



THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

Advisory Board Meeting

Tuesday, January 20, 2026 | 1:30-3:00 PM
James R. Mapp Building | Room 102

UTC ADVISORY BOARD MEETING

Tuesday, January 20, 2026 | 1:30 – 3:00 p.m. | James R. Mapp Building, Room 102

MEETING AGENDA

Page No.	Item	Agenda Topic	Presenter(s)
1	I	Call to Order	▪ Mr. Scott LeRoy , Advisory Board Chair
2	II	Roll Call & Quorum Confirmation	▪ Ms. Christy Waldrep , Assistant to the Chancellor
3	III	Approval of Minutes Action Required	▪ Mr. Scott LeRoy , Chair
6	IV	Chancellor's Report	▪ Dr. Lori Mann Bruce , Chancellor
19	V	Academic Affairs Report	▪ Dr. Jerold Hale , Provost and Senior Vice Chancellor for Academic Affairs, along with Dr. Chris Smith , Director of the School of Nursing, and Dr. Takeo Suzuki , Executive Director of the Center for Global Education.
38	VI	Financial and Capital Projects Report	▪ Mr. Brent Goldberg , Vice Chancellor for Finance and Administration
44	VII	Enrollment Report	▪ Dr. Artanya Wesley , Vice Chancellor for Enrollment Management and Student Affairs
49	VIII	UC Foundation Report	▪ Mr. Andrew Sheehy , Interim Vice Chancellor for Advancement and Executive Director of the UC Foundation
	IX	Announcements and Other Business	▪ Mr. Scott LeRoy , Chair
	X	Adjournment	

Agenda Item II.

Summary

Date: Tuesday, January 20, 2026

Agenda Item: Roll Call & Quorum Confirmation



**Action
Required**



**No action
required**

PRESENTER(S): Christy Waldrep, Assistant to the Chancellor

PURPOSE & KEY POINTS: A quorum was confirmed prior to the meeting, and at the start of the meeting Ms. Waldrep will call the roll of Advisory Board members, using a roll call sheet to record attendance as the formal record of members present.

- Mr. Scott LeRoy (Chair)
- Isaac Durby (Student)
- Garnett Decosimo
- Mario Duarte
- Don Reising (Faculty)
- Elaine Swafford
- Todd Womack

Agenda Item III.

Summary

Date: Tuesday, January 20, 2026

Agenda Item: Approval of Minutes



**Action
Required**



**No action
required**

PRESENTER(S): Scott LeRoy

PURPOSE & KEY POINTS: Mr. LeRoy will present the minutes from the September 23, 2025, meeting to the Advisory Board, and a voice roll call vote will be taken to approve the minutes as the official record of proceedings.

UTC ADVISORY BOARD MEETING MINUTES

1:30 PM EST

Tuesday

September 23, 2025

Mapp Building

Room 102

I. CALL TO ORDER AND ROLL CALL

Chair Scott LeRoy introduced the new student member, Isaac Durby and called the meeting to order at 1:30pm. The roll was called with the following Board members present: Garnett Decosimo, Mario Duarte, Isaac Durby, Scott LeRoy, Elaine Swafford, and Todd Womack.

II. OPENING REMARKS

Chair LeRoy welcomed everyone to the first meeting of the board for this academic year.

III. APPROVAL OF THE MINUTES OF MAY 16, 2025

The minutes of the May 16, 2025 meeting were unanimously approved (motion by Womack; second by Decosimo).

IV. CHANCELLOR'S REPORT

Chancellor Bruce reported on her efforts engaging external and internal university stakeholders during her first 90 days as chancellor. Chancellor Bruce identified her top priorities as growing enrollment, enhancing the student experience, elevating research, strengthening UTC's community partnerships, and boldly telling UTC's story. She provided an update on the success of Operation Move In and Welcome Week events. She also provided an update on UTC's record enrollment for the fall 2025 semester, student housing occupancy rate, and new research awards UTC received during the last fiscal year. Chancellor Bruce announced new leadership changes. The Vice Chancellor for Information Technology and Chief Information Officer took a job at another university and that position will not be refilled. IT Services is no longer a separate division and has been moved under the Division of Finance and Administration. Additionally, Vice Chancellor for Advancement, Kim White retired, and Andrew Sheehy has been appointed as Interim Vice Chancellor for Advancement.

V. STRATEGIC PLAN UPDATE

Dr. Frank Butler and Chancellor Bruce presented the completed strategic plan that had been sent to Board members the prior week for review. Dr. Butler explained the planning process and roadshows used to make sure the voice of the campus came through. Chancellor Bruce and Dr. Butler then explained the five strategic pillars of the plan with the strategic action items under them. Several Board members asked questions and provided feedback regarding the plan, including how to best measure progress toward the stated objectives.

The proposed strategy plan was unanimously approved by the Board via roll call vote (motion by Swafford; second by Womack).

VI. ENROLLMENT GROWTH PLAN

Chancellor Bruce and Vice Chancellor for Enrollment Management and Student Affairs Artanya Wesley shared the plan formulated to reach enrollment of 15,000 students by 2030. They outlined the strategic priorities and initiatives to reach this goal and presented an illustrative year-over-year pathway of sustainable growth to reach 15,000.

