



# UTC Advisory Board Meeting



January 2026

# Order of Business

## I. Call to Order



**Scott LeRoy**  
Advisory Board Chair

## II. Roll Call & Quorum Confirmation



**Christy Waldrep**  
Assistant to the Chancellor

# Order of Business

## III. Approval of Minutes (Action Required)



**Scott LeRoy**

Advisory Board Chair



# *Chancellor's Updates*

IV.

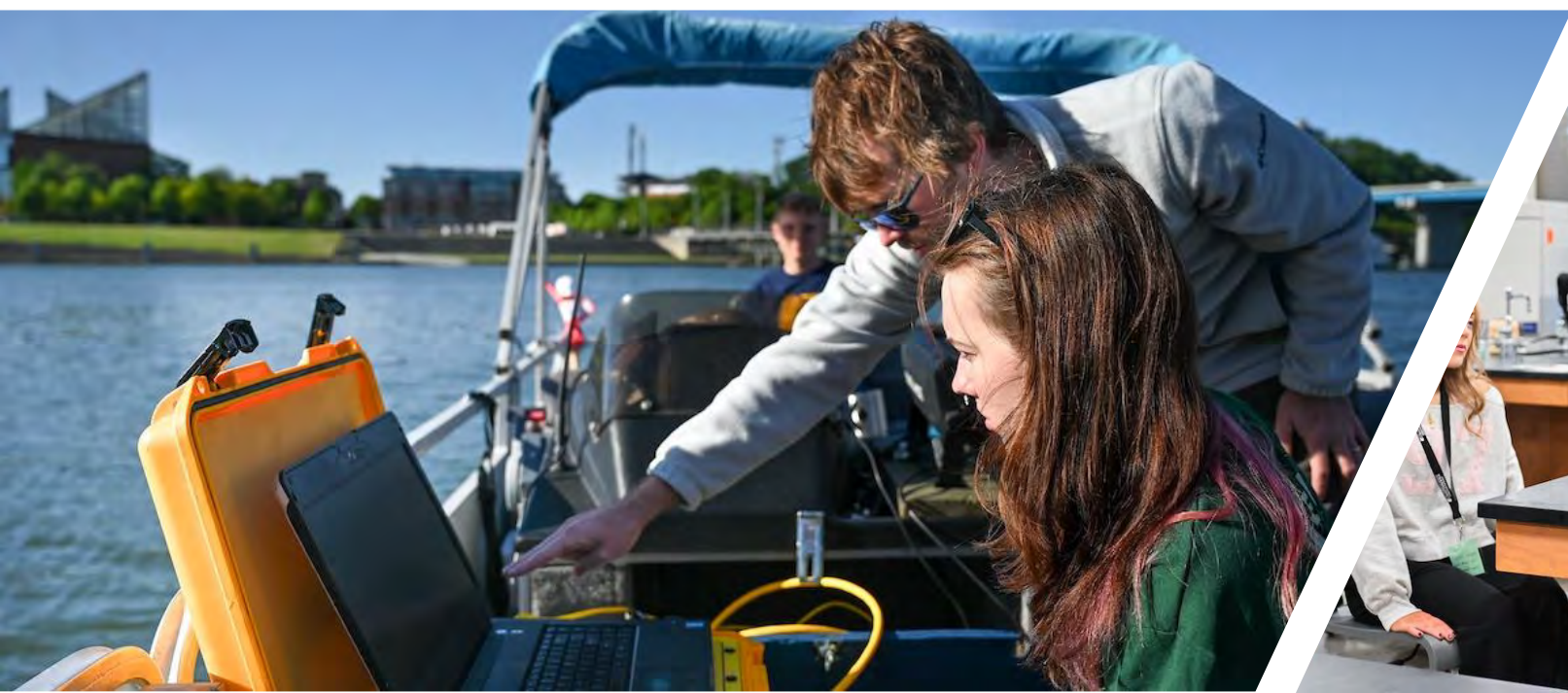


January 20, 2026





# Carnegie Designation

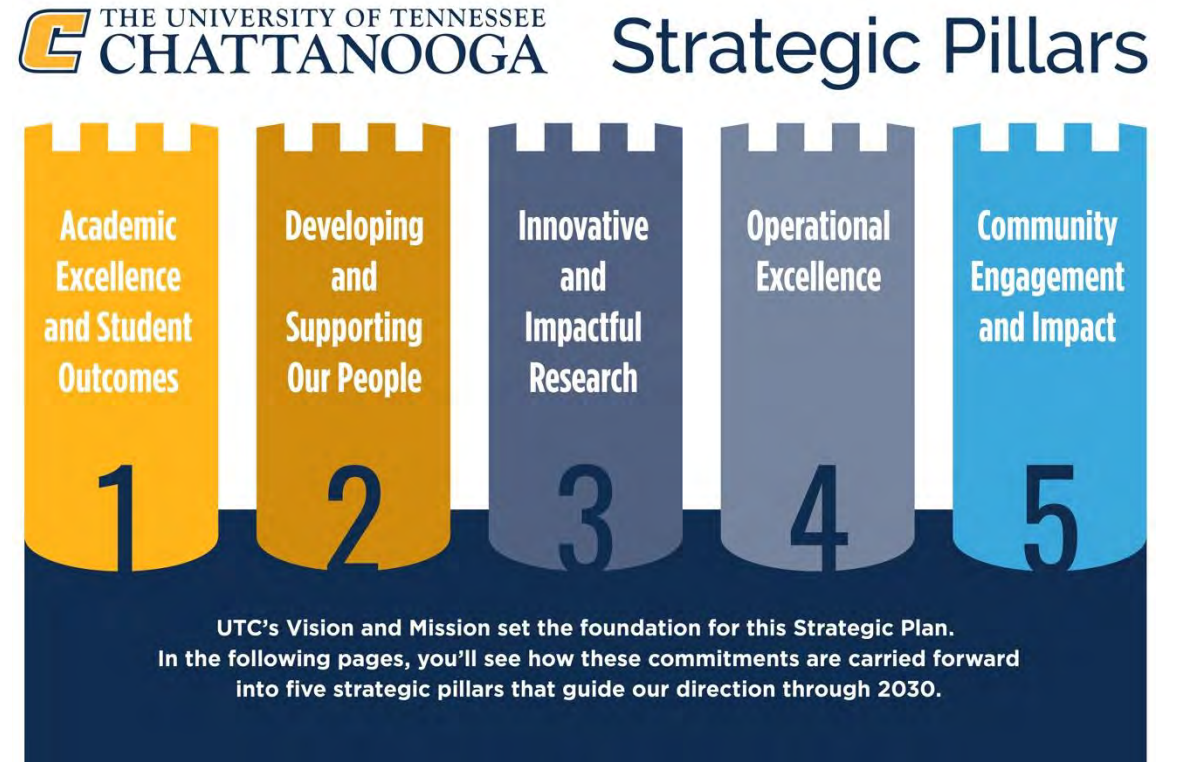




# Strategic Plan Updates

## Next Steps in Progress

- ☒ 1. ~~Establish baseline metrics~~
- ☒ 2. ~~UTC Advisory Board Meeting | May 16~~
- ☒ 3. ~~Get input from new chancellor~~
- ☒ 4. ~~Approval by UTC Advisory Board~~
5. Present to UT Board of Trustees
6. Align budget to key priorities



# Active Violence Training

- UTC Public Safety in partnership with Defend Systems
- Mandatory for all full-time employees and affiliates
- Optional for all part-time employees
- Yearly refresher training on Active Violence and General Safety

“*This was the best training of any kind during my 30 years at UTC.*”

— *Laura Herron, Executive Associate Athletics Director*





“

*This was the most engaging and useful mandatory training I have attended. The guidance on active shooter response and the practical steps for handling medical emergencies gave me tools I can use if a crisis ever occurs. I appreciated the thoughtful planning that went into building this training."*

**— Tony Parsley, AVC & CISTO**



“

*I am so grateful for the Department of Public Safety for working with Defend Systems to present us with such a comprehensive and well-delivered training. I learned SO much. It was one of the best trainings that I have ever attended, and, while I hope to never be in one of the discussed scenarios, I feel very prepared if something does happen where I need to respond."*

**— Dr. Katelyn P. Hancock, Assistant Professor, Department of Criminal Justice**



## PARKRIDGE MENTAL HEALTH THERAPY CENTER AT UTC

- New expanded mental-health resource on campus
- Greater access and comprehensive care
- Collaborative commitment to well-being



