures Act (Act), Tennessee Code Annotated §§ 4-5-101 *et seq.*

The proposed amendments to the Student Code of Conduct (currently known as Student Rights and Responsbilities) primarily focus on simplifying, modernizing, and clarifying the document's language while reorganizing certain sections for improved coherence. The standards of conduct themselves remain unchanged, but new definitions have been added, terminology has been updated, and several sections have been revised to better reflect current practices and processes—particularly regarding investigations, reporting, proof standards, interim measures, appeals, and sanctions.

A copy of the Notice of Rulemaking Hearing (Notice), updated Student Code of Conduct, and redline changes from the prior version are available at: Notice.

Rulemaking Hearing and Public Comment

In accordance with the Act, the Notice and proposed rule amendments were filed on September 25, 2025 with the Tennessee Secretary of State and published online. Additionally, the Notice and proposed rule amendments were also announced and published on the Board of Trustees website.

The public was invited to submit written comments by November 16, 2025, although none were received. Oral and written comments were invited at the hearing. The University held a public rulemaking hearing on November 21, 2025 at UT Martin, to

gather public input on the changes before adoption. No members of the public preregistered or spoke at the hearing.

Next Steps

As required by the Act, the next step in promulgating the revised Student Code of Conduct is approval of the Board.

Upon approval by the Board, the rule will be sent to the State Attorney General's Office for legal review. If the Attorney General's Office approves the rule, the University will file the rule with the Tennessee Secretary of State, and then the Secretary of State will post the rule on its website. The rule will become effective 90 days after such filing. During that time, the University will present the revised rule to the Joint Government Operations Committee of the General Assembly.

Committee Action

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

Resolved:

The Board of Trustees hereby approves the revised student code of conduct rule for The University of Tennessee at Martin, titled "Chapter 1720-05-01: Student Code of Conduct." The revised rule, as presented in the meeting materials, shall be attached to this Resolution after adoption and the rule shall become effective after completion of the rulemaking procedures under the Tennessee Uniform Administrative Procedures Act.

THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 27, 2026

Committee: Education, Research, and Service

Item: **New Academic Program: Bachelor of Science in Bioinformatics, UTK**

Type: Action

Background Information

The Herbert College of Agriculture at the University of Tennessee, Knoxville, proposes a Bachelor of Science (B.S.) in Bioinformatics. The proposed program will emphasize the application of big data analysis and bioinformatics in the fields of agriculture and environmental sciences. Currently, no similar undergraduate programs exist in Tennessee that provide students with a solid foundation in agricultural, environmental, and data sciences. The proposed program will prepare students to use big data to develop solutions to real-world problems in agriculture and environmental science, ensuring a safe and secure food and fiber supply. The campus seeks approval to implement this new program in Fall 2026.

The attached Program Overview Document provides additional information on the program's structure and purpose, target audience, learning outcomes, a summary of workforce needs and alignment, unique program features, and an overview of enrollment, graduation, and financial projections.

Committee Action

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

[The proposed Resolution appears on the next page.]

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

Resolved:

The Board of Trustees hereby approves the following:

1. **Subject to additional state approvals as required, the University of Tennessee, Knoxville, is authorized to offer a Bachelor of Science in Bioinformatics;**

2. **The implementation date is anticipated to be August 2026, pending final approval by the Tennessee Higher Education Commission; and**

3. **The proper officers of the University are authorized to: (i) seek any state approvals as may be required, and (ii) take other actions as may be necessary and deemed appropriate to effectuate the successful implementation of the proposed new academic program.**

3.1

New Academic Program Overview

University:	University of Tennessee, Knoxville
College/ School/ Division:	Herbert College of Agriculture
Department:	Department of Entomology and Plant Pathology
Degree Designation:	Bachelor of Science
Title of Major/Program:	Bioinformatics
Concentrations:	Not Applicable
Program Delivery Modality:	Majority On-Ground (Hybrid)
Total Credit Hours:	120
Proposed Launch Date:	August 1, 2026
Admission:	Rolling Admission

Purpose of the Proposed Program:

- Bioinformatics is an interdisciplinary field that integrates biology, computer science, and data science to analyze and interpret large quantities of biological data.

- Despite the exponential increase in rates of biological data generation and the growing economic value of the Bioinformatics Services market, no similar undergraduate programs exist in Tennessee that provide students with the solid foundation in agricultural, environmental, and data sciences needed to be competitive in the current job market.

- The program in bioinformatics will teach students how to integrate fundamental biology principles with big data analysis techniques to address problems in agriculture and the environmental sciences, ensuring a safe and secure food and fiber supply.

- The program addresses the critical needs of Tennessee's $103B agriculture and forestry economy

Target Audience:

- The proposed program will target incoming first-year students whose primary interests are in the biological sciences and who also want to develop marketable technical and professional skills.

- The program is designed to accommodate students participating in the Tennessee Transfer pathways for Agriculture-Animal Science, Agriculture-Plant and Soil Science, Biology, and Computer Science.

- The Department will establish new 2+2 partnerships with TN community colleges via the Herbert College of Agriculture.

- A strong recruitment pipeline of students in Entomology and Plant Pathology minors is available.

Program Learning Outcomes:

Our proposed program will target four student learning outcomes:

1. *Fundamental domain knowledge*: Demonstrate fundamental knowledge of biological, agricultural, and environmental science principles and concepts.

3.1

2. *Fundamental data science knowledge*: Demonstrate mastery of data science, computational science, responsible management of big data, statistics, and bioinformatics principles and concepts.

3. *Critical thinking*: Demonstrate the ability to apply critical thinking and problem-solving skills and integrate fundamental and data science knowledge to solve agricultural and environmental sciences challenges, from hypothesis formulation, through experimental design, data acquisition, and statistical data analyses, to data interpretation and final written output.

4. *Professional skills*: Demonstrate the ability to communicate scientific concepts and results orally and in writing, collaborate with multidisciplinary teams, and apply bioinformatic skills responsibly in a professional environment.

Summary of Workforce Needs and Opportunities for Program Graduates:

- The global Bioinformatics (all sectors) market is projected to surpass $46 billion in value by 2027, and the global agricultural bioinformatics services market is expected to generate $927.2 million in market revenue by 2030. The majority of this revenue is generated in North America.

- As the bioinformatics market expands, there is an urgent need for skilled workers capable of analyzing the large volume of data generated by academic institutions, government agencies, agricultural companies, and other private sector entities.

- A total of 212,870 unique job postings related to bioinformatics were posted from June 2024 to May 2025; 14,000 of these job openings were in Tennessee.

- This program aligns with the THEC State Master Plan priorities; specifically, graduates will develop the "Digital Building Blocks" skills necessary to support Tennessee's burgeoning digital economy.

- Letters of support from international agricultural companies, including Bayer Crop Science, GreenLight Biosciences, and BASF Agricultural Solutions Seed U.S., as well as government partners (e.g., Oak Ridge National Laboratories), highlight the need for bioinformatics professionals.

Unique Program Features:

- The proposed program will be the first undergraduate B.S. program in Bioinformatics in Tennessee, which strengthens UT Knoxville's leadership in agriculture and environmental sciences.

- The proposed program requires that students complete an internship and a capstone project, providing them with an opportunity to apply the computer science skills and biology fundamentals taught in their courses to solve real problems in the agriculture and environmental sciences in professional settings.

- The proposed program is designed to address each of the Career Readiness Competencies identified by UT Knoxville, including career development, communication, critical thinking, leadership, professionalism, teamwork, and technology usage. To bolster career readiness, students will be required to complete four extracurricular service activities over the course of their degree.

- Program faculty have active partnerships with international agricultural companies that will provide support for student internships. Additionally, experiential learning opportunities will be led by departmental faculty whose research programs integrate bioinformatics and the agriculture and environmental sciences.

3.1

Accreditation:

- Institutional Accreditation: SACSCOC

- Program Accreditation: None

Overview of Financial and Student Projections:

	Planning Year	YEAR 1 (AY 2026-27)	YEAR 2 (AY 2027-28)	YEAR 3 (AY 2028-29)	YEAR 4 (AY 2029-30)	YEAR 5 (AY 2030-31)
Expenditures	$1,500	$0	$0	$46,001	$95,224	$98,938
Revenues	$0	$24,912	$57,298	$130,373	$254,102	$391,118
Projected Enrollment	N/A	3	9	19	33	50
Projected Graduates	N/A	0	0	0	2	6

Additional detail on projected and recurring expenditures, along with projected revenue sources, is provided in the THEC Financial Projection Form attached hereto.

3.1

THEC Financial Projection Form

THEC
Financial Projections Form

Institution	University of Tennessee, Knoxville						
Program Name	Bioinformatics						

Projected One-Time Expenditures							
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Faculty & Instructional Staff								
Non-Instructional Staff								
Graduate Assistants								
Accreditation								
Consultants	$1,500							
Equipment								
Information Technology								
Library resources								
Marketing								
Facilities								
Travel								
Other								
Total One-Time Expenditures	$1,500	$0	$0	$0	$0	$0		

Projected Recurring Expenditures							
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Faculty & Instructional Staff								
Non-Instructional Staff								
Graduate Assistants				$46,001	$95,224	$98,938		
Accreditation								
Consultants								
Equipment								
Information Technology								
Library								
Marketing								
Facilities								
Travel								
Other								
Total Recurring Expenditures	$0	$0	$0	$46,001	$95,224	$98,938		
Grand Total (One-Time and Recurring)	$1,500	$0	$0	$46,001	$95,224	$98,938		

Projected Revenue							
Category	Planning	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6*	Year 7*
Tuition		$24,912	$57,298	$130,373	$254,102	$391,118		
Grants								
Other								
Total Revenues	$0	$24,912	$57,298	$130,373	$254,102	$391,118		

*Years 6 and 7 should only be included for doctoral programs

Bioinformatics
Bachelor of Science

Presenter:
Dr. John Zomchick, Provost

T

THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

3.1

Bioinformatics Program Benefits & Impact

- Strengthens UT's leadership in **data-driven agriculture and environmental sciences**.

- Enhances undergraduate pipeline into existing M.S. and Ph.D. bioinformatics programs, **supporting workforce development and student retention**.

- Expands **undergraduate engagement in AgResearch**, Extension, and industry-partnered projects.

- Positions UT Knoxville as a **national model for applied agricultural bioinformatics** education.

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3.1

Strategic Alignment of Bioinformatics Program

- Supports **THEC State Master Plan** priorities: Workforce development, Stackable credentials, and Minimization of program redundancy

- The program addresses critical needs of Tennessee's **$103B agriculture and forestry economy**

- Advances UT's land-grant mission through: Education, Research, Extension and Public Service

- Supports UT Knoxville Strategic Vision: Leadership development, Interdisciplinary problem solving, and Service to Tennessee communities

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3.1

Program Overview

- **Interdisciplinary** curriculum with a focus on **agriculture and environmental science data**

- Program includes a capstone project, internship, career readiness competencies, and training in research ethics and writing

- Learning outcomes include:

  – Foundational knowledge in **biological, agricultural, and environmental sciences**

  – Mastery of **data science, statistics, and bioinformatics principles**

  – Critical thinking and problem solving using real-world datasets

  – Professional communication, collaboration, and ethical practice

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3.1

Enrollment Information

- Target populations of first-year students and transfer students from TN community colleges

- Strong pipeline from:
  - Minors in Entomology and Plant Pathology
  - Statewide transfer pathways and 2+2 agreements facilitated by Herbert College of Agriculture

Year	Academic Year	Projected Total Enrollment
1	2026-2027	3
2	2027-2028	9
3	2028-2029	19
4	2029-2030	33
5	2030-2031	50

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3.1

Financial Information

- No new degree-specific infrastructure required
- Courses utilize **existing faculty and coursework**
- No anticipated additional recurring faculty costs
- High return on investment through:
  - Increased research capacity
  - Enhanced student recruitment and retention

Year	Academic Year	Projected Tuition Revenue
1	2026-2027	$24,912
2	2027-2028	$57,298
3	2028-2029	$130,373
4	2029-2030	$245,102
5	2030-2031	$391,118

Source: NAPP, Appendix C: THEC Financial Projection Form

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THE UNIVERSITY OF TENNESSEE
BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: February 26, 2026

Committee: Education, Research, and Service

Item: **Academic Program Update: Master of Science degree in Retail, Hospitality, and Tourism Management, UTK**

Type: Information

Background Information

In February 2025, the UT Board of Trustees approved a new Master of Science degree in Retail, Hospitality, and Tourism Management (RHTM) at the University of Tennessee, Knoxville. The program was considered by the Access, Academics, and Student Success Committee of the Tennessee Higher Education Commission (THEC) at their May 14, 2025, meeting. After a negative vote at the committee level, the program was not considered at the May 15, 2025, THEC meeting.