VII. ATHLETICS UPDATE

Vice Chancellor for Athletics Mark Wharton and Yousef Hamadeh. Vice Chancellor Wharton presented recent athletic and academic highlights, including winning the first ever NIT National Championship, an overall student-athlete GPA record of 3.4, and new fundraising initiatives. Vice Chancellor Wharton and Associate General Counsel Yousef Hamadeh reported on UTC's approach to supporting student athletes while ensuring compliance with NIL laws and regulations.

VIII. DEI POLICY LANDSCAPE: FEDERAL AND STATE UPDATES

Chancellor Bruce and AGC Hamadeh provided an overview of the current federal and state laws and other legal authorities related to diversity, equity, and inclusion, including the most recent legislative changes and compliance requirements. Chancellor Bruce outlined UTC's commitment to ensuring all programs and services comply with state and federal laws and that its programs and resources are open and accessible to all students.

IX. ACTIVE SHOOTER PREPAREDNESS UPDATE

UTCPD Chief O'Brien provided an overview of the active shooter training and assessment that the Department of Public Safety has implemented since last year and shared observations from the recent campus lockdown. Chief O'Brien and Associate Vice Chancellor Fuchs then provided a demonstration of new panic buttons being deployed on campus and discussed with the Board plans for disseminating this information to the campus.

X. CLOSING REMARKS

Chair LeRoy thanked everyone for their time and participation in the meeting.

XI. ADJOURNMENT

A motion to adjourn was approved unanimously via roll call vote (motion by Womack; seconded by Decosimo). The meeting was adjourned at approximately 3:10pm.

Agenda Item IV.

Summary

Date: Tuesday, January 20, 2026

Agenda Item: Chancellor's Report

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**Action
Required**

☒

**No action
required**

PRESENTER(S): Dr. Lori Mann Bruce, Chancellor

PURPOSE & KEY POINTS: Chancellor Bruce will provide an update on key developments across campus over the past three months, including academic milestones, student achievements, research and innovation highlights, major campus events, and external engagement. The update will also reflect recent media coverage, community partnerships, and institutional momentum heading into the remainder of the academic year.

UTC Earns National Recognition for Community Engagement

January 12, 2026



CHATTANOOGA—The University of Tennessee at Chattanooga has been nationally recognized for its long-standing commitment to community engagement, earning the 2026 Carnegie Community Engagement Classification—awarded by the Carnegie Foundation for the Advancement of Teaching in collaboration with the American Council on Education.

UTC was one of a select group of U.S. colleges and universities chosen in the 2026 cycle for the elective designation. Widely regarded as the nation’s most visible and selective validation of community engagement in higher education, the classification recognizes institutions that demonstrate deep, sustained partnerships with their communities and embed that work across the academic enterprise and institutional mission.

“Higher education is a vital economic engine for us all. Our colleges and universities not only fuel science and innovation, but they build prosperity in rural, urban and suburban communities nationwide,” said Timothy F.C. Knowles, president of the Carnegie Foundation, in the announcement. “We celebrate each of these institutions, particularly their dedication to partnering with their neighbors—fostering civic engagement, building usable knowledge and catalyzing real-world learning experiences for students.”

“This recognition affirms what our campus and our community have long understood—that community engagement is fundamental to who we are at UTC,” Chancellor Lori Bruce said. “As a public university, we have a responsibility to educate students and contribute to the well-being and future of the region we serve. This designation recognizes the intentional work our faculty, staff and students do every day to align learning, research and service with community priorities.”

Institutions are invited to apply for the [Carnegie Community Engagement Classification](#) based on demonstrated evidence of institutional commitment, infrastructure and impact. The designation, first offered in 2006, is not automatic; it is awarded only to campuses that can document meaningful, reciprocal engagement over time.

UTC first earned the Carnegie Community Engagement Classification in 2008 and was reclassified in 2015. The University’s current designation is valid through 2032.

“Universities are critical in shaping the future of a region, and UTC has embraced that responsibility through community engagement and collaboration in sectors that are critical to Chattanooga’s economy, including finance, mechatronics and mobility,” said Charles Wood, president and CEO of the Chattanooga Area Chamber of Commerce. “This designation reflects UTC’s leadership in connecting education, research and civic impact and we look forward to supporting UTC in future collaborations across the community.”

UTC has taken a coordinated, institution-wide approach to community engagement. From students’ earliest experiences on campus, engagement is tied directly to academic identity, encouraging students to connect classroom learning with community-identified challenges and shared responsibility.

Across disciplines, students and faculty collaborate with nonprofit organizations, public agencies and industry partners on projects that address regional priorities, including health and economic mobility, transportation, energy and public safety. These efforts range from faculty-led research and service-learning courses to large-scale initiatives that connect academic expertise with on-the-ground solutions—ensuring that engagement is both meaningful and measurable.

“Community engagement strengthens academic excellence,” Bruce said. “When students work alongside community partners, education becomes personal and relevant. They gain hands-on experience, develop a sense of purpose and graduate better prepared to lead in complex, everyday environments.”