# Leadership Appointments & Searches



**Jermaine Freeman**  
Executive Director  
of Economic and  
Workforce Development



**Mina Sartipi**  
Executive Director of the  
UTC Research Institute



**Cheryl Montgomery**  
Chief of Staff

# QUANTUM INITIATIVE

## UTC Quantum Center Partnerships

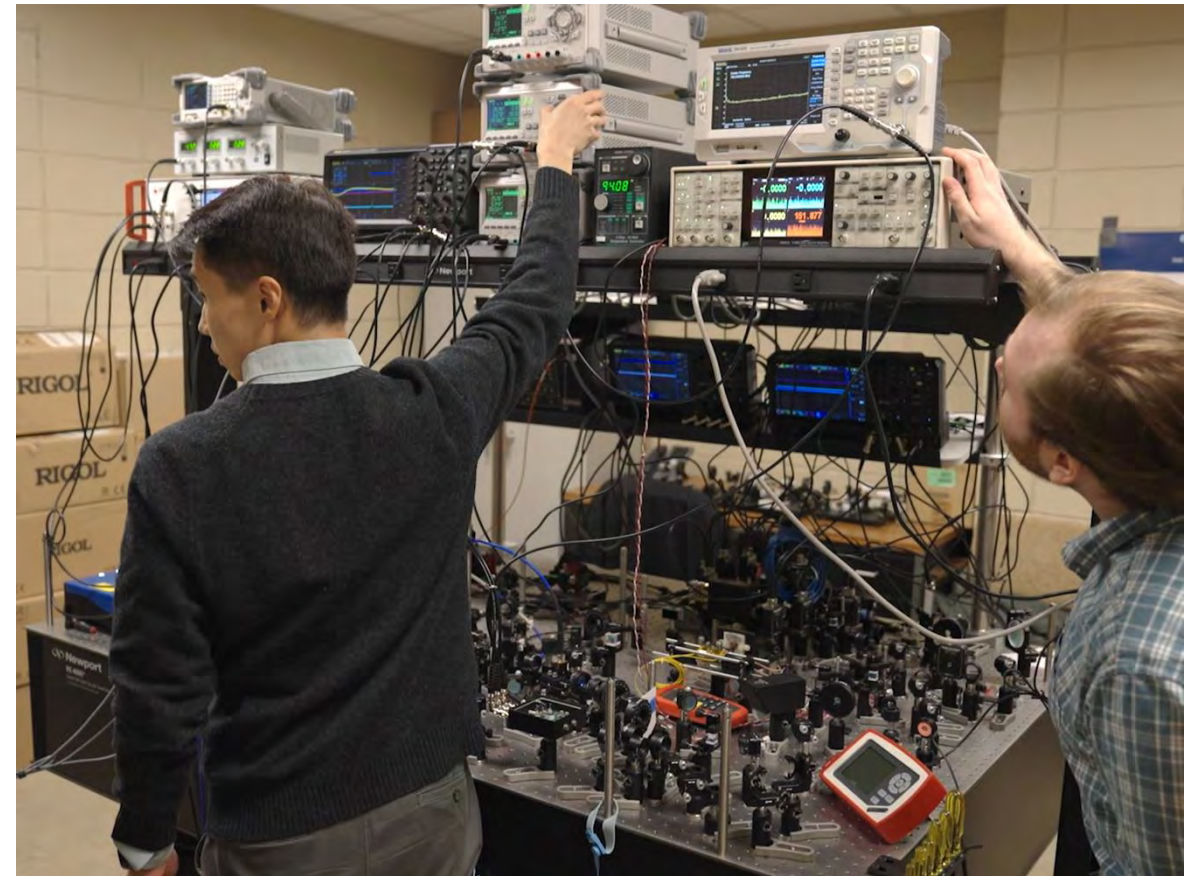
- Harvard, UT Knoxville, Texas A&M, Purdue, UT San Antonio, Hamburg
- Oak Ridge and Los Alamos National Labs

## Establishing Emerging R&D Partnerships

- Kipu, Haiqu and Data-Cybernetics

## Invited to Join Southeastern Quantum Collaborative

- Includes IBM, Davidson Technologies, Alabama A&M University, UTC and UAH





# Agenda

- Vision for the Center
- Team
- Infrastructure
- Education
- Research
- Partnerships
- Strategic topics in progress

# Vision

## **EDUCATION**

- Enhance student enrollment
- Pathway for UTC graduates to quantum workforce

## **RESEARCH**

- Model for sustainable top-quality research in quantum
- Enhance research fundings

## **TRANSLATIONAL KNOWLEDGE**

- Collaboration with industries, Solve real-world use cases
- Intellectual Property

# Our Team

## CORE TEAM (26 MEMBERS)

- 6 affiliated faculty (Physics, Maths, EE, CS)
- 1 Research faculty, 4 postdocs
- 7 PhD students (3 UTC, 2 UTK, 1 Bredesen, 1 UTSA), 2 more to join from UTK
- 1 master student, 3 undergraduates



## INTERNAL ADVISORY TEAM

- RI head, VCR and 2 Deans

## EXTERNAL ADVISORY TEAM

- UW-Madison, Harvard, Quantum Valley Lab
- ORNL





# Infrastructure

- Quantum network with one node at UTC
- Quantum Sensing lab at Grote Hall
- HPC Clusters at UTC and ORNL
- Multi-disciplinary Research Building
- Access to QPU — IonQ

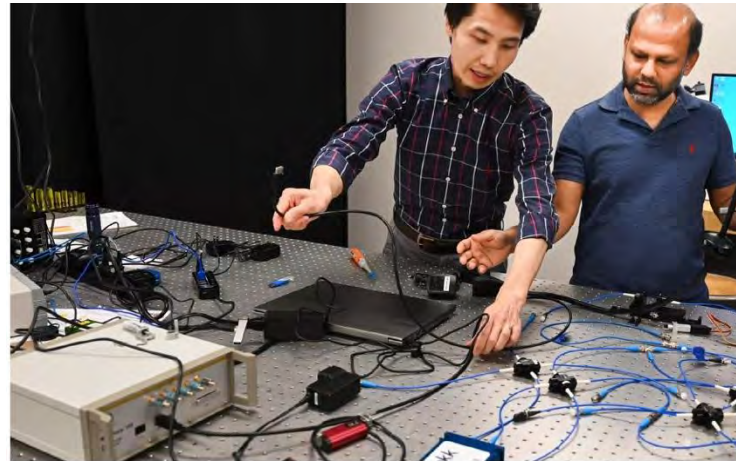
IonQ Forte QPU



UTC Clusters



Quantum Sensing Lab at Grote Hall



EPB Quantum Network at UTC



ORNL Clusters

# Education

## HIGH SCHOOL OUTREACH ACTIVITIES

- Quantum Science Day (20 Students, 5 High Schools)
- Quantum Summer Camp ( 3 Days)

## UNDERGRADUATE (QIST CERTIFICATE PROGRAM)


- Inter-disciplinary (Physics, Maths and CS)
- Contributing to Workforce Development
- Unique in The State of Tennessee
- Monthly Public Quantum Colloquium

## GRADUATE (QISE PHD PROGRAM IN PIPELINE)

- Inter-disciplinary (Physics, Maths and CS)
- Unique in The State of Tennessee (Lot of Interest)



May 27–30, 2025  
Quantum Summer Camp


**UTC Quantum Center**  
THE UNIVERSITY OF TENNESSEE AT KNOXVILLE

UTC QUANTUM CENTER PRESENTS



# QUANTUM COLLOQUIUM SERIES

**Dr. George Siopsis**

Please join us in welcoming Dr. George Siopsis, a theoretical particle physicist who currently serves as Professor and Director of the Quantum Leap Initiative at the University of Tennessee, Knoxville (UTK), for his talk titled "Fun with Quantum Light!" The talk will begin with a primer on the historical roots of quantum mechanics.

**Thursday, Nov 6 | UTC Library, Room 435, 4:00-5:00 PM**

The Quantum Colloquium Series will resume in the spring!

Scan for more info

[illegible]

... over 60 students signed up



Apr 14, 2025  
World Quantum Science Day



# International Quantum Workshop

## IonQ Training Workshop For UTC Students and Faculty

### First International Quantum Workshop

- World Leading Quantum Scientists From Canada, France, Germany, UK and USA
- Quantum Companies: IBM, IonQ, Inflection, Quobly, Quantum Valley Labs
- National Labs: Los Alamos, ORNL
- Industry (TVA, EPB) Meets Academia Panel Discussion



May 13, 2025

IonQ training workshop (60 participants with faculty and students)



Jun 23-25, 2025

International Quantum Technology workshop (100 participants 20 universities)



# Research

## RESEARCH THEMES

- Quantum Networking (Dr. Tian Li)
- Quantum Imaging and Sensing (Dr. Tian Li)
- Quantum Simulation (Dr. Rick Mukherjee)
- Quantum Information Theory and Algorithms (Dr. Rick Mukherjee)

## RESEARCH COLLABORATIONS

- Academic collaboration: Texas A&M, Hamburg, Purdue, UTK, UTSA, Harvard
- Bredeesen Center (UT-ORII): PhD Student
- ORNL (Quantum Science Center): Funding of JFA with QSC for 5 Years (Includes Los Alamos)
- Adjunct Faculty Positions at UTK and UTSA

## RESEARCH FUNDING

- July, 2022: UTC Investment (Quantum Initiative): \$3M over 3 Years
- Feb, 2024: NIST Funding (Quantum Center): \$3.5M over 4 Years
- Total NSF Funding (EXLENT:\$250k,EXPAND: \$790k, CCSS: \$590k, TIP: \$1.3M): \$3M
- Private Fundings: TVA (\$140k), DENSO (\$120k): \$260k
- ORNL (UT-Battelle): \$300k over 5 Years (to be reviewed on an yearly basis)

## RESEARCH OUTPUT

- 12 Publications In 2025 Alone (More Pre-prints)
- 1 Patent Pending (Europe and USA), Start-up German company: Eqcited

### Continuous automatic polarization channel stabilization from heterodyne detection of coexisting dim reference signals

JOSEPH C. CHAPMAN,<sup>1,\*</sup> MUNEEB ALSHOWKAN,<sup>1</sup> KAZI REAZ,<sup>2</sup> TIAN LI,<sup>2</sup> AND MARIAM KIRAN<sup>1</sup>

<sup>1</sup>Quantum Information Science Section, Oak Ridge National Laboratory, Oak Ridge, TN 37831, USA  
<sup>2</sup>Department of Physics and Chemistry and UTC Quantum Center, University of Tennessee at Chattanooga, Chattanooga, TN 37403, USA  
\*chapmanjc@ornl.gov

DOI: 10.1103/PhysRevApplied.11.020401

Quantum Science and Technology

PAPER

Solving the travelling salesman problem using Bloch sphere encoding

Kapil Gossami<sup>1</sup>, Gagan Anandkumar Veesali<sup>1</sup>, Peter Schmecher<sup>2</sup> and Rick Mukherjee<sup>1,3</sup>  
<sup>1</sup>Zentrum für Optische Quantentechnologien, Universität Hamburg, Luruper Chaussee 149, 22611 Hamburg, Germany  
<sup>2</sup>The Hamburg Centre for Ultrafast Imaging, Universität Hamburg, Luruper Chaussee 149, 22611 Hamburg, Germany  
<sup>3</sup>Department of Physics & Astronomy, University of Tennessee, Chattanooga, TN 37403, United States of America  
\*E-mail: kapil.gossami@uni-hamburg.de and rick.mukherjee@utn.edu