Commissioners noted no concerns regarding the program's curriculum or implementation resources. However, Commissioners cited concerns about the lack of evidence demonstrating a workforce need for master's graduates from an RHTM program and a return on investment (ROI) for graduates. In response to these concerns, the academic program proposal was updated to provide additional information. Specific updates include:

- Additional workforce data that addresses the concerns raised by THEC
- Data and narratives that respond to THEC's concerns regarding ROI and career outlook for program graduates, including salary comparisons by degree level
- Additional support letters that provide evidence of employers' confidence in M.S. degree holders

UT System and campus leadership have reviewed the changes to the program's proposal, believe all concerns have been adequately addressed, and support moving the proposal forward for reconsideration by the Commission this spring. Additional details about the changes to the proposal appear in the attached PowerPoint Presentation.

3.2

Master of Science in

Retail, Hospitality & Tourism Management

- Update -

College of Education, Health, and Human Sciences

Presented by Dr. John Zomchick, Provost

THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

3.2

Summary of Updates on NAPP

- THEC's concerns on ROI and career outlook were addressed.

- More evidence of positive ROI for M.S. degree in RHTM

Salary comparison between existing salaries of B.S. degree holders and information from posted positions with M.S. degree preferred.

Starting Salaries

B.S. degree	M.S. degree	With experience, could exceed
$40K-$55K	$69K-$75K	>$100K

THE UNIVERSITY OF TENNESSEE KNOXVILLE

3.2

Summary of Updates on NAPP

- Additional support letters provide evidence for employers' confidence in M.S. degree holders.

- More detailed data support concerns raised by THEC.

- No significant changes were made to the curriculum.

- No changes were made to financial investments.

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3.2
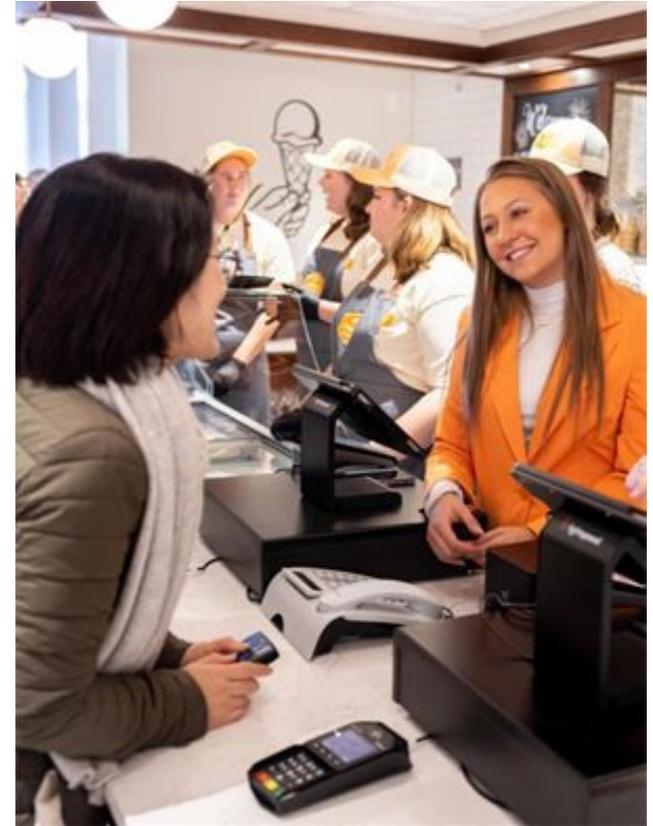
Workforce Needs

- No In-state M.S. Degree in RHTM; Out-of-state, online options often more expensive

- Leisure and hospitality is TN's 5th largest industry sector, employing 367,900 individuals (*Tennessee's Economy Report 2024-2025*)

- Hospitality and tourism industry is the 2nd largest contributor to TN's economy (*2024 Economic Impact of Visitors to Tennessee*)

- TN retail and hospitality employers provide educational benefits (Dollywood: 100% tuition, fees, and textbooks; Kroger, Cracker Barrel, Omni Hotels, Dollar General, Tractor Supply Co: full/partial tuition)

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3.2

Sample Salary Outlook: B.S. vs. M.S.

	Field	Job titles	Starting salaries
B.S.	Hospitality & Tourism	Hotel Group Sales Mgr., Special Event Coordinator, Tourism Sales Mgr., Assist General Mgr.	$44,112* (median)
B.S.	Retail & Merchandising	Assist. Buyer, Product Developer, Retail Brand Analyst	$47,484* (median)
M.S.	Hospitality & Tourism	District Mgr., Revenue Mgr., Destination Marketing Director	$75,821** (average)
M.S.	Retail & Sales Operations	Merchandise Mgr., Regional Director of Retail Operations	$154,500*** (median)

Sources: *UTK Ctr. for Career Development & Academic Exploration: 2024 Report; ** Cornel University, reported within 6 mo. of graduation; ***Lightcast's proprietary job postings with CIP code 52.09.

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3.2

Salary Expectations (with M.S.)

Position Area	Posted Position Titles	Salary Ranges
Tourism Marketing	Dir. Convention & Visitor's Bureau Brownsville, TX	$ 88,868 – $141,868
Lodging (Hotels)	Dir. of Revenue Management Kimpton Hotels, New York, NY	$100,000 – $170,000
	Dir. of Revenue Management, Choice Hotels, Remote	$160,546 – $188,641
Events	Sr. Dir. Events & Strat. Engagement Providence, Irvine, CA	$154,274 - $243,568
Retail	Dir. Strategic Initiatives Fashion Sustainability Walmart, Bentonville, AR	$110,000 – $220,000
	Dir. of Retail Sales 2020 Companies, Inc., Irving, TX	$125,000 – $140,000

3.2

Employer Support for M.S. Degree

Name	Company	Support Statement Excerpts
Sean Brobston Sr. VP, Strategic Merchandising Initiatives & Operations	TSC TRACTOR SUPPLY CO	"Master's prepared professionals… tend to frame and solve ambiguous problems faster, lead cross-functional initiatives more effectively, adopt and scale analytics…"
Paul Jordan Area General Manager, Knoxville, TN	Aimbridge HOSPITALITY	"Professionals with master's level training demonstrate advanced skills in analysis, problem-solving, and innovation. They are better prepared to evaluate market data, develop strategies…"

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3.2

Employer Support for M.S. Degree

Name	Company	Support Statement Excerpts
Katrina Marshall Buyer (Bakery Products for >2,100 restaurants)	DARDEN RESTAURANTS	"People with advanced degrees tend to move up faster... they bring something extra—data analysis, critical thinking, or understanding the bigger picture."
Laura Christian Assistant Managing Director, Global Sales	Hilton	(UTK M.S. in RHTM alumna) Her advanced degree led to a corporate sales support role after graduation.

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4.1

Cadence: Annual Enrollment Updates

Fall Meeting
- Campus Enrollment and Student Success Outcomes (post-census)

Winter Meeting
- High School Graduate Trends (lagging)
- Applications, Admit, Yield, and Retention Rates

Annual/Summer Meeting
- Peer Comparison Reporting – Enrollment and Student Success (lagging)

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4.1

THE UNIVERSITY OF
TENNESSEE
SYSTEM

ACADEMIC AFFAIRS, RESEARCH
AND STUDENT SUCCESS

High School Graduate Trends

Board of Trustees — February 26 – 27, 2026

4.1

College-Going (CG) Public High School (HS) Graduates

2020-2024

All HS Graduates vs. CG Graduates

	2020	2021	2022	2023	2024
# of HS Graduates	63,519	62,238	63,113	63,932	65,355
% of CG Graduates	56.8%	52.8%	54.3%	56.7%	56.0%
# of CG Graduates	36,061	32,856	34,265	36,267	36,610

+2.9% 5-Year Change

+1.5% 5-Year Change

- # of HS Graduates
- % of CG Graduates
- # of CG Graduates

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4.1
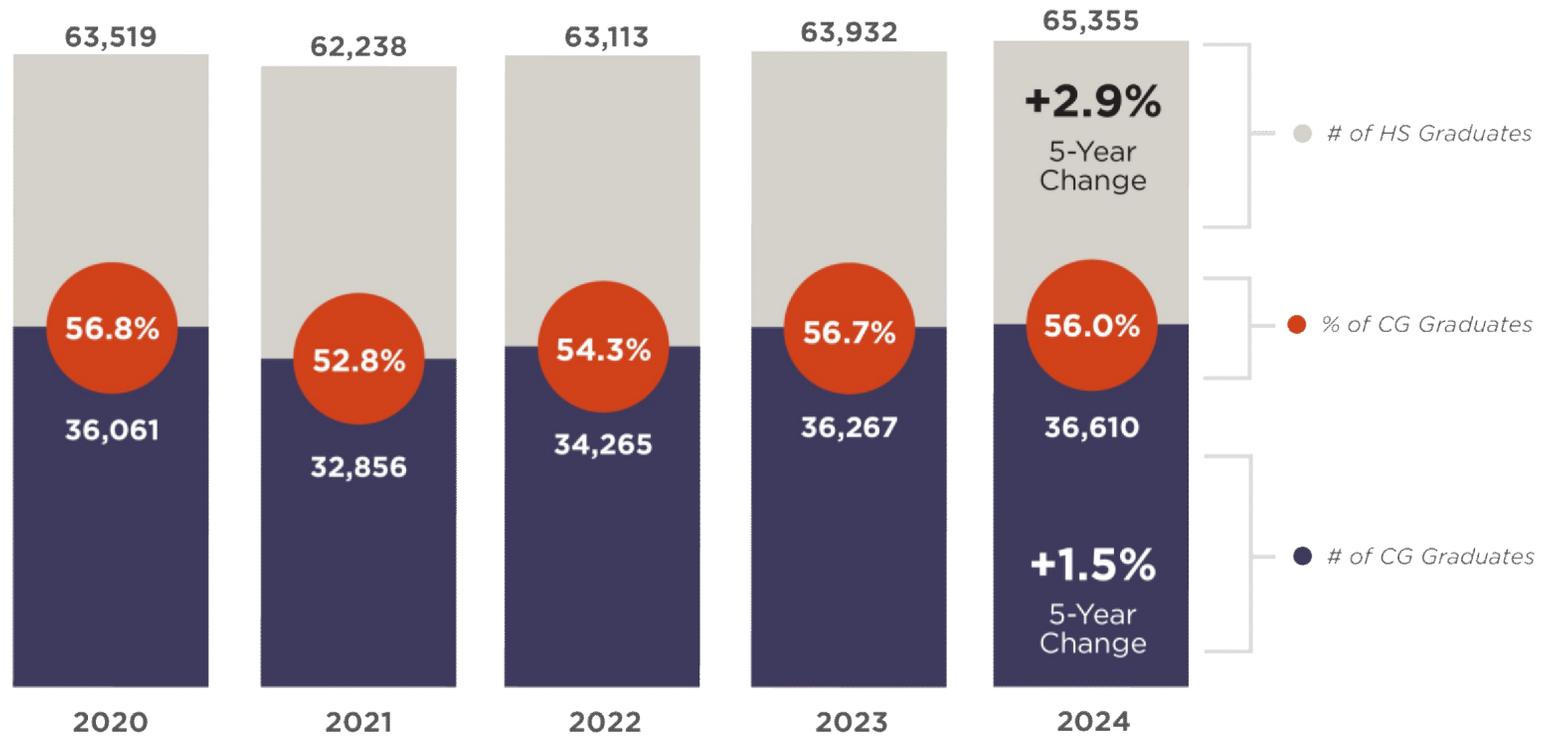
UT Share of CG Public HS Graduates