Those partnerships are supported by institutional structures designed to ensure engagement is sustained and coordinated rather than dependent on a single office or individual.

The University’s work also reflects a deep understanding of place. UTC’s engagement efforts are shaped by Chattanooga’s history and its ongoing civic evolution, recognizing that lasting progress requires listening, trust and collaboration. That awareness has guided the University’s efforts to strengthen access, build partnerships and acknowledge that meaningful engagement grows from long-term relationships rather than short-term outcomes.

“The Carnegie Community Engagement Classification recognizes the power of sustained, reciprocal partnerships,” Bruce said. “Progress happens when universities and communities work together, bringing shared knowledge and perspectives to the table. Our partners help inform our work, and together we pursue solutions that strengthen both UTC and the region.”

Journey Health Foundation, led by president and CEO Tracy Wood, is one of those partners.

“The Journey Health Foundation’s partnership with UTC is rooted in the belief that data-driven insight and community collaboration are essential to improving health and economic outcomes,” Wood said. “This recognition underscores how universities and community partners can work together to create lasting, equitable change.”

Community engagement is a central pillar of UTC’s 2025–2030 Strategic Plan, reinforcing the University’s commitment to institutionalizing this work for the long term. The plan outlines clear objectives to strengthen partnerships, track engagement activity and expand the University’s economic, social and cultural impact across Southeast Tennessee and beyond.

Those goals reflect a deliberate effort to move from documenting engagement to sustaining it by embedding community-connected work into planning, assessment and decision-making across the institution.

“As we look to the future, this designation reinforces our responsibility to continue listening, collaborating and investing in relationships that create opportunity,” Bruce said. “We are committed to building on this momentum and ensuring that UTC remains a trusted partner and an engine for impact in our community.”

The application process itself reflected that shared commitment. More than two years of cross-campus collaboration went into documenting UTC’s engagement efforts, guided by a committee led by Vice Chancellor for Access and Engagement Stacy Lightfoot.

The process, she said, required revisiting past work, reconnecting institutional memory and capturing years of engagement that had often been led by faculty and staff closest to the community.

“This recognition reflects years of sustained, collective work across UTC—faculty, staff and leaders partnering intentionally with our community,” Lightfoot said. “The Carnegie classification affirms that community engagement is not an initiative at UTC, but a core institutional practice.”

Welcoming The Parkridge Mental Health Therapy Center to UTC – Campus Updates

October 20, 2025



The Parkridge Mental Health Therapy Center at UTC is located off the UC Foundation Apartments courtyard (Suite 5217).

Sent on behalf of Dr. Chris Smith and Dr. Corinne Webster

Dear UTC students, faculty and staff,

We are excited to share that the Parkridge Mental Health Therapy Center at UTC is now open, bringing expanded mental health resources to our campus community.

The [Parkridge Mental Health Therapy Center at UTC](#) provides a welcoming, office-based space where licensed therapists offer individual and group therapy for UTC students, faculty and staff. Located off the UC Foundation Apartments courtyard (Suite 5217), the center is open Sunday through Thursday from 11 a.m. to 7:30 p.m. The phone number is 423-680-5595.

This collaboration supports UTC's holistic approach to well-being, recognizing that mental and emotional health are central to the success of our students, faculty and staff alike. By partnering with Parkridge Health System, we are creating an accessible, compassionate resource designed to strengthen our entire campus community.

The partnership between UTC and Parkridge has been several years in the making and reflects a shared commitment to holistic campus wellness. The Parkridge Mental Health Therapy Center extends the services already available through the UTC Counseling Center by providing a higher level of care for those who may need more frequent or longer-term therapy. It also offers evening and Sunday hours, expanding access to care beyond the traditional workday.



Therapists at the Parkridge Mental Health Therapy Center support treatment for a wide range of mental and emotional health needs—including anxiety, depression, mood disorders, obsessive-compulsive disorder (OCD), trauma and life transitions. They are committed to helping members of our campus community find care close to where they live, learn, work and study.

For students, the center serves as an additional resource when needs go beyond the short-term counseling or crisis intervention available through the UTC Counseling Center. Counselors can coordinate directly with Parkridge clinicians to ensure continuity of care and comprehensive student support.

For faculty and staff, the center offers a convenient, confidential option for professional counseling on campus. Employees can contact the center directly to schedule appointments.

Parkridge accepts most insurance plans and is committed to making care affordable for anyone who seeks support.

For more information, visit the [UTC Counseling Center webpage](#).

In addition, the UTC community is invited to a ribbon-cutting celebration at 11 a.m. on Monday, Oct. 27, in the UC Foundation Apartments courtyard to mark the center's official opening. Light refreshments will be served.

We are grateful for this partnership and what it represents—a shared effort to make mental health care more accessible and to nurture a culture of care across our campus.

With a shared commitment to better health,

Christine Benz Smith, Ph.D., APRN, FNP-BC
Director, School of Nursing

Chief Health Affairs Officer, Division of Enrollment Management and Student Affairs
L. Corinne Webster, Ph.D., LPC-MHSP/S, CSC, RPT, NCC
Director, UTC Counseling Center

Jermaine Freeman Named Executive Director of Economic and Workforce Development

December 4, 2025



Jermaine Freeman (photo by Angela Foster)

The University of Tennessee at Chattanooga today announced that Jermaine Freeman has been appointed executive director of economic and workforce development, a new leadership position created to strengthen UTC's role in regional talent development and economic progress.