DISCOVER

### Quantum Algorithm Solves Travelling Salesperson Problem With 1-Qubit

Polarization-Controlled Dual-State Distribution of Bell and N00N Entanglement Over a Metro-Scale Commercial Quantum Network

Kazi Reaz<sup>1,2</sup>, Mi Mehdi Hassan<sup>3</sup>, Jacob E. Humber<sup>1</sup>, Matthew L. Boone<sup>1,3</sup>, Angel Fraire Estrada<sup>1</sup>, Rick Mukherjee<sup>1,2</sup>, H. R. Sadeghpour<sup>4</sup>, Girish S. Agarwal<sup>5</sup>, George Slopish<sup>6</sup> and Tian Li<sup>1,2,\*</sup>  
<sup>1</sup>Department of Physics & Astronomy, University of Tennessee, Chattanooga, TN 37403, USA  
<sup>2</sup>UTC Quantum Center, University of Tennessee, Chattanooga, TN 37403, USA  
<sup>3</sup>Department of Physics & Astronomy, University of Tennessee, Knoxville, TN 37996, USA  
<sup>4</sup>FAMP, Center for Astrophysics | Harvard & Smithsonian, Cambridge, MA 02138, USA  
<sup>5</sup>Institute for Quantum Science and Engineering, Department of Physics & Astronomy, Department of Biological and Agricultural Engineering, Texas A&M University, College Station, TX 77843, USA

# Research

## EDUCATION AND RESEARCH



## PATENTS

Patent in Germany/EU office, pending in USA  
(Patent No. 10 2023 119247.7)

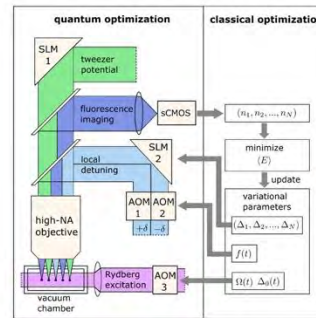


Figure 2: Beispielfhafte Implementierung unserer Erfindung mit einem Neutral-Atom Quantencomputer. Die wesentliche Neuerung unserer Erfindung zur Lösung von Optimierungsproblemen ist hier der Einsatz von lokalen Energieverstimungen, die durch lokale Lichtfelder (hell-blau) realisiert werden können. Hierzu ist beispielhaft ein variationaler quanten-klassischer Algorithmus skizziert, in dem als neue Optimierungsparameter die lokalen Lichtverstimungen  $\Delta_i$ , sowie die zeitliche Form  $f(t)$  der Verstimungen

## BUILDING A QUANTUM STARTUP COMPANY



## New Patient in the Pipeline in the UT System

### Qudit-based scalable quantum algorithm for solving the integer programming problem

Kapil Goswami,<sup>1,\*</sup> Peter Schmelcher,<sup>1,2,†</sup> and Rick Mukherjee<sup>1,3,4,‡</sup>

<sup>1</sup>Zentrum für Optische Quantentechnologien, Universität Hamburg, Luruper Chaussee 149, 22761 Hamburg, Germany

<sup>2</sup>The Hamburg Centre for Ultrafast Imaging, Universität Hamburg, Luruper Chaussee 149, 22761 Hamburg, Germany

<sup>3</sup>Department of Physics & Astronomy, University of Tennessee, Chattanooga, TN 37403, USA

<sup>4</sup>UTC Quantum Center, University of Tennessee, Chattanooga, TN 37403, USA

(Dated: August 15, 2025)

# Partnerships

## UNIVERSITIES



## NATIONAL LABS



## QUANTUM COMPANIES



## INDUSTRY PARTNERS





# Strategic Topics in Progress

- QIST Certificate Program For Working Professionals And Online Course
- QISE PhD Program
- QISE Governor's Chair (GC)
- Quantum Machine Learning Lab



# Academic Affairs Report

V.



**Dr. Jerold Hale**  
Provost and Senior  
Vice Chancellor for  
Academic Affairs



**Dr. Chris Smith**  
Director of the  
Nursing School



# Academic Affairs Report

V.



**Dr. Takeo Suzuki**  
Executive Director of the  
Center for Global Education



# College of Nursing

*Established January 1, 2026*

Christine Benz Smith, PhD, FNP-BC  
UC Foundation Professor  
Dean

50 Years In The Making

# Programs Offered

- 1973 – Bachelor of Science in Nursing
- 1984 – RN-BSN Gateway BSN (online now)
- 1990's MSN – Clinical Nurse Specialist, Nursing Informatics, Nursing Administration, Nurse Anesthesia, Family Nurse Practitioner
- 2011 DNP: Post Masters (online)
- 2012 DNP: Nursing Administration Systems (online)
- 2016 MSN Adult Gerontology Acute Care NP
- 2022 Transitioning to DNP for all APRN specialties: Nurse Anesthesia-Lifespan, FNP, AGACNP
- 2023 Accelerated BSN
- 2025 DNP Psychiatric Mental Health NP
- Post Graduate Certificates in the NP specialties





# Stats

## 2025 PASS RATES

- BSN 98.28% with 100% Overall
- DNP:FNP-L 100%
- DNP: AGACNP 100%
- DNP: NA-L 100% YTD

## EMPLOYMENT

- BSN – 100%
- APRN – 100%





# Location, Location, Location

- From McCallie, Houston and Oak
- To Third and Palmetto
- The entry to the Health Care Corridor



# Classrooms & Common Spaces





# Specialty Spaces





# Community Partnerships

- Mobile Moc Outreach to 10 Counties
- Foot Clinic Partnering with Chatt Foundation
- Minority Health Fair Renamed Chattanooga Health Expo (at UTC)
- Hamilton County Corrections Center
- Poverty Simulation
- CRNA CEUs
- Escape Rooms



## FINAL THOUGHTS

- Enrollment will increase by ~150%
- The Simulation Program will seek Accreditation
- We will offer continuing education to the community

The Dorothy And Jim Kennedy  
Health Sciences Building —  
Occupancy 6/22/27





# UTC Center for Global Education

## What We Do

**1**

**International Student & Scholar Services**  
(Plus, Immigration Compliance)

**2**

**Study Abroad Programs**

**3**

**English as a Second Language Institute (ESL)**

**4**

**Community Engagement**

**5**

**Research & Internship Abroad Programs**

**6**

**International Travel Safety & Risk Management**

## Our Team

**Takeo Suzuki**

**Laura Livermore**

**Eunice Davies**

**Jill Williams**

**Kelsey Simoni**

**Yvonne Dunham Slobodenko**

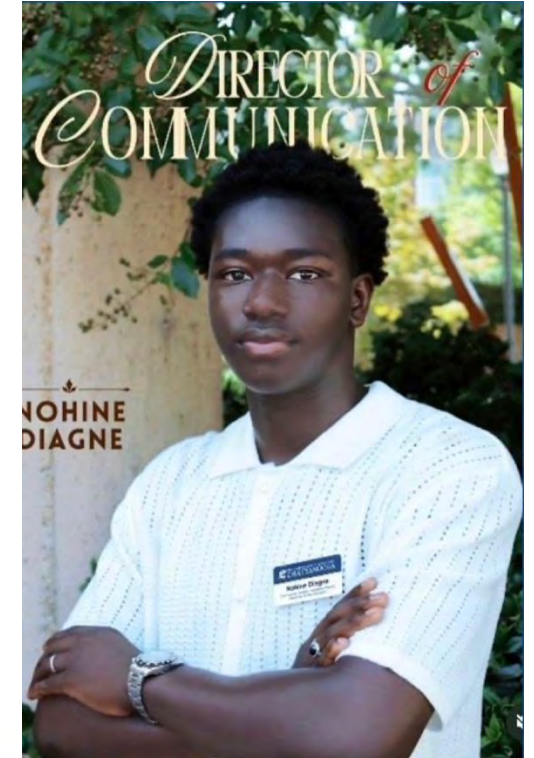
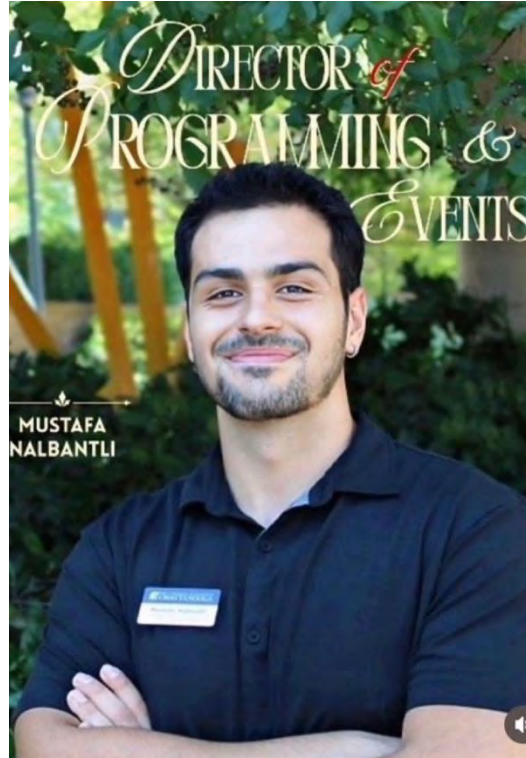
**Michelle Baksh**

**Jamie Booth**

**Aimee Spice**



# Meet Our International Student Ambassadors



FALL 2025

# Fast Facts: International Students & Scholars

**217**

+4.5%  
198 (Fall 2024)

**INTERNATIONAL  
STUDENTS AND  
SCHOLARS**

**54**

**COUNTRIES  
REPRESENTED**

#### Top 10 Countries

- |              |                |
|--------------|----------------|
| 1 I????      | 6 Saudi Arabia |
| 2 Bangladesh | 7 Brazil       |
| 3 Sudan      | 8 Turkey       |
| 4 Vietnam    | 9 Japan        |
| 5 Mexico     | 10 China       |