2020-2024

- UT System
- UTK
- UTC
- UTS
- UTM

+1.4%
5-Year Change

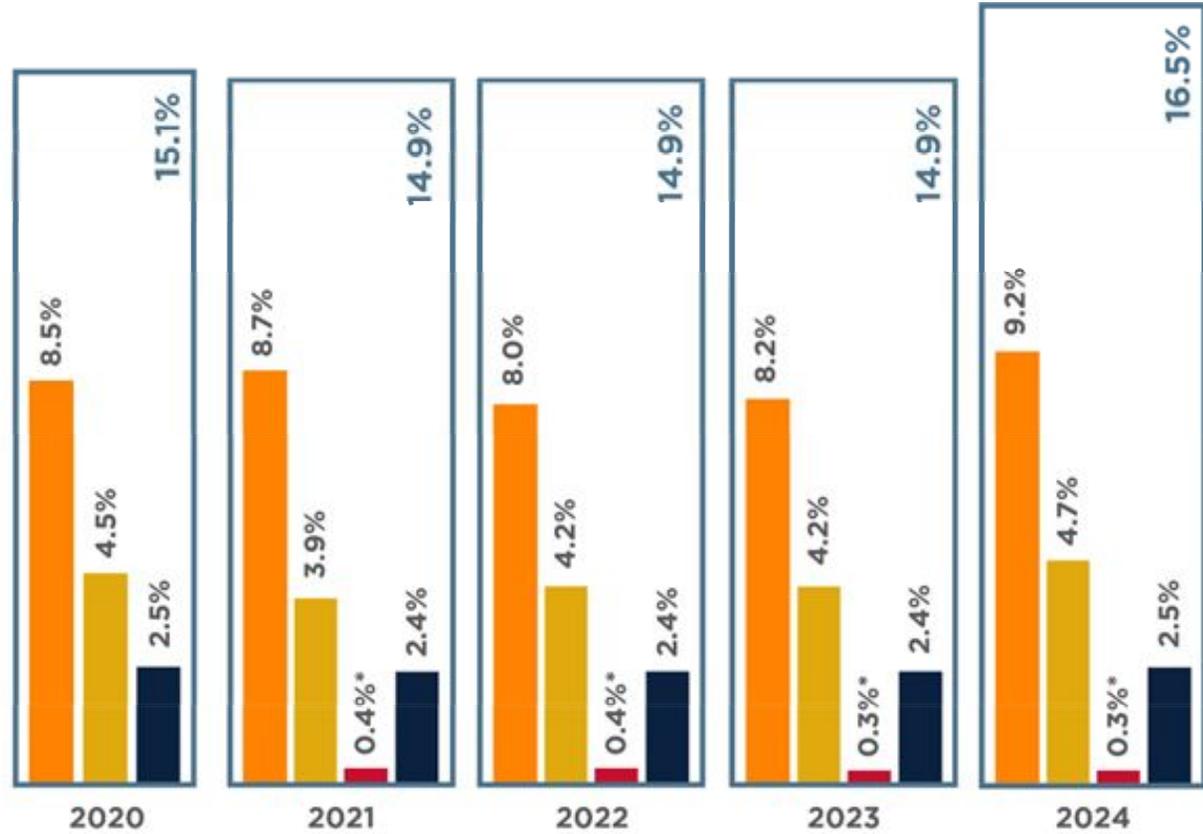*UT Share of CG HS Graduates*

	2020	2021	2022	2023	2024
UT System	15.1%	14.9%	14.9%	14.9%	16.5%
UTK	8.5%	8.7%	8.0%	8.2%	9.2%
UTC	4.5%	3.9%	4.2%	4.2%	4.7%
UTS		0.4%*	0.4%*	0.3%*	0.3%*
UTM	2.5%	2.4%	2.4%	2.4%	2.5%

*Martin Methodist College officially joined the UT System as UT Southern in 2021.

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4.1

UT vs. LGI Share of CG Public HS Graduates

2020-2024

HS Graduates
Going to
UT System

| 15.1% | 14.9% | 14.9% | 14.9% | 16.5% |

+1.6%
UT 1-Year
Change

+1.4%
UT 5-Year
Change

-1.2%
LGI 1-Year
Change

-0.8%
LGI 5-Year
Change

HS Graduates
Going to LGIs

| 21.5% | 21.5% | 23.4% | 21.9% | 20.7% |

| 2020 | 2021 | 2022 | 2023 | 2024 |

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4.1
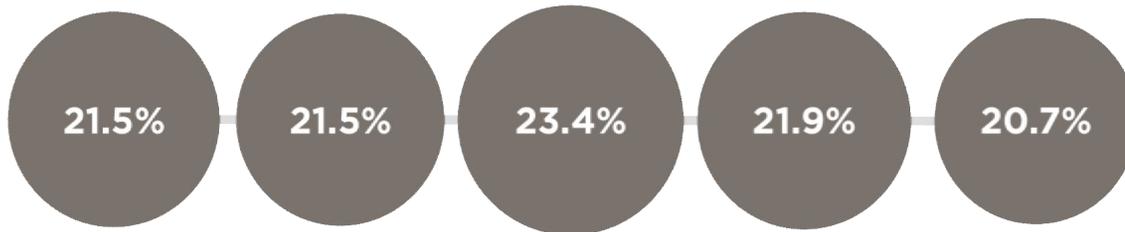
Where are they going?

Public	**In-State**	**4-Year**
-0.6%	**-3.5%**	**+2.9%**
Total 5-Year Change	*Total 5-Year Change*	*Total 5-Year Change*

84.3%	83.7%	86.9%	83.4%	47.6%	50.5%
2020	2024	2020	2024	2020	2024

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4.1

2024 Demographics

HS Graduates

7.2% (O)
12.3% (H)
20.0% (B)
60.5% (W)

49.7% Female
50.3% Male

CG Graduates

17.1% (B)
8.5% (H)
7.9% (O)
66.6% (W)

55.8% Female
44.2% Male

Attending UT System

10.1% (B)
4.7% (H)
9.1% (O)
76.1% (W)

56.8% Female
43.2% Male
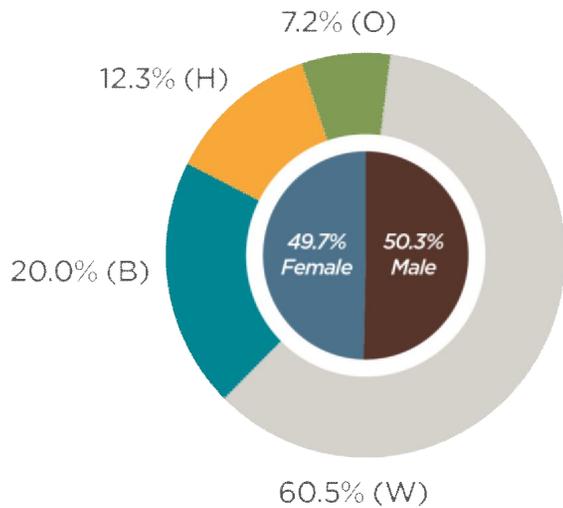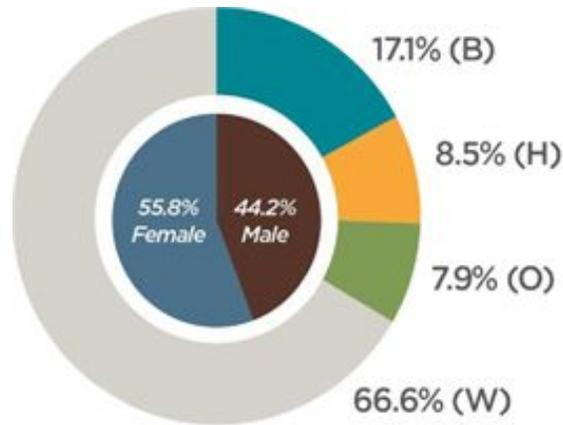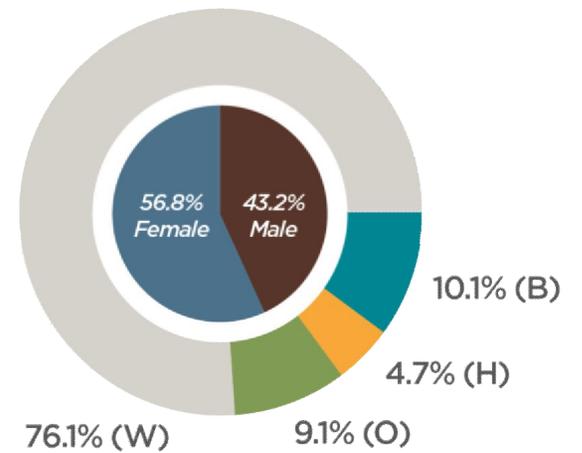
Legend:
- *Black/African American (B)*
- *Hispanic/Latino (H)*
- *Other* (O)*
- *White (W)*
- Male
- Female

*Other includes American Indian/Alaskan Native, Asian, Native Hawaiian/Other Pacific Islander Race/Ethnicity, and Two or More Races.

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4.1

THE UNIVERSITY OF TENNESSEE SYSTEM

ACADEMIC AFFAIRS, RESEARCH AND STUDENT SUCCESS

Questions?