A Chattanooga native who spent nine years in senior leadership roles with the City of Chattanooga—including service as chief of staff in the Mayor's Office, as the city's senior advisor for economic opportunity and as the city's director of economic programs—Freeman has built extensive experience in economic and workforce development.

Across those positions, he worked with industry partners on economic development initiatives, talent pipelines, small-business support efforts and major redevelopment projects.

UTC Chancellor Lori Bruce said the new position will help the University play a more coordinated and strategic role in meeting the region's workforce needs.

"Jermaine has been in workforce and economic development for years, and he already has strong working relationships across Chattanooga because of his previous roles with the city," Bruce said. "His experience and relationships make him a natural fit for this work."

Bruce said the role strengthens the University's ability to respond to emerging workforce trends while supporting Chattanooga's continued growth.

"His focus will be on ensuring our academic programs align with the workforce needs of Chattanooga and the region," she said. "This work helps our students find strong career paths and helps UTC stay connected to what the community needs."

At UTC, Freeman will serve as the University's lead liaison to employers, workforce agencies, industry partners and regional development organizations. He will work with academic leaders to align programs with high-demand occupations, identify regional workforce trends, and support the development of new degree pathways, certificates and credentials.

He will also represent UTC in regional and statewide economic development projects and support efforts to attract new industry to the area.

"When a region is trying to attract new industry, it's common to lean on the local university to help reassure companies their workforce needs will be met," Bruce said. "UTC has an important role in that work, and this position strengthens our ability to do so."

Freeman said joining UTC feels both purposeful and personal.

"The University of Tennessee at Chattanooga has an incredible opportunity to be a driver for economic and workforce development because of its exceptional faculty and students," Freeman said. "I am thrilled to use my skills and experience to advance Chancellor Bruce's vision for making the University an unstoppable economic force for our region."

Freeman, a graduate of the Chattanooga School for the Arts and Sciences, earned his MBA from UTC in 2014. He said returning to campus in his new capacity carries deep meaning.

"I feel an incredible sense of pride to be able to apply the skills that I've developed over the years in economic and workforce development to advance the interests of UTC students," he said. "It's incredibly rewarding."

Dr. Mina Sartipi Named Interim Vice Chancellor for Research at UTC

December 18, 2025



Dr. Mina Sartipi (photo by Angela Foster)

University of Tennessee at Chattanooga Chancellor Lori Mann Bruce today announced the appointment of Dr. Mina Sartipi as interim vice chancellor for research, effective January 2026.

Sartipi currently serves as the executive director of the UTC Research Institute and as the founding director of the Center for Urban Informatics and Progress (CUIP). She is a Guerry Professor and UC Foundation Professor in UTC's Department of Computer Science and Engineering and holds a joint faculty appointment with Oak Ridge National Laboratory.

"Mina is a highly respected faculty member in our College of Engineering and Computer Science and research leader with deep institutional knowledge and a strong record of translating research into real-world impact," Bruce said. "Her leadership at UTCRI and CUIP, along with her ability to build strong partnerships across government, industry and academia, positions UTC well to continue advancing its research mission during this transition."

In her current roles, Sartipi has led cross-disciplinary research initiatives that leverage Chattanooga's city-scale mobility testbed, regional partnerships and emerging technologies. Her work has contributed to more than \$35 million in funded research from federal, state and private sources, including the National Science Foundation, the U.S. Department of Energy, the U.S. Department of Transportation, the National Institutes of Health, the State of Tennessee, the City of Chattanooga and multiple industry partners.

"I am honored to serve as interim vice chancellor for research," Sartipi said. "UTC has built strong momentum by aligning faculty excellence with meaningful partnerships and applied research. I look forward to working across campus to support our researchers, strengthen interdisciplinary collaboration, and continue expanding UTC's role as a trusted partner in discovery, innovation and workforce development."

CUIP has collaborated extensively with local, state and federal partners to deploy research in real-world settings, including the development of Chattanooga's MLK Smart Corridor and other large-scale smart city initiatives focused on mobility, energy and health.

Sartipi joined UTC as an assistant professor of computer science in 2006. She was designated as a UC Foundation Professor and a Guerry Professor in 2015 and 2020, respectively; named a faculty member of the Bredesen Center for Interdisciplinary Research and Graduate Education—jointly operated by the University of Tennessee and Oak Ridge National Laboratory—in 2018; and received a joint faculty appointment at Oak Ridge National Laboratory in 2023. She was also named a 2019 Chattanooga Influencer by Edge, Chattanooga's business magazine, for her role in advancing smart city research and collaboration with public and private partners.

In addition to her academic leadership, Sartipi serves on the boards of EPB, The Enterprise Center, Chattanooga Design Studio, Siskin Hospital, and Variable, Inc., reflecting her longstanding engagement at the intersection of research, community and economic development.