**10**

**VISITING  
SCHOLARS**

- |            |         |
|------------|---------|
| India      | Ghana   |
| Uzbekistan | Mexico  |
| Japan      | Bosnia  |
| Spain      | Germany |
| France     | Turkey  |



# Fall 2025

**AVERAGE GPA**

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**3.72**

**4.0 GPA**

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**44%**

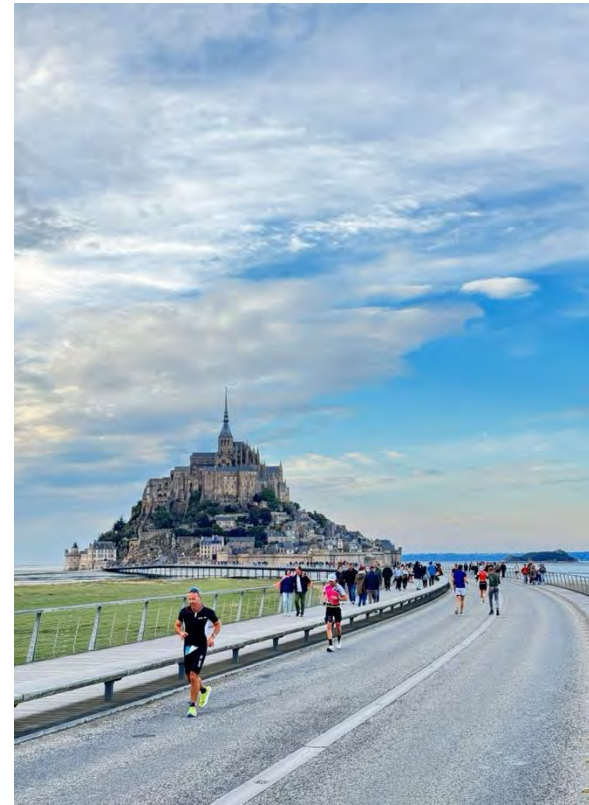




# Meet our Study Abroad Student Ambassadors

## Malcom

B.S. Communication | Senior





# Meet our Study Abroad Student Ambassadors

## Emma

B.S. Secondary Education | Senior | Boren Scholar





2025

# Fast Facts: Study Abroad

**272**

+38.1%  
197 (2024)

**UTC STUDENTS  
Studied Abroad**

**26 COUNTRIES**

Top 10 Countries

- |           |                      |
|-----------|----------------------|
| 1 Italy   | 6 South Korea        |
| 2 Spain   | 7 Australia          |
| 3 Japan   | 8 France             |
| 4 UK      | 9 Netherlands        |
| 5 Ireland | 10 Thailand   France |

**5 Top Majors**

- 1 Social Science
- 2 Business & Management
- 3 Communication
- 4 Art, Design & Theater
- 5 STEM



# What Are We in 2026?



# Our Goal

Place Chattanooga on the global map by empowering students to engage, lead, and act locally and globally.





# Financial & Capital Projects Updates

VI.



**Mr. Brent Goldberg**  
Vice Chancellor for  
Finance & Administration



# Agenda

## **Budget Process for FY 2027**

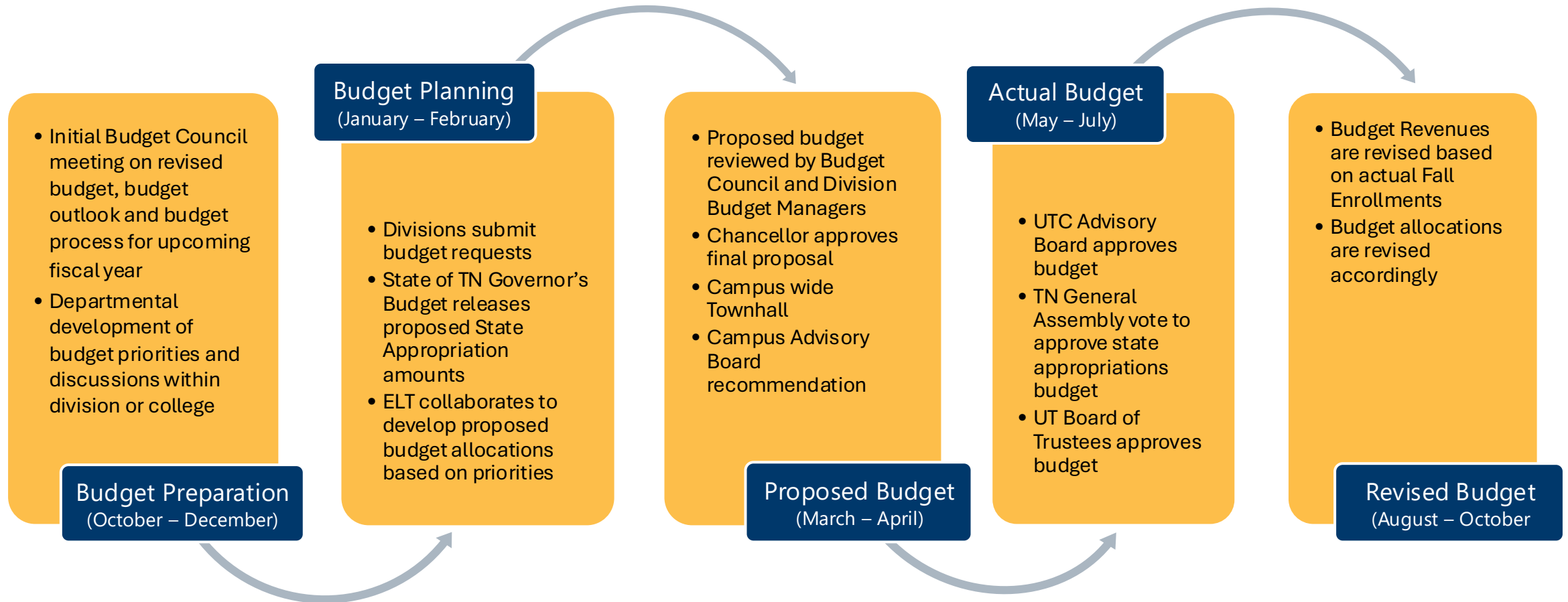
### **Current Revised Budget**

- Enrollment
- Allocations
- Revenue & Expenses

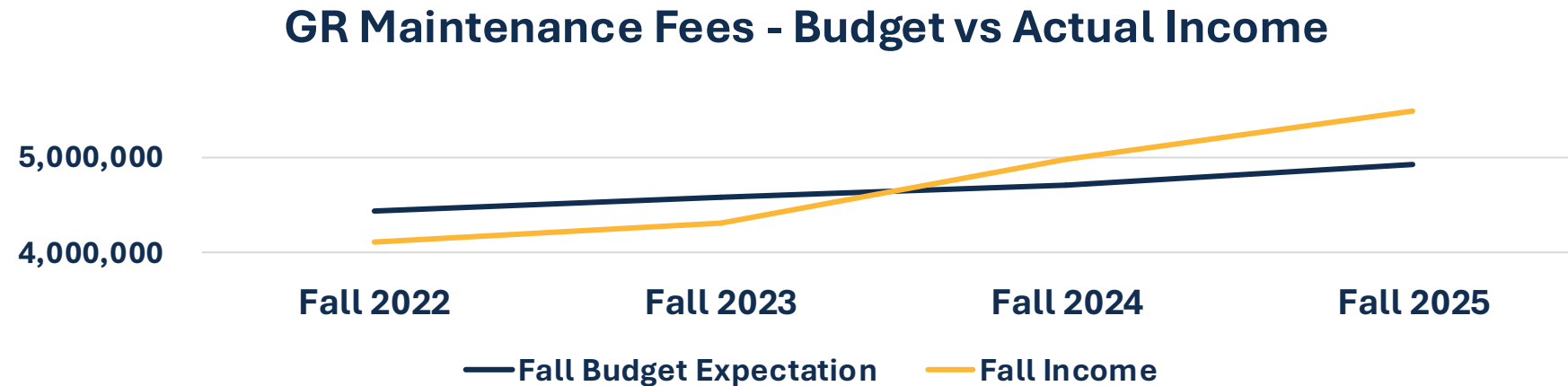
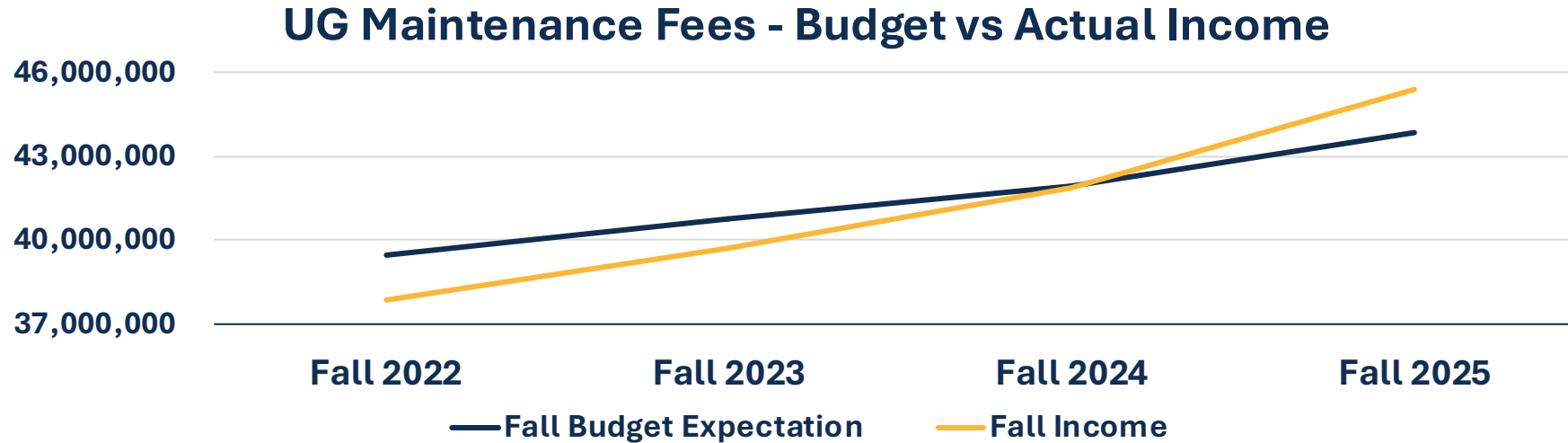
### **Operating Environment and Budget Outlook**