Institutional Effectiveness   *ie.tennessee.edu*

4.1

THE UNIVERSITY OF TENNESSEE SYSTEM

ACADEMIC AFFAIRS, RESEARCH AND STUDENT SUCCESS

UT System Applications, Admit Rates, Yield Rates & Retention Rates

Board of Trustees — February 26 – 27, 2026

4.1

Definitions

- **Total Applications**
  Applications that include partial and incomplete submissions of materials

- **Decisionable Applications**
  Applications that have all required components (e.g., application, test score(s), transcripts, essays, etc.) and are able to be reviewed for an admission decision

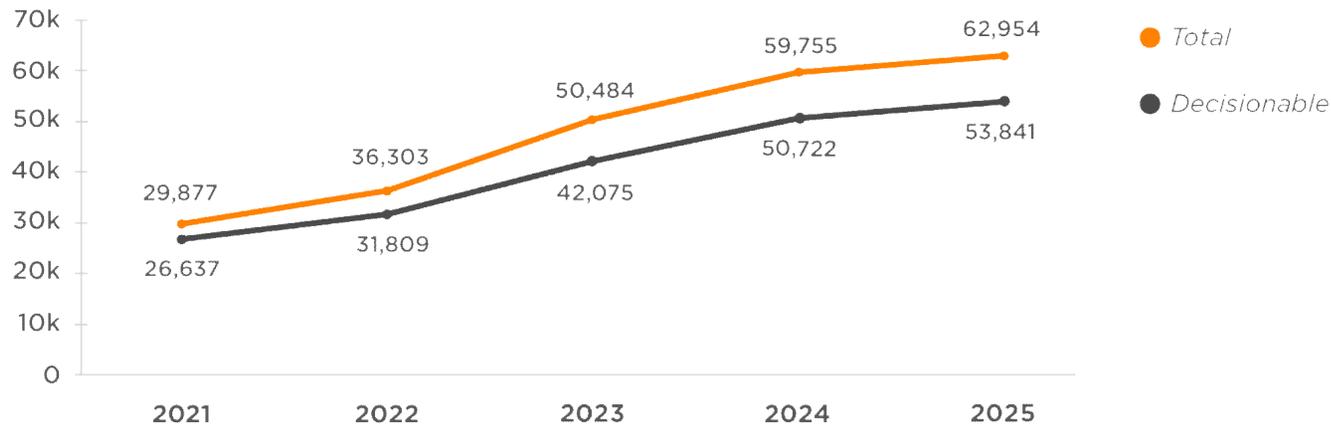**THE UNIVERSITY OF TENNESSEE SYSTEM**

2

4.1

Definitions

- **Admit Rate**
  The percentage of applicants admitted to the university

- **Yield Rate**
  The percentage of admitted applicants who enroll at the university

- **Retention Rate**
  The percentage of a university's first-time, full-time (FTFT) students who continue at that institution the next fall

UT THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee, Knoxville

Total Freshman Applications

Total 5-Year Change **+110.7%**   Decisionable 5-Year Change **+102.1%**

● Total
● Decisionable

Year	Total	Decisionable
2021	29,877	26,637
2022	36,303	31,809
2023	50,484	42,075
2024	59,755	50,722
2025	62,954	53,841

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4.1

University of Tennessee, Knoxville

Admit Rates
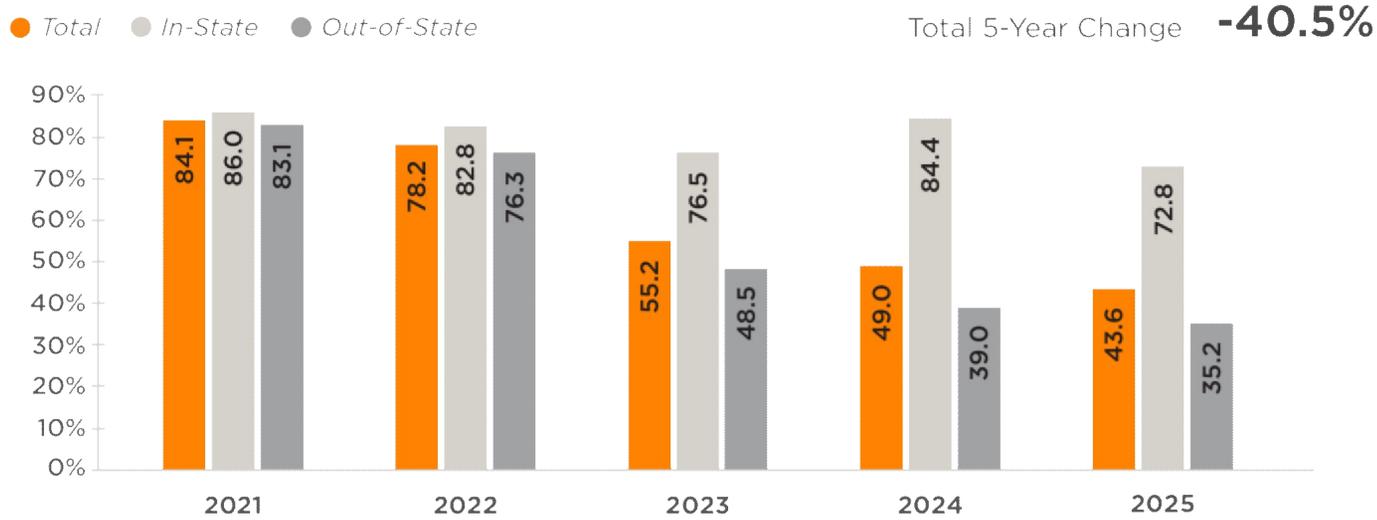
● *Total* ● *In-State* ● *Out-of-State*

Total 5-Year Change **-40.5%**

Year	Total	In-State	Out-of-State
2021	84.1	86.0	83.1
2022	78.2	82.8	76.3
2023	55.2	76.5	48.5
2024	49.0	84.4	39.0
2025	43.6	72.8	35.2

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

2025 Admitted

Total
23,464

In-State
8,725

Out-of-State
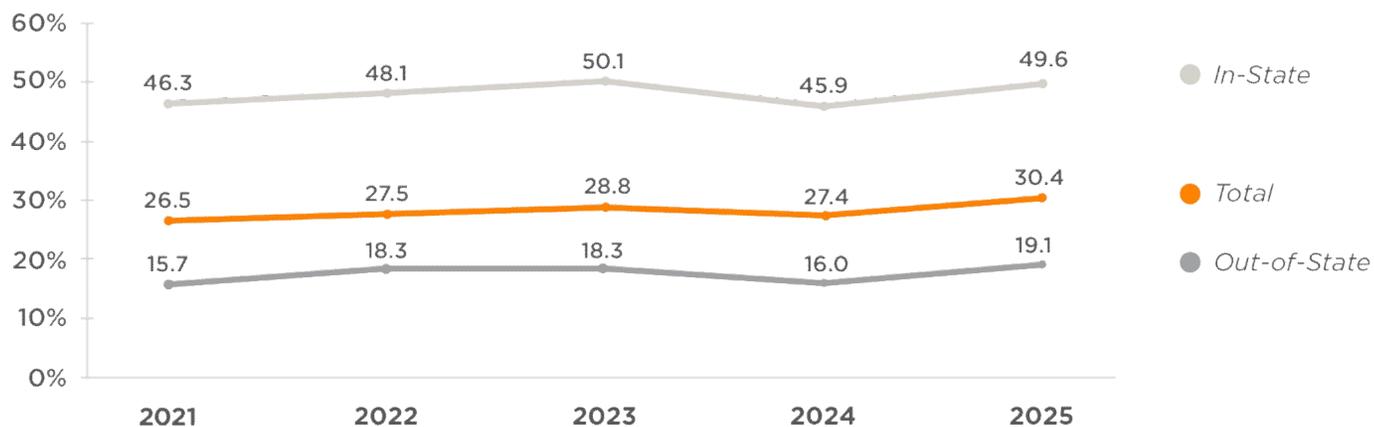**14,739**

UT THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee, Knoxville

Yield Rates

Total 5-Year Change **+3.9%**

2025 Enrolled
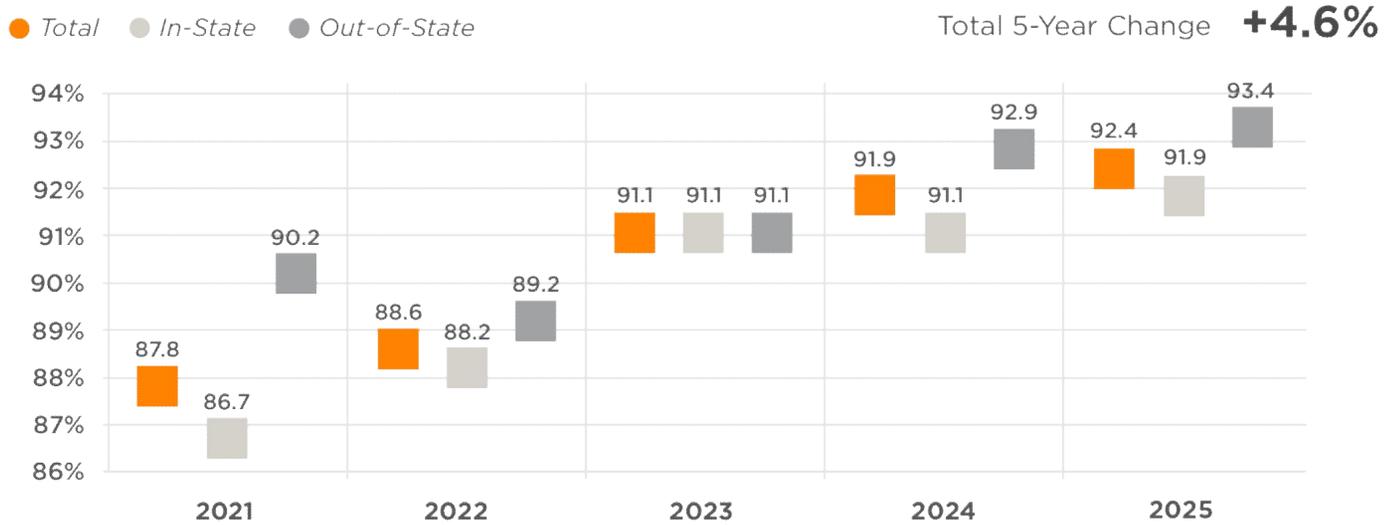
**Total
7,143**

**In-State
4,326**

**Out-of-State
2,817**

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4.1

University of Tennessee, Knoxville

First-Year Retention Rates

● Total ○ In-State ● Out-of-State

Total 5-Year Change **+4.6%**

Chart: First-Year Retention Rates (%)

Year	Total	In-State	Out-of-State
2021	87.8	86.7	90.2
2022	88.6	88.2	89.2
2023	91.1	91.1	91.1
2024	91.9	91.1	92.9
2025	92.4	91.9	93.4

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

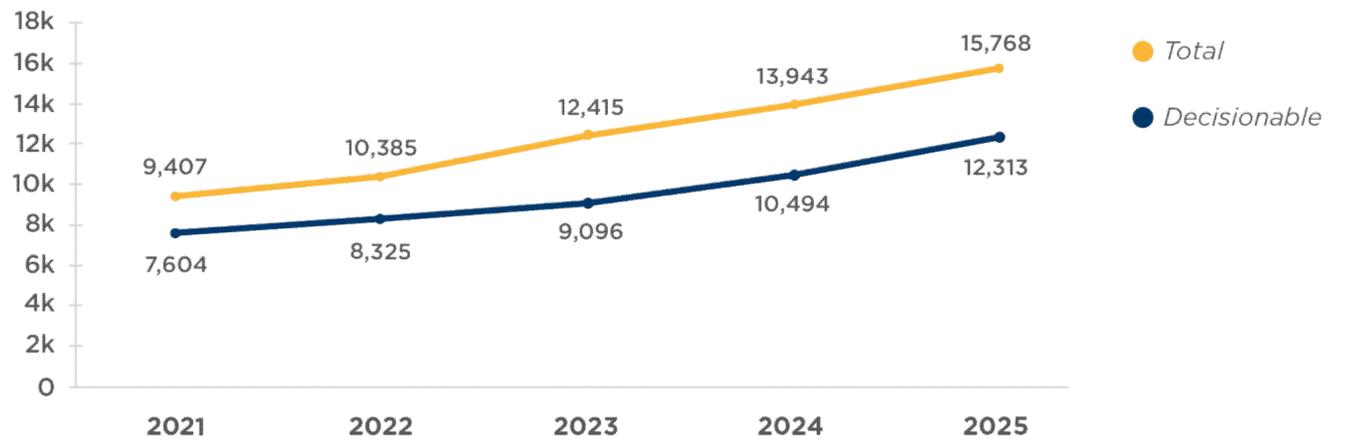**⊔⊓ THE UNIVERSITY OF TENNESSEE SYSTEM**