Sartipi earned a bachelor's degree in electrical engineering from Sharif University of Technology in Tehran, Iran, and a master's degree and doctorate in electrical and computer engineering from the Georgia Institute of Technology.

Quantum

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 Bredeesen, 1 UTSA), 2 more to join from UTK
- 1 master student, 3 undergraduates



INTERNAL ADVISORY TEAM

- RI head, VCR and 2 Deans

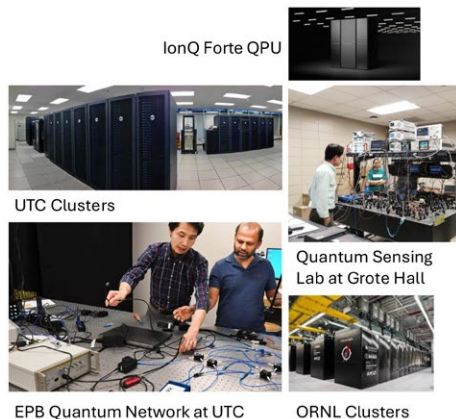
EXTERNAL ADVISORY TEAM

- 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



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)



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, Qubly, Quantum Valley Labs
- National Labs: Los Alamos, ORNL
- Industry (TVA, EPB) Meets Academia Panel Discussion



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
- Bredesen 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 a yearly basis)

RESEARCH OUTPUT

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



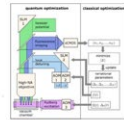
Research

EDUCATION AND RESEARCH



PATENTS

Patent in Germany/EU office, pending in USA
(Patent No. 10.2023 119247.7)



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,^{1,*} Peter Schmelcher,^{1,2,3} and Rick Mukherjee^{1,3,4,1}

¹Zentrum für Optische Quantentechnologien, Universität Hamburg, Luruper Chaussee 149, 22761 Hamburg, Germany

²The Hamburg Centre for Ultrafast Imaging, Universität Hamburg, Luruper Chaussee 149, 22761 Hamburg, Germany

³Department of Physics & Astronomy, University of Tennessee, Chattanooga, TN 37403, USA

⁴UTC Quantum Center, University of Tennessee, Chattanooga, TN 37403, USA

(Date: August 15, 2025)



Partnerships

UNIVERSITIES



Universität Hamburg
DER FACHBEREICH 1 DER UNIVERSITÄT HAMBURG



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



Agenda Item V. Summary

Date: Tuesday, January 20, 2026

Agenda Item: Academic Affairs Report

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**Action
Required**

☒

**No action
required**

PRESENTER(S): Dr. Jerold Hale, Provost and Senior Vice Chancellor for Academic Affairs, along with Dr. Chris Smith, Director of the School of Nursing, and Dr. Takeo Suzuki, Executive Director of the Center for Global Education.

PURPOSE & KEY POINTS: Provost Jerry Hale, Dr. Chris Smith, and Dr. Takeo Suzuki will provide updates on key academic initiatives, including the proposed Doctor of Philosophy in Quantum Information Science and Engineering within the College of Arts and Sciences, the elevation of the School of Nursing to a college, and recent academic accomplishments. The item will also include an overview of the UTC Center for Global Education, highlighting international student and scholar services, study abroad participation, global experiential learning, and international partnerships. The discussion will emphasize strategic alignment, workforce relevance, access, student success, faculty engagement, and preparing globally competent graduates in support of UTC's institutional mission.

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

UTC Center for Global Education

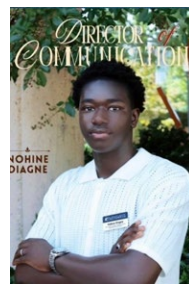
What We Do

- 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 India 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

3.72

4.0 GPA

44%

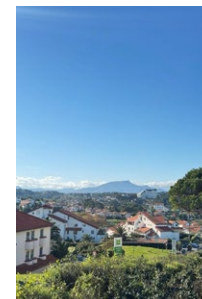
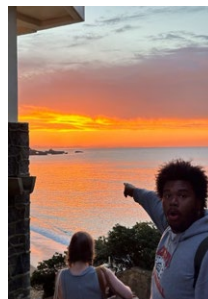
THE UNIVERSITY OF TENNESSEE
CHATTANOOGA