- Estimated State Appropriation, Tuition and Fees
- Investment Focus

# Annual Budget Planning Cycle



# Fall Enrollment Impacts on Budget and Revenues





# FY 2026

## Adopted vs. Revised Revenue Budgets

UNRESTRICTED FUNDS	FY26	FY26	Change	
Recurring	Adopted	Revised	Amount	%
<b>EDUCATIONAL AND GENERAL</b>				
<b>Revenues</b>				
Tuition and Fees	\$ 141,364,622	\$ 142,644,622	\$ 1,280,000	0.9%
State Appropriations	85,736,505	85,382,305	(354,200)	(0.4)%
Sales & Services	5,347,434	5,267,434	(80,000)	(1.5)%
Grants & Contracts	\$ 1,479,400	\$ 1,479,400		
Other Sources	\$ 257,800	\$ 257,800		
<b>Revenues</b>	<b>\$ 234,185,761</b>	<b>\$ 235,031,561</b>	<b>\$ 845,800</b>	<b>0.4%</b>

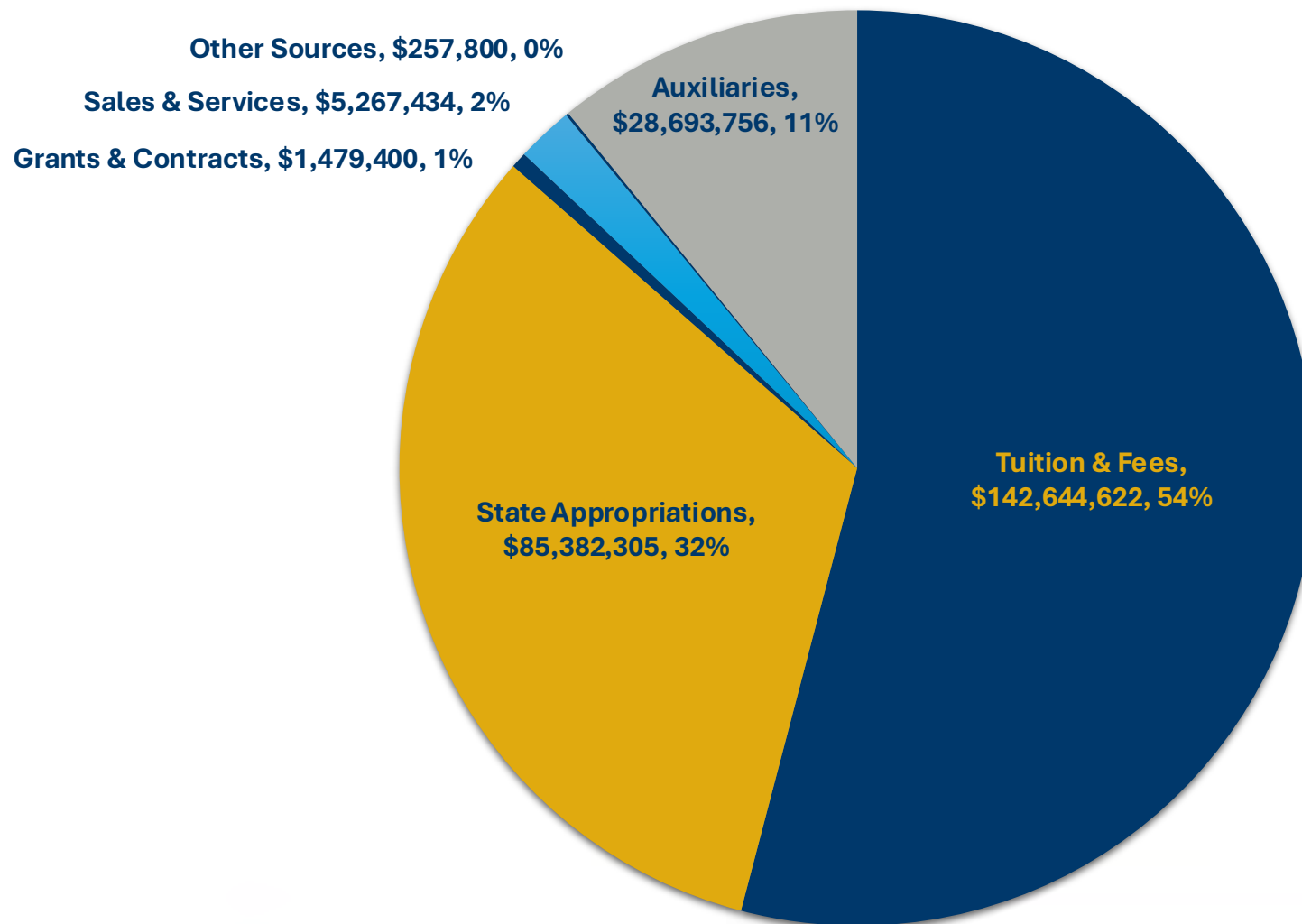
<b>Expenditure Allocations</b>	<b>Revised Allocations</b>
State Appropriations - Property/Claims Premiums	\$ 59,700
State Appropriations - Health Premiums	10,500
State Appropriations - OPEB	(391,600)
State Appropriations - TCRS Adjustments	(32,800)
Communications & Marketing - Market Advertising	200,000
Enrollment Mgmt & Student Affairs - Admissions	179,261
Athletics - NCAA Revenue Share	300,000
Graduate School	20,739
Engineering & Computer Science	500,000
<b>Expenditures</b>	<b>\$ 845,800</b>



**FY 2026**

# Revised Budgets Revenues

**Total  
\$263,725,317**

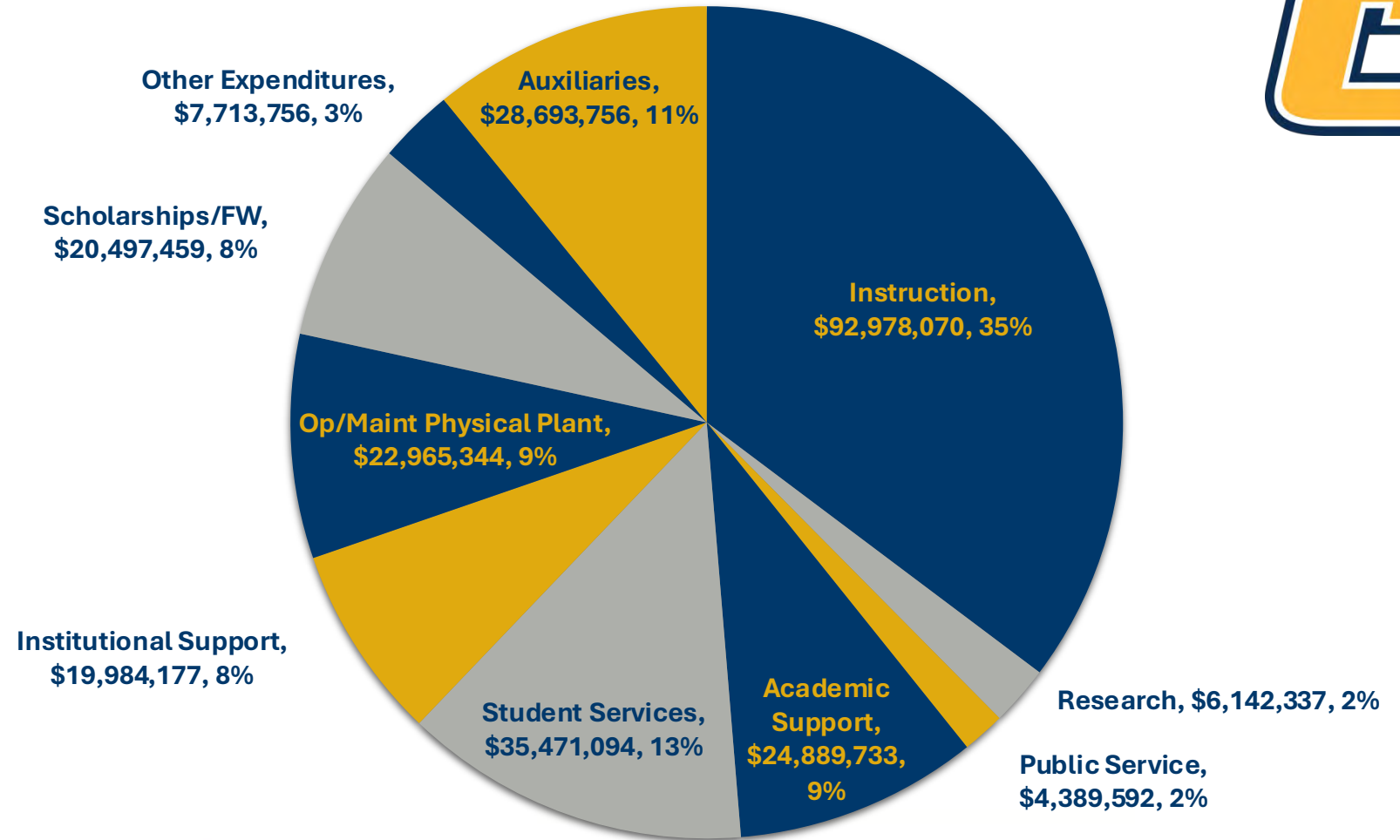




FY 2026

# Revised Budgets Expenses

Total  
\$263,725,317





# Campus Operating Environment

- Record enrollment in Fall 2025
- Enrollment goal for 2030 is aspirational and obtainable
- Invest in campus infrastructure, capacity and maintenance
- Maintain an affordable and reasonable tuition environment
- Record amount of capital projects and debt service impacts
- Opportunity to use funds strategically through process improvements (i.e. procurement methods, renegotiating contracts, position adjustments, funding and retention policies, etc.)