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4.1

University of Tennessee at Chattanooga

Total Freshman Applications

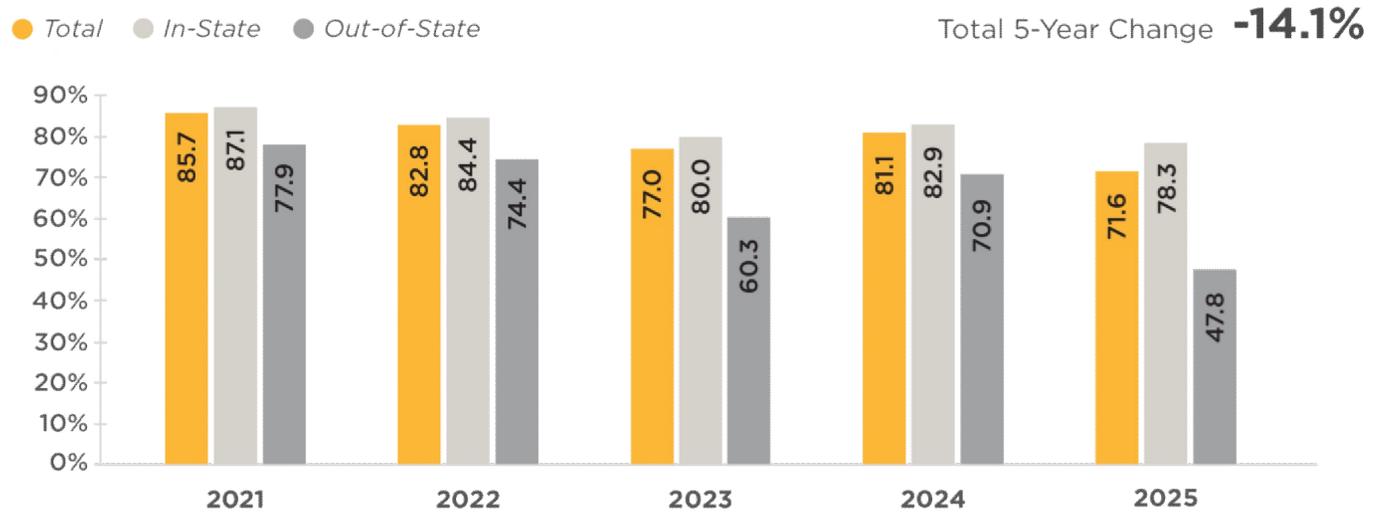Total 5-Year Change **+67.6%**   Decisionable 5-Year Change **+61.9%**

Total: 2021: 9,407; 2022: 10,385; 2023: 12,415; 2024: 13,943; 2025: 15,768

Decisionable: 2021: 7,604; 2022: 8,325; 2023: 9,096; 2024: 10,494; 2025: 12,313

4.1

University of Tennessee at Chattanooga

Admit Rates

2025 Admitted

Total
8,819

In-State
7,536

Out-of-State
1,283

● *Total* ● *In-State* ● *Out-of-State*

Total 5-Year Change **-14.1%**

Year	Total	In-State	Out-of-State
2021	85.7	87.1	77.9
2022	82.8	84.4	74.4
2023	77.0	80.0	60.3
2024	81.1	82.9	70.9
2025	71.6	78.3	47.8

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

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4.1
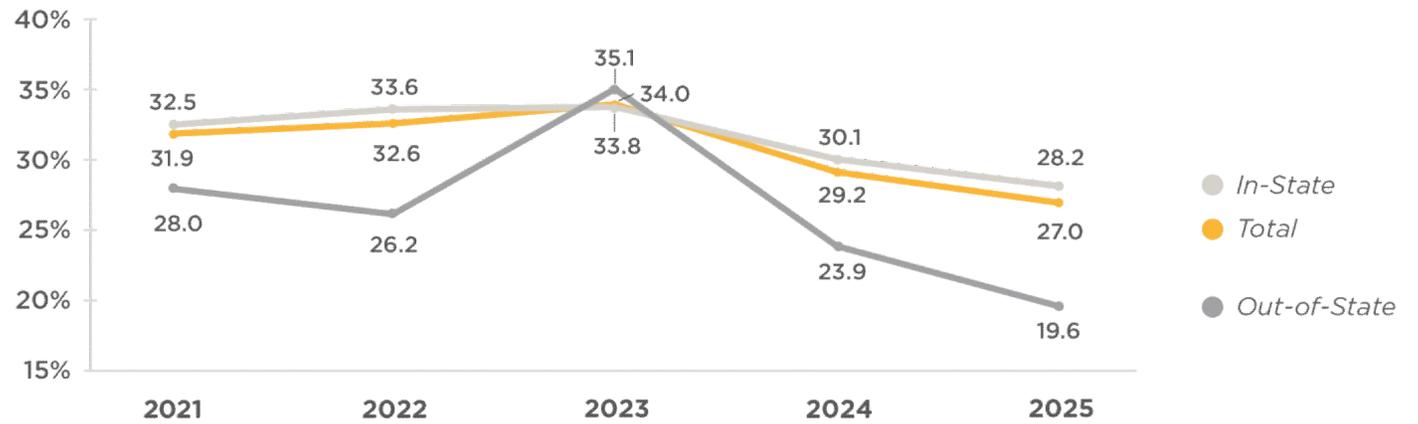
University of Tennessee at Chattanooga

Yield Rates

2025 Enrolled

Total
2,378

In-State
2,126

Out-of-State
252

Total 5-Year Change **-4.9%**

In-State: 32.5, 33.6, 35.1, 30.1, 28.2
Total: 31.9, 32.6, 34.0, 29.2, 27.0
Out-of-State: 28.0, 26.2, 33.8, 23.9, 19.6

In-State
Total
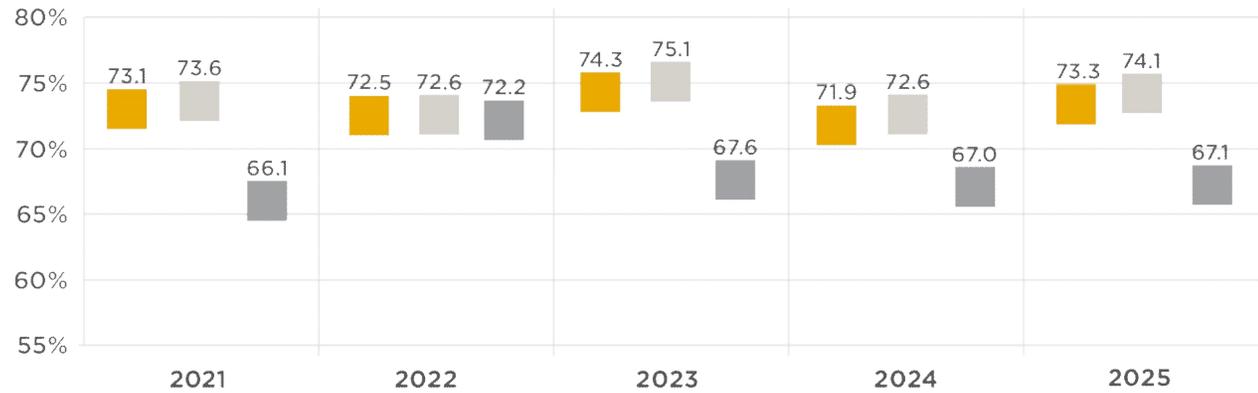*Out-of-State*

2021 2022 2023 2024 2025

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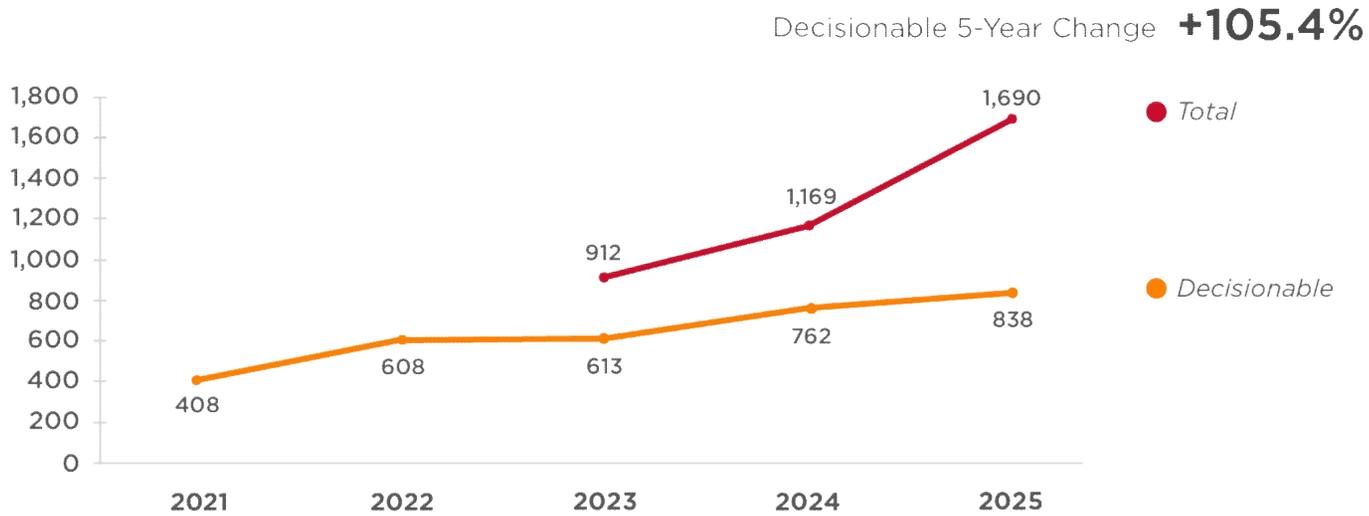*University of Tennessee at Chattanooga*

First-Year Retention Rates

Total   In-State   Out-of-State

Total 5-Year Change **+0.2%**

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.
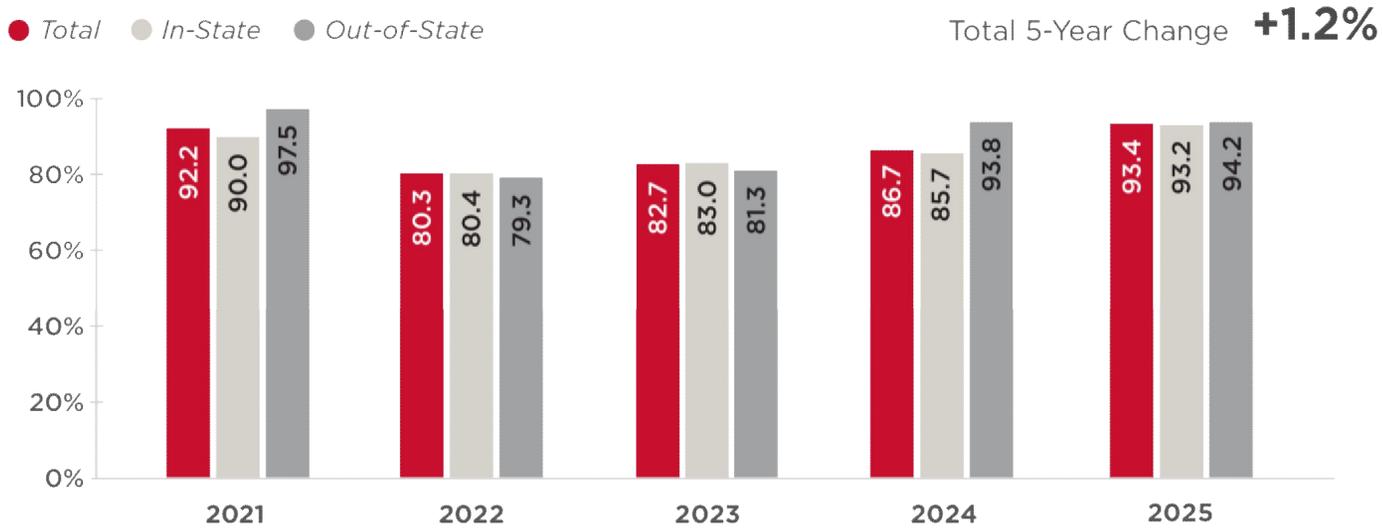
THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee Southern

Total Freshman Applications

Decisionable 5-Year Change **+105.4%**

- ● Total
- ● Decisionable

Year	2021	2022	2023	2024	2025
Total			912	1,169	1,690
Decisionable	408	608	613	762	838

Note: Total applications for UT Southern in 2021 and 2022 are not reported.

THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee Southern

Admit Rates

UT SOUTHERN

● *Total*   ● *In-State*   ● *Out-of-State*

Total 5-Year Change **+1.2%**

2025 Admitted

Total
783

In-State
621

Out-of-State
162

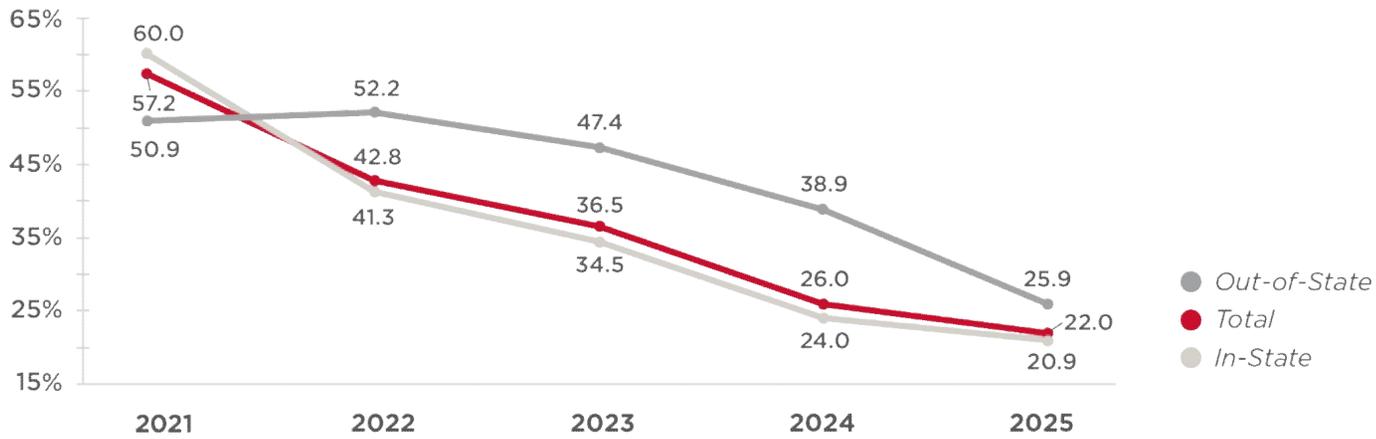| Year	Total	In-State	Out-of-State
2021	92.2	90.0	97.5
2022	80.3	80.4	79.3
2023	82.7	83.0	81.3
2024	86.7	85.7	93.8
2025	93.4	93.2	94.2

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

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4.1

University of Tennessee Southern

Yield Rates

Total 5-Year Change **-35.2%**

2025 Enrolled

Total
172

In-State
130

Out-of-State
42

THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee Southern

First-Year Retention Rates

Legend: ● Total ○ In-State ● Out-of-State

Total 5-Year Change **+22.0%**
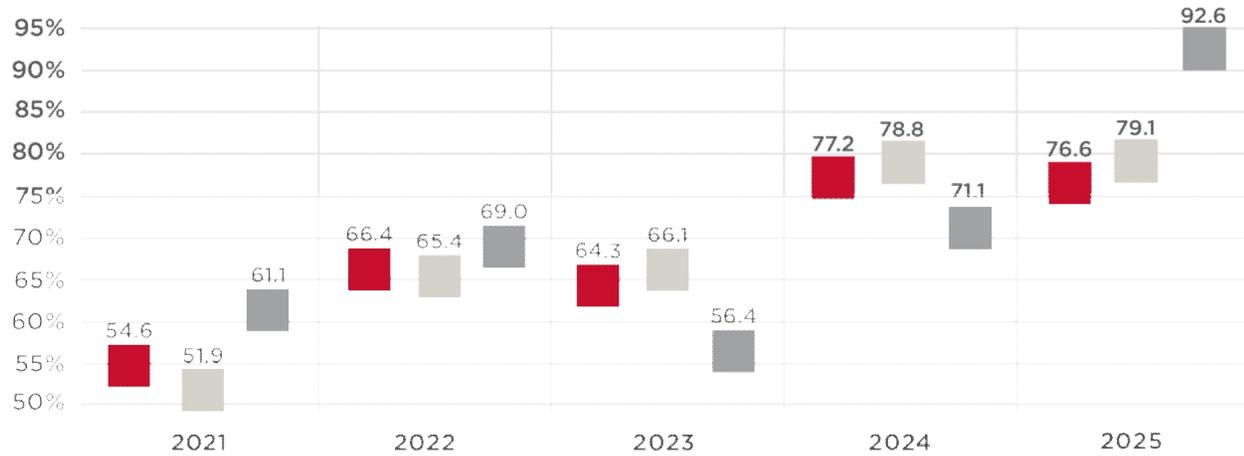
Chart data:

Year	Total	In-State	Out-of-State
2021	54.6	51.9	61.1
2022	66.4	65.4	69.0
2023	64.3	66.1	56.4
2024	77.2	78.8	71.1
2025	76.6	79.1	92.6

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State

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4.1

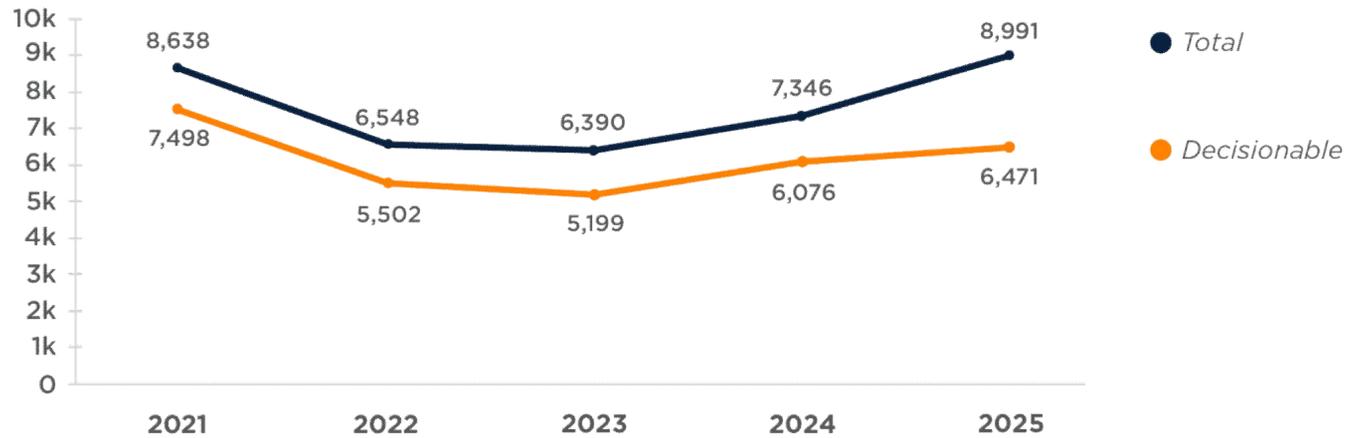*University of Tennessee at Martin*

Total Freshman Applications

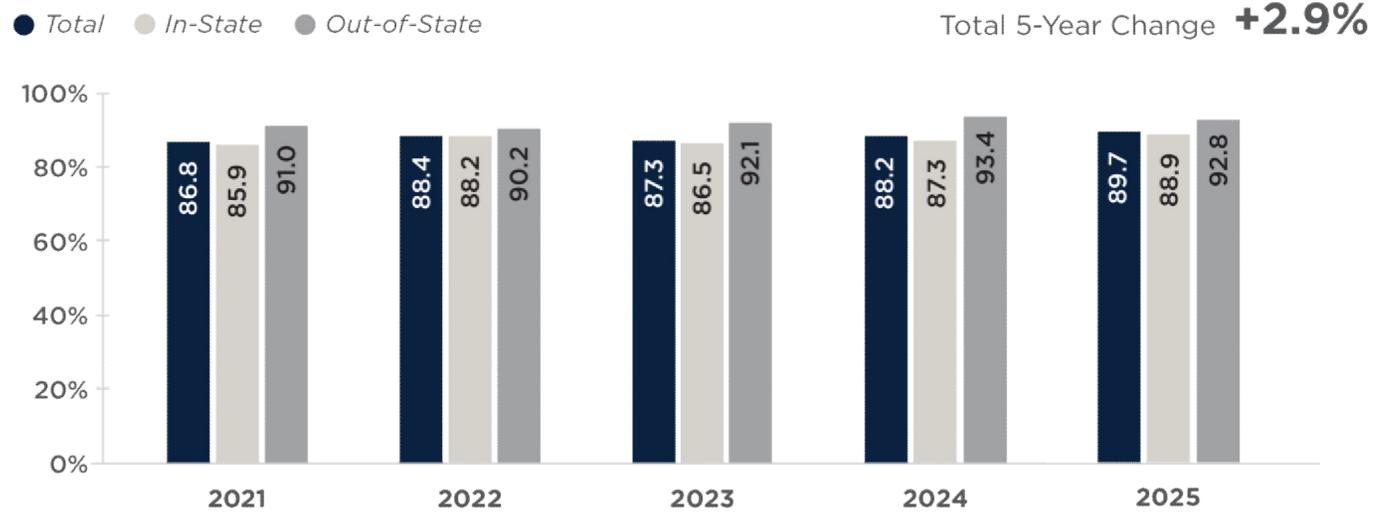Total 5-Year Change **+4.1%**   Decisionable 5-Year Change **-13.7%**

- **Total**
- **Decisionable**

Total values: 8,638 (2021), 6,548 (2022), 6,390 (2023), 7,346 (2024), 8,991 (2025)

Decisionable values: 7,498 (2021), 5,502 (2022), 5,199 (2023), 6,076 (2024), 6,471 (2025)

THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee at Martin

Admit Rates

2025 Admitted

Total
5,803

In-State
4,636

Out-of-State
1,167
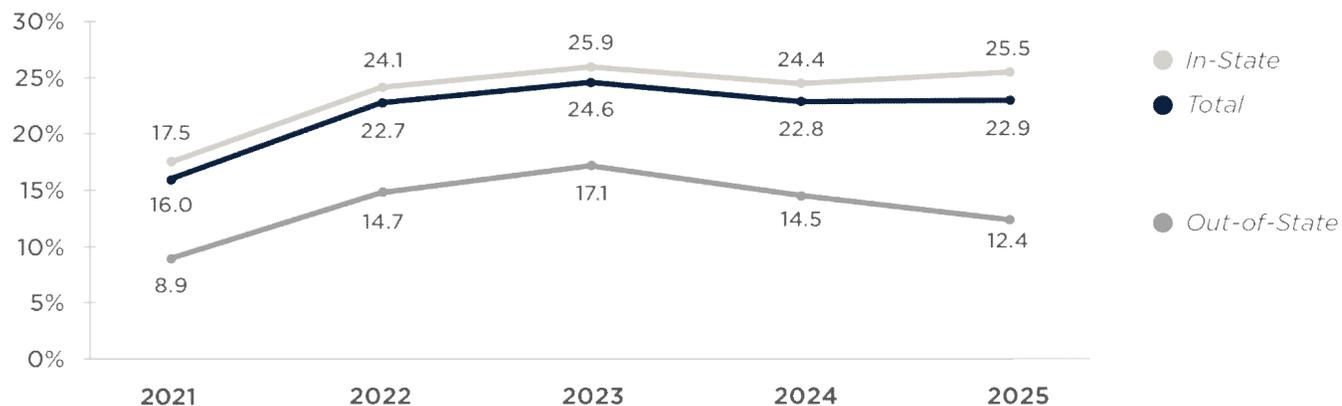
● Total ○ In-State ○ Out-of-State