Meet our Study Abroad Student Ambassadors

Malcom

B.S. Communication | Senior



THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

Meet our Study Abroad Student Ambassadors

Emma

B.S. Secondary Education | Senior | Boren Scholar



THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

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

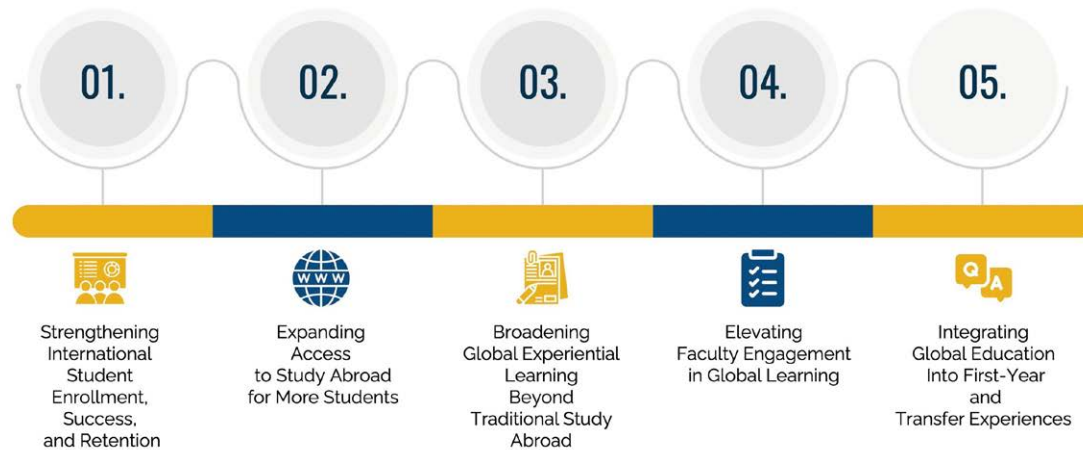
5 Top Majors

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

THE UNIVERSITY OF TENNESSEE
CHATTANOOGA



What Are We in 2026?



Our Goal

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



UTC Officially Launches College of Nursing

January 6, 2026



UTC Certified Registered Nurse Anesthetist students Jackie Medina, front, and Melina Maple, under the watchful eye of Dr. Garrett Salmon, work on airway techniques. Photo by Angela Foster.

The University of Tennessee at Chattanooga has officially launched the College of Nursing, elevating one of the University's longest-standing and most impactful academic programs to college status. The designation took effect Jan. 1.

The launch follows approvals by the UT Board of Trustees and the Tennessee Higher Education Commission and formalizes the role nursing plays at UTC and across the region's health care workforce. With nearly 1,000 students enrolled across undergraduate and doctoral programs, the College of Nursing becomes UTC's fifth academic college.

"Elevating the nursing program to a college reflects the impact this program has had—and will continue to have—on our region and our state," UTC Chancellor Lori Bruce said. "UTC nurses show up every day in hospitals, clinics and communities across Tennessee, and this designation recognizes the importance of that work."

“With nearly 1,000 students preparing for nursing careers, becoming a college strengthens our ability to educate, attract and retain the next generation of health care professionals. It sends a clear signal about our commitment to meeting Tennessee’s most pressing workforce needs.”

Dr. Chris Smith, who has led the nursing program since 2014, serves as the inaugural dean.

“The most important thing for us is that people in the general public will understand that UTC has an excellent nursing program—and the elevation to a college will give us more visibility,” Smith said. “We will continue to have the excellent programming that we have always had and we will continue to support the excellent faculty that we have always had.”

UTC’s nursing portfolio spans the workforce continuum: the Bachelor of Science in Nursing (BSN) and accelerated BSN programs; RN-to-BSN (Gateway); the Doctor of Nursing Practice (DNP) with nurse practitioner concentrations in adult gerontology acute care, psychiatric mental health and family practice; and the nationally recognized nurse anesthesia program, which transitioned to UTC in 1994 after operating as a certificate program through Erlanger starting in 1972—and reports a 100% employment rate for Certified Registered Nurse Anesthetist graduates. Nursing also offers a DNP in Nursing Administration Systems for those seeking leadership roles and a post-master’s DNP for advanced practice registered nurses who wish to earn the doctoral degree.

The program reports a five-year average National Council Licensure Examination (NCLEX) pass rate of 97%, fulfilling the requirement for licensure as a registered nurse, and reports a 100% employment rate for its nursing graduates. Over 70% of BSN graduates remain in the greater Chattanooga area after licensure, and 83% of Family Nurse Practitioner graduates stay in Tennessee.

Launched in 1973 and shaped by more than five decades of regional need, UTC’s nursing program has grown into a cornerstone of Chattanooga’s health care corridor. Smith said the college designation strengthens employer awareness of UTC nursing graduates across clinical settings where students train alongside peers from institutions nationwide.

Administratively, the transition reflects a structure that has long functioned at a college scale. Dr. Brooke Epperson has been named associate dean and undergraduate program director, and Dr. Christi Denton has been named assistant dean for graduate education while continuing as program director for the adult gerontology acute care nurse practitioner program.

Existing program coordinators have been retitled as program directors to align with national norms for colleges of nursing.

Smith said additional positions, including future development support aligned with other UTC colleges, will be phased in over time as the College of Nursing continues to grow.

The launch also comes as UTC continues construction of the Dorothy and Jim Kennedy Health Sciences Building at the corner of Palmetto and East 3rd streets. The 90,000-square-foot facility, scheduled to open for classroom instruction in fall 2027, will allow for a 152% enrollment increase and expanded simulation, clinical training and interprofessional learning space.

The new facility will accommodate more than 400 students daily and feature eight classrooms, five task-training spaces, eight standardized patient-actor exam rooms, a specialized space for labor and delivery experiences, and a simulated intensive care unit (ICU) and emergency room. A dedicated hall of patient care rooms—similar to those in acute care facilities—will feature a simulated nurse’s station and a medication room.

Smith said the expanded space will allow the College of Nursing to admit more qualified applicants while strengthening hands-on clinical preparation. Beyond infrastructure, the elevation to a college creates capacity for strategic growth.