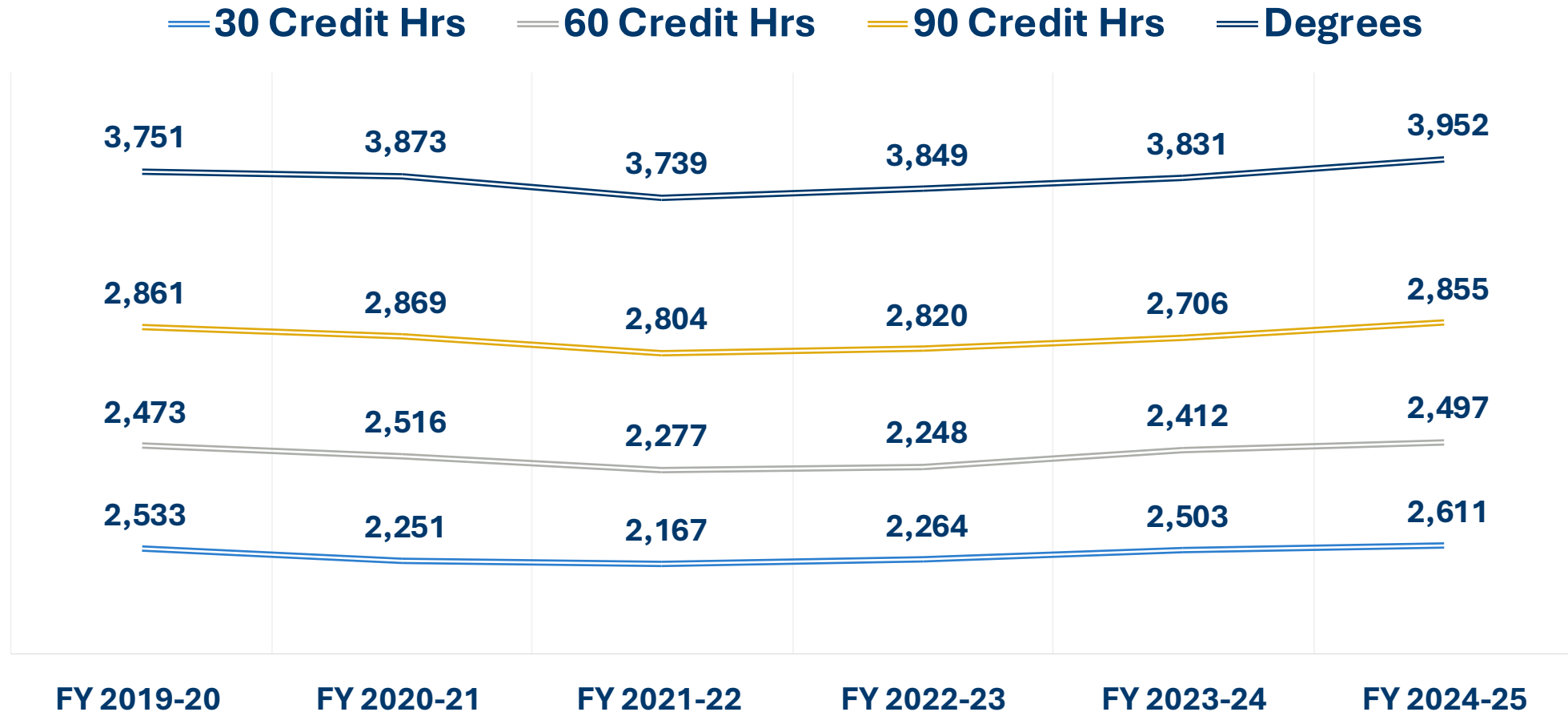
# Tennessee Outcomes Based Funding Formula

Using historical university data to derive a common set of mathematical scales and point calculations, outcomes are produced utilizing three-year averages of data and weighting data priorities.

## **OBF Components:**

- (5%) Quality Assurance Funding - scores related to excellence in programmatic and student outcomes.
- (15%) Fixed Costs - Key component to cover essential campus operations like maintenance, utilities, and equipment replacement, ensuring stable funding for infrastructure.
- (80%) Outcomes Data - The common data shared by each university includes:
  - Students Accumulating 30 hours
  - Students Accumulating 60 hours
  - Students Accumulating 90 hours
  - Bachelor's Degrees
  - Master's Degrees
  - Doctoral Degrees
  - Research, Service, and Sponsored Programs
  - Degrees per 100 FTE
  - Six-Year Graduation Rate

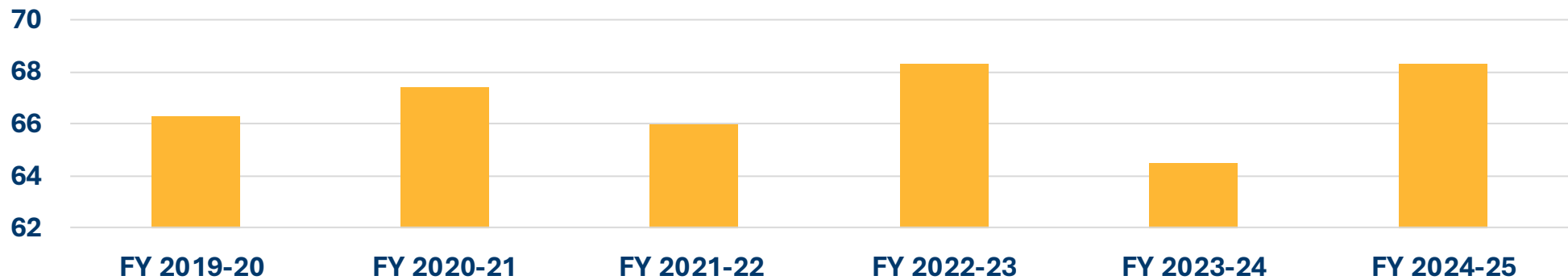
# FY 26–27 Funding Formula Data



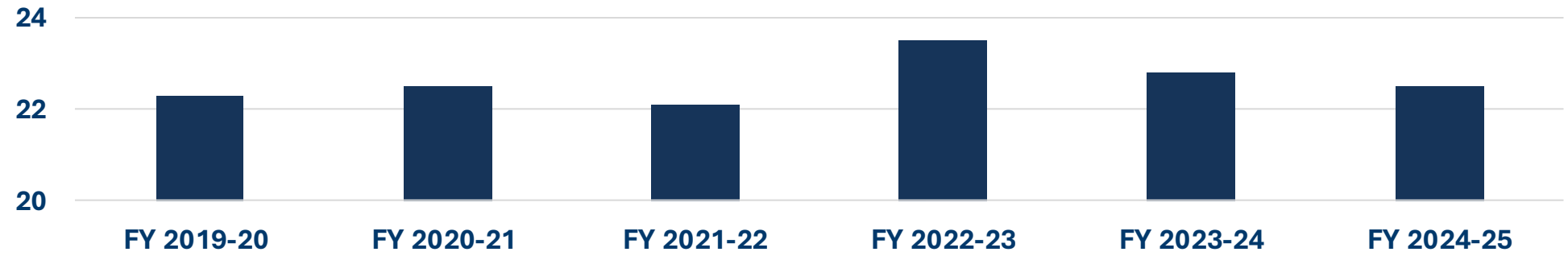


# FY 26–27 Funding Formula Data

## 6-Year Graduation Rate



## Degrees per 100 FTE



# FY 26–27 THEC Formula Funding Recommendation

UT Universities	Productivity Formula Adjustments	New Funding % Awarded
UT Chattanooga	(\$161,500)	5.38%
UT Knoxville	12,870,500	24.42%
UT Martin	(1,801,800)	2.99%
UT Southern	182,700	0.55%
LGI Universities	Productivity Formula Adjustments	New Funding % Awarded
Austin Peay	(\$3,466,900)	4.79%
East Tennessee	(3,115,800)	6.45%
Middle Tennessee State	(4,739,900)	9.31%
Tennessee State	(1,174,100)	3.42%
Tennessee Tech	(465,000)	5.13%
University of Memphis	(1,095,400)	11.74%

# Estimated New Revenue Scenarios

State Higher Ed Funding	\$1M	\$10M	\$25M	\$50M	\$75M	\$100M
State Appropriations	\$(107,700)	\$376,500	\$1,183,500	\$2,528,500	\$3,873,500	\$5,218,500
<b>Tuition Increase</b>	<b>0.0%</b>	<b>1.0%</b>	<b>1.5%</b>	<b>2.0%</b>	<b>2.5%</b>	<b>3.0%</b>
Maintenance Fees	-	\$1,002,685	\$1,504,028	\$2,005,371	\$2,506,714	\$3,008,056

- State Appropriations – Uncertain of Estimated Funding Levels or Fully Funding Formula
- THEC Recommended Tuition Binding Range 0 – 2.5%; UT System will Dictate Our Campus Tuition

	FY 2024	FY 2025	FY 2026	FY 2027
THEC Recommendation	\$150M	\$19M	\$40M	\$73.8M
State Funded	\$46M	\$17.2M	\$17M	?