Total 5-Year Change **+2.9%**

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

UT THE UNIVERSITY OF TENNESSEE SYSTEM

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4.1

University of Tennessee at Martin

Yield Rates

2025 Enrolled

**Total
1,329**

**In-State
1,184**

**Out-of-State
145**

Total 5-Year Change **+6.9%**

- In-State
- Total
- Out-of-State

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63

4.1

University of Tennessee at Martin

First-Year Retention Rates
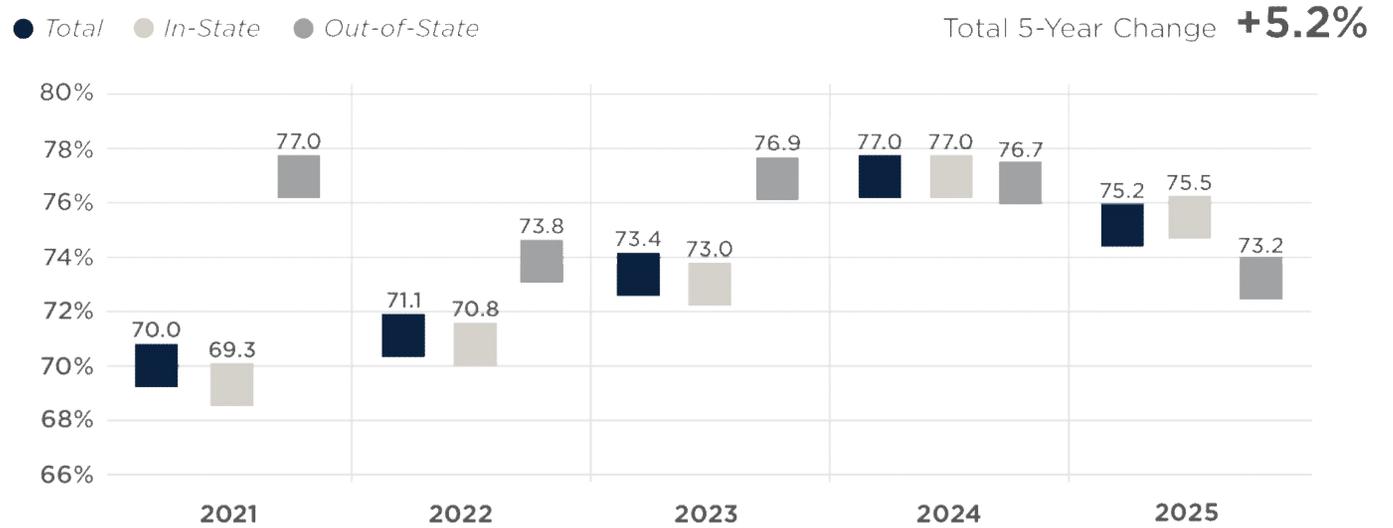
● Total ● In-State ● Out-of-State   Total 5-Year Change **+5.2%**

	2021	2022	2023	2024	2025
Total	70.0	71.1	73.4	77.0	75.2
In-State	69.3	70.8	73.0	77.0	75.5
Out-of-State	77.0	73.8	76.9	76.7	73.2

Note: Data is ordered left to right per year in the following order: Total, In-State, Out-of-State.

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4.1

Questions?

Institutional Effectiveness   *ie.tennessee.edu*

4.2

UT System
Student Experience Survey

Board of Trustees—February 26-27, 2026

4.2

UT System Community Surveys

Survey	Administration Cycle	Next Administrations
Student Experience Survey	Annual (Fall)	Fall 2026
COACHE Faculty Satisfaction Survey	Triennial	Spring 2028 (Pulse Surveys in 2026 and 2027)
UT/Gallup Climate Survey	Biennial through 2028	Spring 2028
Employee Engagement Survey	Full: Every Other Year Pulse: Alternating with Full	Full: Fall 2026 Pulse: Fall 2027

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4.2

Student Experience Survey

Fall 2025 Results
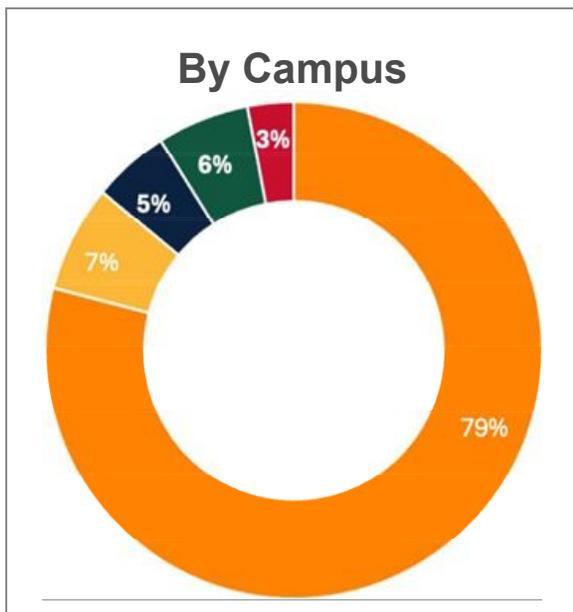
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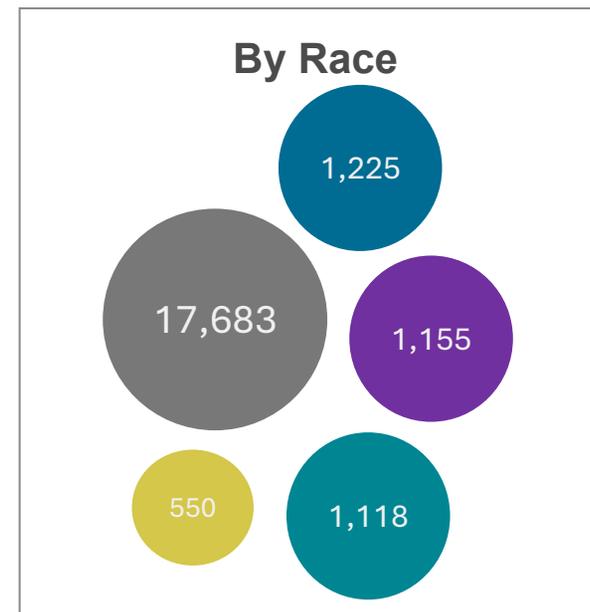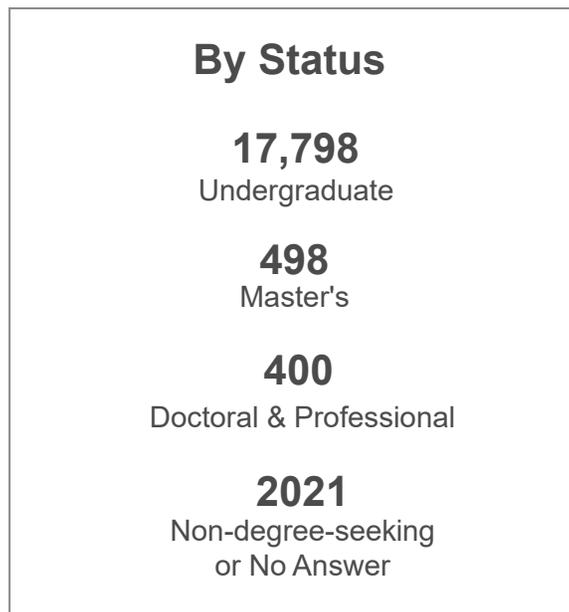SYSTEM

4.2

Survey Objectives & Design

- **8th administration** of the systemwide survey

- **Administered annually** since Fall 2020

- **Includes demographic and scaled items** with the option to provide written feedback

- **Fall 2025 survey went live on Sept. 29** and remained in the field on each campus for five weeks.

4.2

Survey Respondents *(n=20,717: 32%)* *(Fall 2024 n=8,598: 14%)*

By Campus

3%
6%
5%
7%
79%

Percent of Students in the UT System
UTK=62%; UTC=19%; UTM=12%; UTHSC=5%; UTS= < 2%

By Status

17,798
Undergraduate

498
Master's

400
Doctoral & Professional

2021
Non-degree-seeking
or No Answer

By Race

1,225
17,683
1,155
550
1,118

White Black Other/Unknown
Asian Hispanic

70

4.2

Experience at UT: Systemwide Outcomes

Item	Mean (Fall 2021)	% Agree or Strongly Agree (Fall 2021)	% Disagree or Strongly Disagree (Fall 2021)
I would recommend my campus to a friend/family member as a great place to study.	4.17 ▲ (3.85)	87% ▲ (69%)	4% ▼ (13%)
I believe my campus listens and responds to student needs.	4.21 ▲ (3.41)	77% ▲ (54%)	7% ▼ (23%)
My campus offers the resources and/or support needed for my success as a student.	4.18 ▲ (3.95)	88% ▲ (76%)	3% ▼ (10%)
I am currently accessing the resources and/or support I need to be successful.	4.22 ▲ (3.73)	73% ▲ (65%)	6% ▼ (10%)
I believe that I matter and belong at UT.	4.26 ▲ (3.52)	81% ▲ (55%)	5% ▼ (19%)

Note: All items used a 5-point scale of 1=Strongly Disagree to 5=Strongly Agree

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4.2

# Experience at UT: Systemwide Outcomes
Five-year Trend Data

"I would recommend my campus to a friend/family member as a great place to study."

"I believe my campus listens and responds to student needs."

"My campus offers the resources and/or support needed for my success as a student."

"I am currently accessing the resources and/or support I need to be successful."

"I believe that I matter and belong at UT."