“I will rely more on Doctors Epperson and Denton for the day-to-day operation,” Smith said. “That will allow me to spend time helping support some of those programs like the MobileMOC.”

MobileMOC is a mobile health outreach clinic that delivers preventative care and interprofessional training in rural counties across Southeast Tennessee.

Smith said that the College of Nursing is developing an Interprofessional Center of Excellence for Health that would bring together nursing, social work, nutrition, physical therapy, occupational therapy and other partners to support collaborative education, research and community engagement.

“The purpose of the center is to catalyze collaboration across UTC’s academic programs,” Smith said. “It is intended to serve as a hub for community-focused collaboration, particularly in areas related to aging populations and integrated health care delivery, while also supporting interprofessional education required by nursing accrediting bodies.”

Smith described the college designation as external validation of work that has been underway for decades.

“The recognition by the Board of Trustees at UT and the Tennessee Higher Education Commission—recognizing the excellence of the program and that it is worthy of being its own college—is icing on the cake,” she said. “We’re going to continue to do what we do.”

College Of Nursing to Become UTC's Fifth Academic College

October 24, 2025



Conceptual rendering of the Dorothy and Jim Kennedy Health Sciences Building, the future home of the UTC College of Nursing.

The University of Tennessee at Chattanooga announced today that the UT Board of Trustees has approved the elevation of the School of Nursing to the UTC College of Nursing—pending final approval from the Tennessee Higher Education Commission—marking a significant academic milestone for a program that has prepared nurses for the region for more than five decades.

“It is rare to have the opportunity to establish a college,” UTC Chancellor Lori Bruce said. “Elevating nursing to the college level brings visibility to an enterprise that has been delivering for this region for more than 50 years.”

“When you have nearly 1,000 students preparing for nursing careers, alumni practicing across the state, and a reputation for excellence, the title matters. Being a college gives weight to the work and helps us attract more people into a profession that Tennessee critically needs.”

Bruce thanked UT System President Randy Boyd, the UT Board of Trustees, and legislative leaders—including members of the Hamilton County legislative delegation—for their continued support.

“Their leadership and investment make it possible for us to scale a program that directly serves Tennesseans when they are at their most vulnerable,” she said. “When someone in a hospital or clinic is at their most vulnerable moment, the nurse at their bedside may have come from UTC.”

UTC's nursing portfolio spans the workforce continuum: the Bachelor of Science in Nursing (BSN) and accelerated BSN programs; RN-to-BSN (Gateway); the Doctor of Nursing Practice (DNP) with nurse practitioner concentrations in adult gerontology acute care, psychiatric mental health and family practice; and the nationally recognized nurse anesthesia program—which has been preparing Certified Registered Nurse Anesthetists since 1972 and reports a 100% employment rate for graduates. Nursing also offers a DNP in Nursing Administration Systems for those seeking leadership roles and a post-master's DNP for advanced practice registered nurses who wish to earn the doctoral degree.

When it is officially launched, the College of Nursing will become UTC's fifth academic college, joining the College of Health, Education and Professional Studies—where the School of Nursing is currently housed; the College of Arts and Sciences; the College of Engineering and Computer Science; and the Gary W. Rollins College of Business.

Provost and Senior Vice Chancellor for Academic Affairs Jerold Hale said the change formalizes what already exists.

“Elevating the School of Nursing to a college is recognition of its excellence,” Hale said. “As we expand the nursing programs, this will help us continue to recruit and attract outstanding faculty members and students to the programs.”



MobileMOC—an outreach health clinic on wheels—is designed to provide health care access for older adults in local rural communities, offering services such as preventive care, screenings, chronic disease management and social services. Photo by Angela Foster.

Hale said the administrative transition will be straightforward because the School of Nursing already functions with the size and budget structure typical of a college.

The transition comes as UTC builds the new [Dorothy and Jim Kennedy Health Sciences Building](#) at the corner of Palmetto and East 3rd streets. The 90,000-square-foot facility—scheduled to open for classroom work in fall 2027—will enable a 152% enrollment increase. The nursing program currently accepts approximately 50% of applicants and turns down eligible students due to space and class size limitations.

The new facility will accommodate more than 400 students daily and feature eight classrooms, five task training spaces, eight standardized patient actor exam rooms, a specialized space for labor and delivery experiences, and a simulated intensive care unit (ICU) and emergency room. A dedicated hall of patient care rooms—similar to those in acute care facilities—will feature a simulated nurse’s station and a medication room.

UTC is also expanding its physical reach through initiatives like [MobileMOC](#), a mobile health outreach clinic delivering preventative care and interprofessional training to rural counties in Southeast Tennessee. The MobileMOC initiative is funded through a \$2.6 million grant and extends UTC’s nursing impact beyond campus while serving older adults and caregivers in underserved communities.

Dr. Chris Smith, director of the School of Nursing, will be the inaugural dean of the new college.

“Being a college will heighten our visibility, not only in Chattanooga and southeast Tennessee—but across the state, the southeast region and the country as well,” Smith said. “While we already have more applicants than we can handle at our current enrollment, this will inform a lot of potential students in the area that, yes, this is a great College of Nursing—one I want to be a part of.”