# Estimated Recurring Expense Needs

Expense	Funding
Estimated 2.5% Compensation Pool	\$3,000,000
Nursing Operational Growth – Capital Plan Commitment	824,850
MS Management Faculty (New)	190,350
Campus Growth – Added Sq. Footage - Utilities	378,000
Campus Growth – Added Sq. Footage – Building Maintenance	125,000
Campus Growth – Added Sq. Footage – Facility Services	202,176
Contingency/NR items	750,000
UT System Charge	250,000
<b>Totals</b>	<b>\$5,720,376</b>

# Continued Campus Initiatives

## Enrollment

- Student Recruitment
  - Marketing & Branding
  - Enrollment Management Staffing
  - Scholarships, Fellowships, Assistantships, Dual Enrollment
- Student Retention
  - Scholarships
  - Student Services

## Carnegie R2 Designation

- New Academic Programs (Doctoral)
- Professorships

## Employee Compensation

- Performance-Based
- Professorships

## Athletics

- NCAA Revenue Share Costs
- Women Sports Complex

## Campus Maintenance

- Building Envelopes, Landscaping, Pedestrian Areas

## Current Capital Outlay Projects

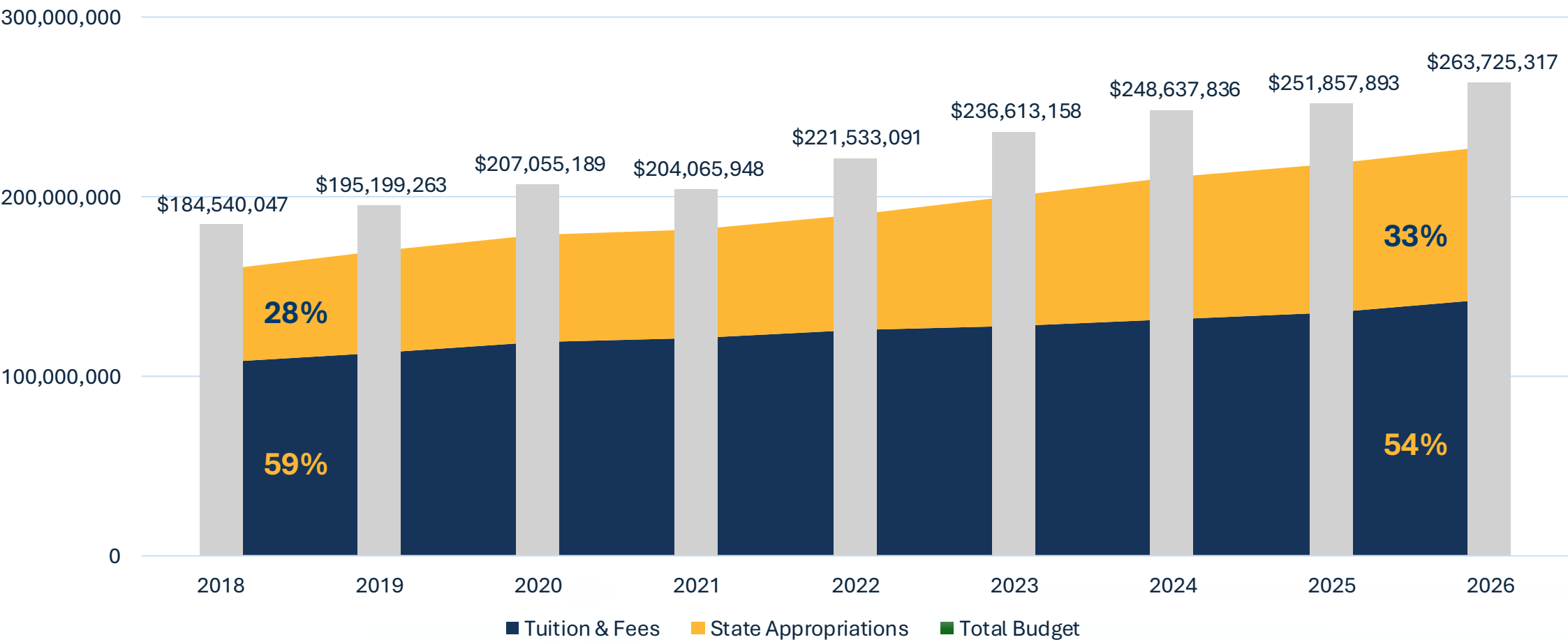
- Oak Street Residence Hall
- Kennedy Health Sciences Building
- Fletcher Addition
- UC Renovation
- 540 McCallie Renovation
- New Dining Hall
- New Parking Garage

# Year-to-Year Budget Highlights

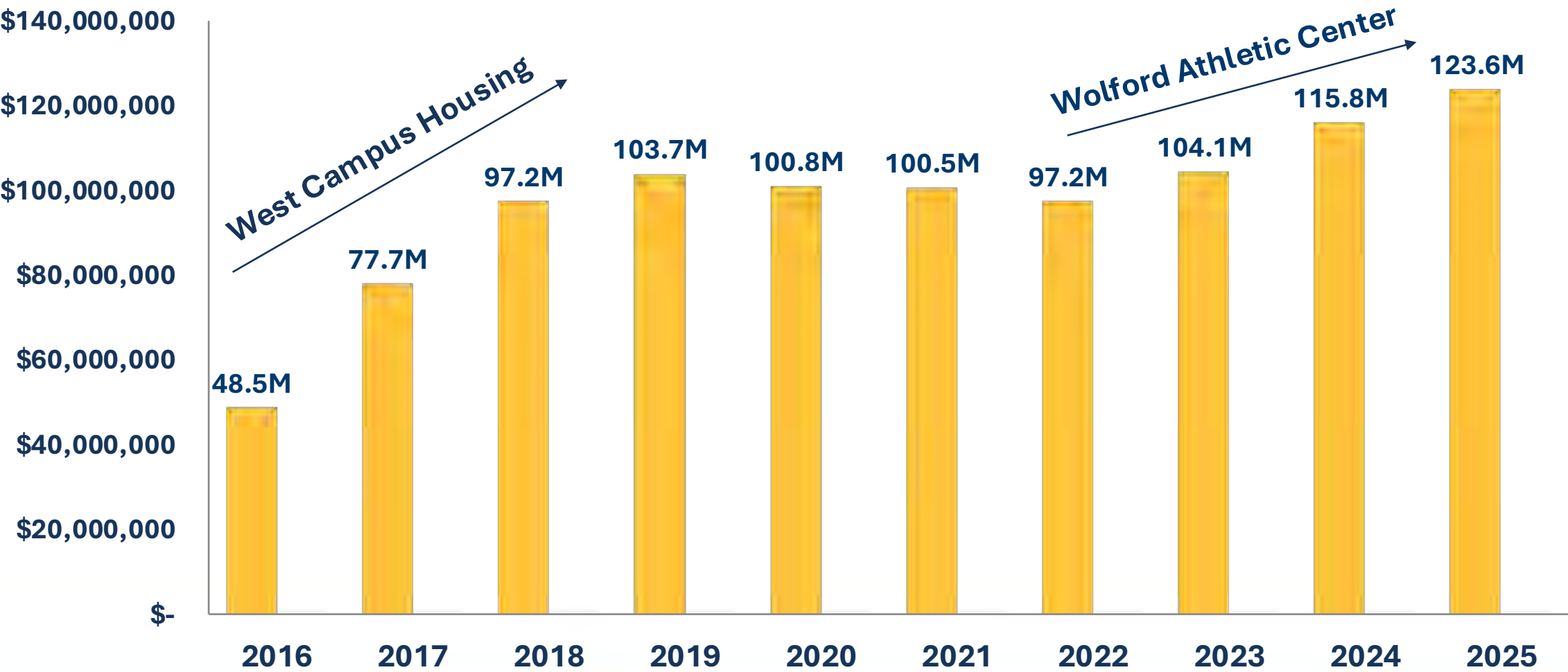
	FY 2021	FY 2022	FY 2023	FY 2024	FY 2025	FY 2026
Total Budget	\$204,065,948	\$221,533,091	\$236,613,158	\$248,637,836	\$251,857,893	\$263,725,317
Tuition Increase	0%	2.0%	0%	3.0%	3.0%	3.0%
State Appropriations – Funding Formula	\$183,800	\$1,470,100	\$4,631,900	\$1,953,400	\$1,447,200	\$(246,700)
State Appropriations – Salary	-	\$2,550,000	\$2,674,700	\$3,523,500	\$2,219,800	\$1,819,900
Compensation Plan	Faculty Promotions	2.75% \$11 Min Wage Staff Equity Faculty Promotions	3.0% \$13 Min Wage Staff Equity Faculty Promotions	4.0% \$15 Min Wage Compression Faculty Promotions	3.0% Faculty Promotions	2.5% Staff Market Faculty Market Fac Promotions
Compensation Plan Cost	\$250,000	\$3,583,720	\$3,696,910	\$4,981,424	\$3,534,425	\$5,757,572



# Revenue Trends



# Notes & Bonds Payable





# Mocs Flight Plan

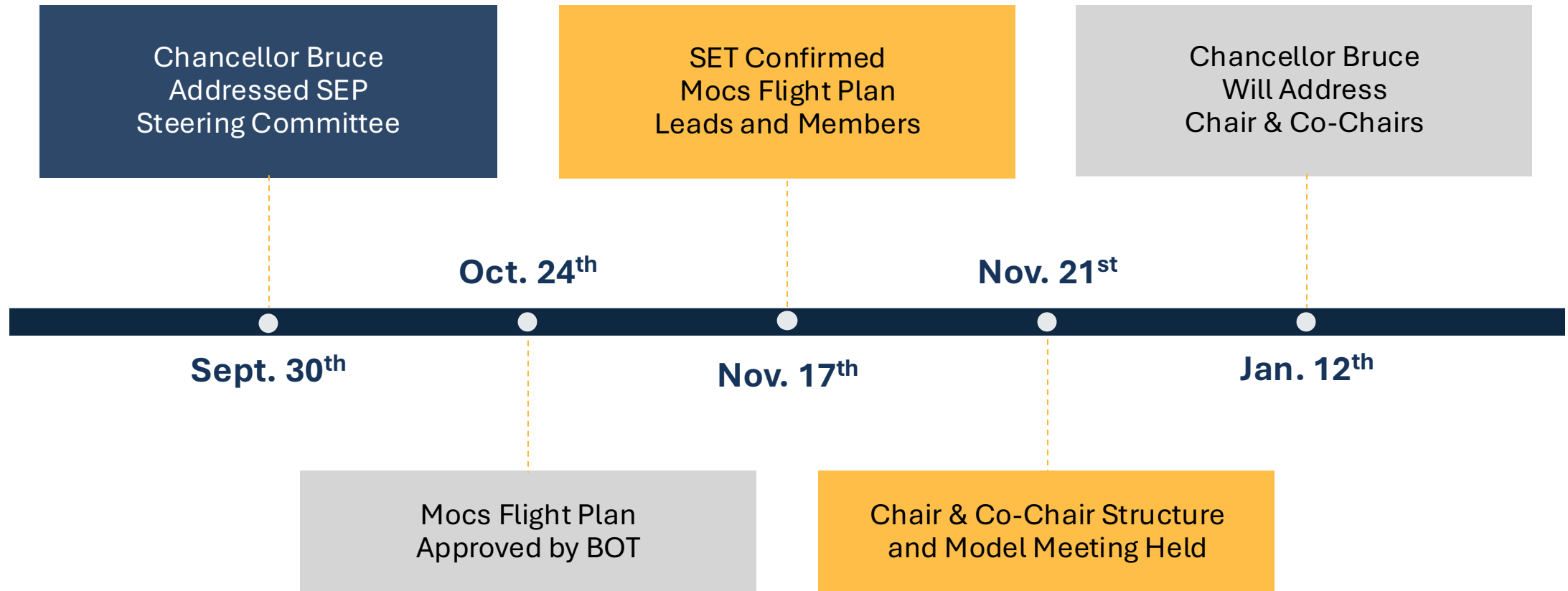
VII.