4.2
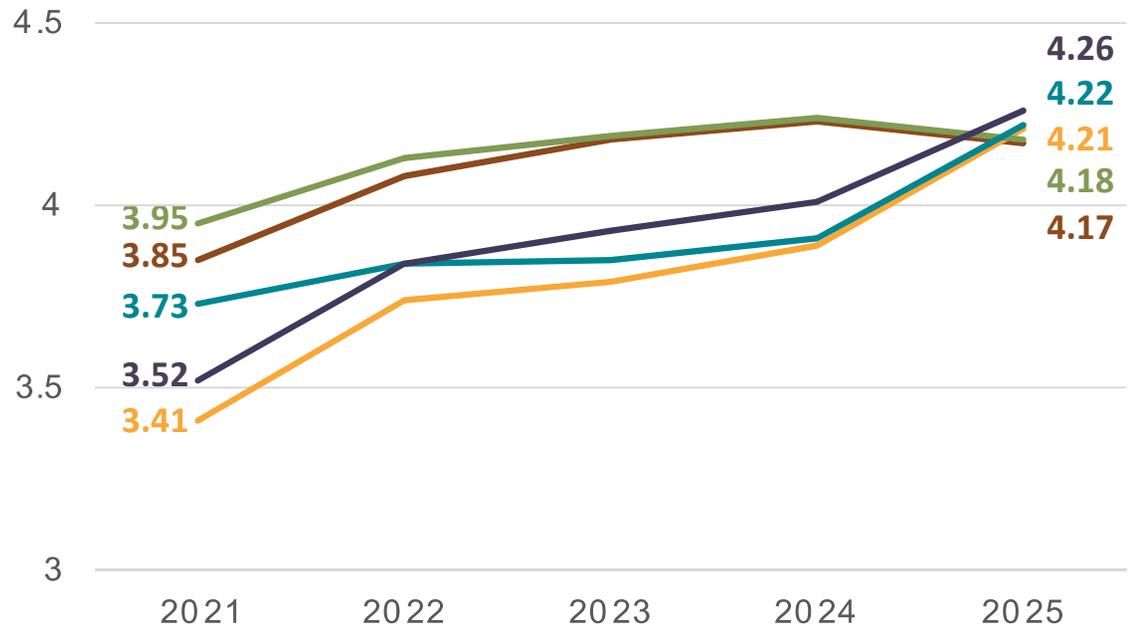
Experience at UT: By Campus

Item	UTSA [n= 20,717] 31.9%	UTK [n= 16,248] 40.19%	UTC* [n= 1,479] 12.26%	UTS [n= 689] 60.86%	UTM [n= 1,056] 13.04%	UTHSC [n= 1,228] 38.89%
I would recommend my campus to a friend/family member as a great place to study.	4.17 ▲ (3.85)	4.46 ▲ (3.47)	3.85 (n/a)	4.11 ▼ (4.12)	4.04 ▲ (3.67)	3.96 ▲ (3.67)
I believe my campus listens and responds to student needs.	4.21 ▲ (3.41)	4.09 ▲ (2.66)	3.43 (n/a)	4.08 ▲ (3.96)	3.68 ▲ (3.41)	3.89 ▲ (3.41)
My campus offers the resources and/or support needed for my success as a student.	4.18 ▲ (3.95)	4.38 ▲ (3.59)	3.86 (n/a)	4.20 ▼ (4.29)	4.19 ▲ (3.87)	4.14 ▲ (3.87)
I am currently accessing the resources and/or support I need to be successful.	4.22 ▲ (3.73)	3.98 ▲ (3.55)	3.63 (n/a)	4.02 ▼ (4.10)	3.87 ▲ (3.76)	3.90 ▲ (3.76)
I believe that I matter and belong at UT.	4.26 ▲ (3.52)	4.30 ▲ (3.05)	3.53 (n/a)	4.07 ▲ (4.00)	3.87 ▲ (3.44)	4.00 ▲ (3.44)

Note: All items used a 5-point scale of 1=Strongly Disagree to 5=Strongly Agree

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4.2

Opportunities:
Themes Identified by Students

- Parking and transportation

- Housing availability and quality

- Campus facilities and services

- Student support and inclusion

- Academic advising and instruction

4.2

Points of Pride

"**UTC** is an amazing place for international students. The staff is extremely supportive and kind. I am thoroughly enjoying my studies, as well as the wide range of activities organized by the university."

"I am very satisfied going to **UTHSC**. I feel like I'm not just a number and I feel like they do care about their students."

"I love **UTS** and what they have provided to me to help me be more successful in my studies and overall wellbeing."

"**UTM** was the best decision I ever made when deciding my education. I will most definitely recommend others to check UTM out as an option in furthering their education."

"Every need is met with support and efficiency. I would recommend **UTK** to anyone seeking a positive and successful collegiate experience. I'm honored and extremely proud to be a Vol!"

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4.2

QUESTIONS?

4.3

Student Mental Health and Wellness Update

Jessi Gold, MD MS
Chief Wellness Officer, UT System
Associate Professor, Psychiatry, UTHSC

4.3

The Student Mental Health Crisis: Background

- National surveys trending towards improvement in depression and suicidal thoughts from record high pandemic levels

- More than half of students still report feeling lonely

- Service utilization (e.g., counseling) remains high

- Impacts to student success and retention persist

Healthy Minds Network. The Healthy Minds Study (2018–2019; 2020; 2023–2024 national reports).

American College Health Association (ACHA). National College Health Assessment (most recent executive summaries, 2023–2024).

Gallup & Lumina Foundation, The State of Higher Education, 2025.

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4.3

Rates of Campus Depression, Anxiety, and Suicidal Thoughts Mirror or Exceed National Benchmarks
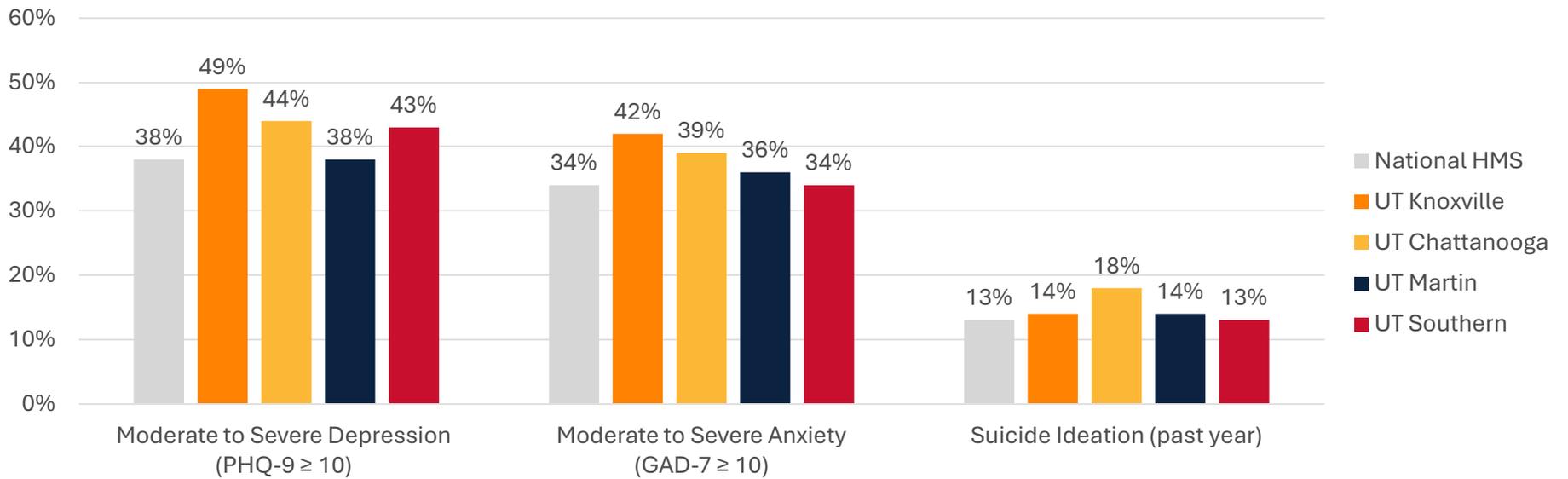
* Campus-level Healthy Minds Study data from the most recent available administration at each institution (2020-2024); UTHSC did not do this survey; national benchmarks reflect the 2023–24 Healthy Minds Study aggregate

3

4.3

The UT Board of Trustee's 2019 Performance Audit:
Findings from the Tennessee Comptroller of the Treasury

"Mental health services constitute a major nonacademic program that requires board oversight."

Recommendations Included:

"Encouraging [campuses] to **work collaboratively** to foster continuous improvement, identify trends in mental health issues (such as suicide spikes), share advancements, serve as support to one another, and correct existing resource inequities."

"Developing a **system-wide process for collecting key mental health data**, including tracking and reporting student suicides, and then modifying outreach efforts and service offerings based on that data."

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4.3

Key Outcome: New Chief Wellness Officer

Dr. Jessi Gold, M.D., M.S.

Charged with addressing opportunities from the audit, assessing needs, and continuing to drive improvements systemwide.

UT Wellness

Mission: UT Wellness leads the coordination of a **shared vision** of wellness as an embedded part of the Be One UT culture. In partnership with campus leaders across the University of Tennessee System, we champion a **holistic approach** to wellness and advocate for our campuses by fostering collaboration, aligning approaches to data and resources, and advancing evidence-based initiatives.

Vision: UT Wellness will be **the model** for advancing a culture of well-being that unites all campuses through shared purpose, empowers every individual to thrive across all dimensions of wellness, and prioritizes wellness as a visible, valued part of university life

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4.3

Early Wins

- Regular and consistent collaboration across campuses (e.g., Mental Health Collaborative, Wellness Summits)

- Alignment of data collection and reporting:

  - Systemwide administration of the National Collegiate Health Assessment (Sp. '26)

  - Identified key metrics and aligned data definitions for regular reporting

- Systemwide Needs Assessment

- Wellness embedded in the UT System's 2030 strategic plan

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4.3

Selected New Initiatives

- Student-centered communications (e.g., Instagram, Newsletter, Website)

- Systemwide Student Wellness Advisory Council

- UT Wellness Mini Grants

- Expansion of Naloxone (Narcan) availability and training

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4.3

Future Plans: 2026 and Beyond

- Consistent data collection and reporting - including regular Board of Trustee updates
- *JED Campus* participation at all 5 universities
- Expand education and training opportunities
- Continue to scale promising practices and technology solutions/platforms

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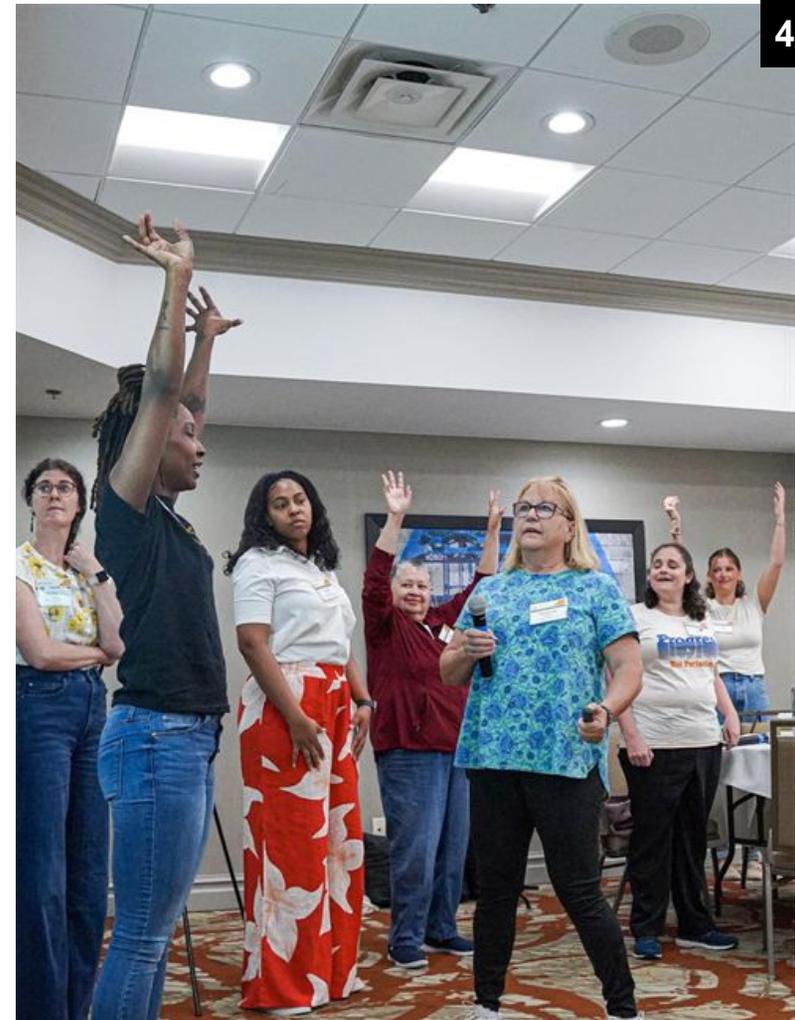
4.3

Feedback and Questions

9

Information Items

    A. Report on Post Approval Monitoring of Academic Programs
    B. Certification of Degrees Conferred

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