**Dr. Artanya Wesley**  
Vice Chancellor for  
Enrollment Management  
and Student Affairs

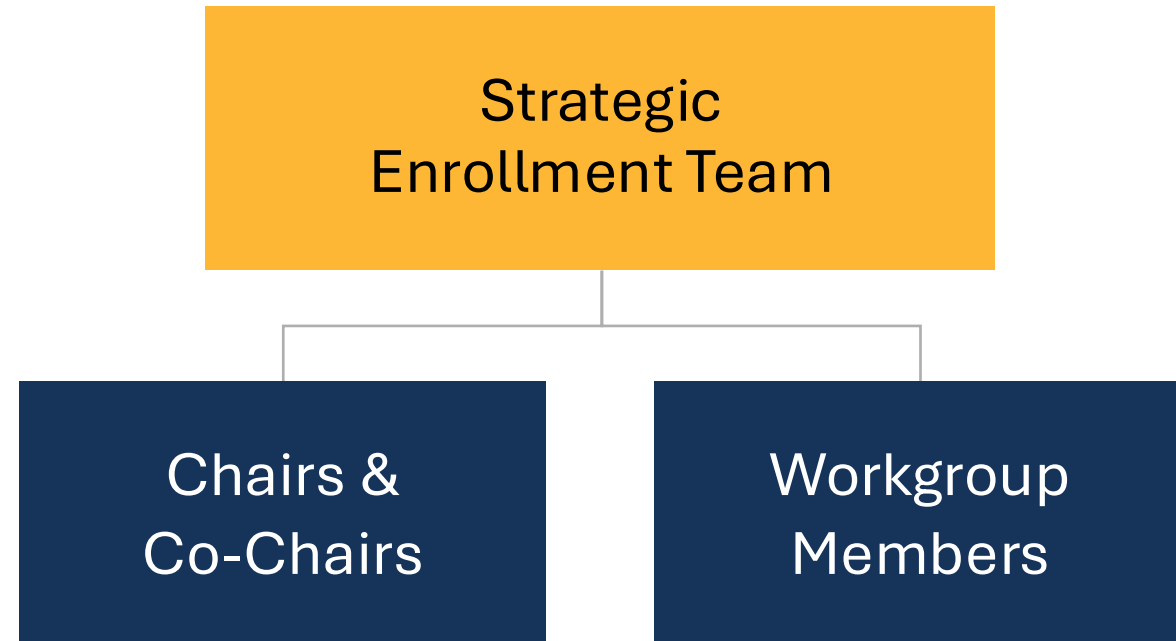


# Implementation Timeline



FLIGHT PLAN

## Implementation Model



# Mocs Flight Plan Workgroups | Chairs & Co-Chairs

First-Time Full-Time Freshmen Enrollment	<b>Lee Pierce</b> Assistant Vice Chancellor for E.M.	<b>Dr. Delight Yokley</b> Assistant Provost of Student Success
Dual Enrollment	<b>Stephanie Orr</b> Assistant Director for Dual Enrollment	<b>Dr. Niky Tejero</b> Associate Dean CAS
Transfer Enrollment	<b>Dana Adams</b> Assistant Director for Transfer Services	<b>Erica Holmes-Trujillo</b> Director of CAS Hub
Graduate Enrollment	<b>Dr. Ethan Carver</b> Dean of Graduate School	<b>Dr. Beth Crawford</b> Dept. Head & UCF Professor



# Mocs Flight Plan Workgroups | Chairs & Co-Chairs

Scholarship & Aid Access	<b>Jana Cox</b> Director of Financial Aid	<b>Jennifer Buckles</b> Senior System Analyst
Marketing & Brand Promotions	<b>Sally Halloran</b> Assistant Vice Chancellor of Marketing & Digital Strategy	<b>Dr. Christina Policastro</b> Assistant Dean of the Graduate School
Platforms & Solutions Optimization	<b>Tonia Martin</b> Director of Strategic Enrollment Technology	<b>Tony Parsley</b> Assistant Vice Chancellor & CISTO
Retention	<b>Dr. Stacie Grisham</b> Assistant Vice Chancellor for Student Success	<b>Joel Wells</b> Registrar



# UC Foundation Updates

VIII.



**Mr. Andrew Sheehy**  
Interim Vice Chancellor  
and Executive Director  
of the UC Foundation

# Priorities

## Enrollment Goals

- Campus Wide Scholarships
- Professorships
- Unit Goals

## Capital Projects

- Kennedy Health Sciences Building
- Rollins College of Business Expansion

## Athletics

- Fund for Athletics
- Women's Sports Complex





# Campus Wide

## Priorities

- Scholarships
- Student Travel  
(Conferences, Study Abroad)



# College of Arts & Sciences

## Priorities

- Expand Fine & Performing Arts Support
- Scholarships & Program Funds
- Study Abroad Opportunities





# College of Health, Education, and Professional Studies

## Priorities

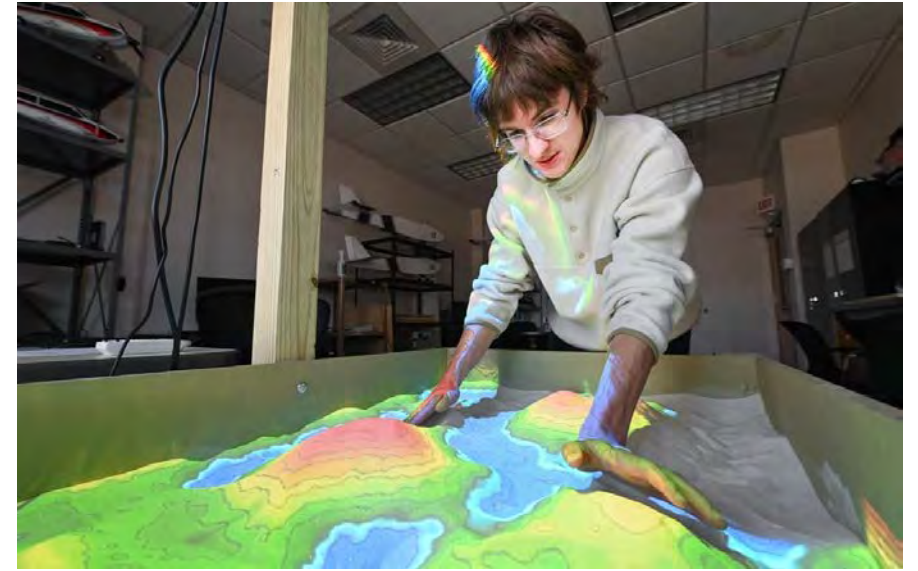
- Scholarships
- Chairs of Excellence for Faculty Recruitment
- School of Education
- Health Sciences
- Experiential Learning



# College of Engineering and Computer Science

## Priorities

- Scholarships Support
- Naming Student Success Center
- Lab Equipment
- Use-Inspired Translation Research





# Dorothy & Jim Kennedy Health Sciences Building

## HIGHLIGHTS

### Major Gift Commitments

- \$16.4M to Date
- \$3M from the Helene Fuld Trust

### Naming Opportunities

- Gifts of \$250K and Below
- Spaces and Labs



# Rollins College of Business

## Priorities

- Building Expansion
- Programmatic Support





# Athletics

## Priorities

- Dare and Do
- Mocs Club





	Dollars Raised	Number of Donors
FY26	\$1.8 Million	2,616
FY25	\$2.89 Million	2,201
FY24	\$1.7 Million	2,131
FY23	\$1.2 Million	1,475



# FY26 Performance-to-Date

As of October 22 — 31% of the Fiscal Year Complete

	To Date	Goal	% of Goal	Distance to Goal
Dollars	\$15,017,356	\$20,000,000	75%	\$4,982,644
Donors	4,692	7,000	67%	2,308
Engaged Alumni	55,419	57,150	97%	1,731

# Gift-by-Gift Band FY19–26

	FYTD	FY25	FY24	FY23	FY22	FY21	FY20	FY19
\$1M+	3	7	8	0	2	0	0	1
\$100,000–\$999,999	19	24	19	19	10	12	14	6
\$25,000–\$99,999	30	59	89	66	47	35	38	36
\$1–\$24,999	6,331	6,685	6,967	6,598	6,452	7,541	7,729	9,438
Major Gift Total	<b>52</b>	<b>90</b>	<b>116</b>	<b>85</b>	<b>59</b>	<b>47</b>	<b>52</b>	<b>43</b>



# Funds Awarded FY2025

## Student

- 1,824 Scholarship Recipients

## Faculty

- 1,824 Scholarship Recipients

## Programmatic

- 1,824 Scholarship Recipients



# UC Foundation Endowment

FY2025 **\$223.1 Million**

FY2024 **\$212.2 Million**

FY2023 **\$198.7 Million**





# Adjournment