Smith said the elevation aligns with UTC’s commitment to grow enrollment in high-need fields.

Bruce stressed the workforce dimension. She noted that the Tennessee Hospital Association projects significant nursing shortages over the next decade.

“The Kennedy Health Sciences Building increases the number of people we can train on campus. MobileMOC increases the number of people we can serve off campus. Transitioning nursing to a college brings those efforts under a banner that signals scale, stability and commitment to meeting the state’s workforce needs,” she said.

The UTC nursing program enrolls nearly 1,000 students across the undergraduate, nurse practitioner, nurse anesthesia and doctoral levels, and has earned national recognition for academic excellence and workforce readiness.

Among its achievements and accolades:

- In 2023, Nurse.org named UTC’s BSN program the No. 1 BSN program in Tennessee.
- The school maintains a five-year average National Council Licensure Examination (NCLEX) pass rate of 97%, fulfilling the requirement for licensure as a registered nurse, and reports a 100% employment rate for its nursing graduates.
- Along with traditional and accelerated BSN programs, the nursing school offers DNP degrees and post-graduate certificate programs in multiple nurse practitioner concentrations.



For more than 50 years, UTC's nursing program has evolved with regional need. Launched in two rooms of Race Hall in 1973 and later relocated to Brock Hall, Guerry Center and the Metro Annex, the program has grown into a major producer of nurses for Chattanooga's health care corridor.

Over 70% of BSN graduates remain in the greater Chattanooga area after licensure, and 83% of Family Nurse Practitioner graduates stay in Tennessee.

"The new College of Nursing brings a level of recognition that this program deserves," Bruce said. "This is about honoring the decades of care our graduates have already provided and expanding the pipeline for the years ahead."

Animating Cultural Understanding and Empathy For Intercultural Communication

By Takeo Suzuki, Ed.D, Senior International Officer & Executive Director, Center for Global Education, The University of Tennessee at Chattanooga



For today's college students, advancing their curiosity through a lens they're already familiar with can be a powerful way to enhance engagement and broaden their worldview. That principle guides Japanese Anime and Manga in the Global Context, one of the most engaging and thought-provoking courses I offer. Each semester, students bring fresh perspectives and questions that deepen the collective learning experience. I know this from both teaching and leading first-year experience programs, as well as from being a parent – my 18-year-old daughter just started college this fall – so I understand the excitement and challenges of this important transition.

While anime and manga are widely recognized for their entertainment value, in this first-year course, we explore them as powerful cultural texts – ones that offer insight into Japanese society, values, and broader themes of intercultural communication. What unfolds during the semester is more than visual storytelling; it becomes a journey into cultural reflection, helping students unpack assumptions and gain a more nuanced understanding of how stories travel across borders.

This course is intentionally designed to support first-year students in developing their intercultural lens and global awareness. By using anime and manga – a medium many already know and love – we create a familiar and engaging entry point into intercultural engagement. For many students, this course offers a first structured opportunity to examine culture, identity, and media in depth. It moves them from passive consumption to active, critical engagement, opening their eyes to global perspectives in ways that feel both relevant and accessible. In

the process, they come to see media not as disposable entertainment, but as a powerful lens for understanding complex cultural dynamics. The class attracts both seasoned anime fans and newcomers, yet most finish the semester with a deeper appreciation for the cultural layers within these works.



We examined a range of titles – from the haunting realism of *Grave of the Fireflies* to the spiritual depth of *Demon Slayer*, and the expansive world of *One Piece*. Through these, students explored themes such as collectivism, resilience, trauma, gender roles, and the tensions between tradition and modernity.

What unfolds over the semester is more than visual storytelling; it becomes a journey into cultural reflection, helping students unpack assumptions and gain a more nuanced understanding of how stories travel across borders.

A standout moment came during our *One Piece* discussion. Students reflected on *Nakama* (仲間) – a concept that blends friendship, loyalty, and shared purpose – contrasting it with the traditional Western ideas of independence. They appreciated how *One Piece* merges Japanese cultural values with universally relatable themes like justice and belonging, contributing to its global resonance.

Student reflections revealed just how impactful the course was. One first-year student shared, "I never thought a cartoon could make me reflect so deeply on a different country's values." Another noted, "*Grave of the Fireflies* wasn't just sad – it made me think about how history is remembered differently around the world." These are the moments when true intercultural learning happens – connections across cultural lines that are both affective and cognitive. Students are not merely learning about another culture; they are questioning their own assumptions and seeing themselves in relation to a global community. We explored anime and manga as tools of Japan's soft power, prompting students to examine localization, fan cultures, and how media shapes global identity.

As an instructor, the most rewarding part was seeing students' personal growth. A first-year student reflected, "This class made me realize how global soft culture can shape identity and build bridges. I started to see parts of myself in characters from a completely different culture." Another added, "I didn't grow up watching anime, but now I get why it resonates. It's emotional, relatable, and reflective of the human experience." By the end of the semester, many students said they looked forward to each class. One wrote, "It was the perfect mix of learning, self-reflection, and fun," and another added, "Please offer a Part II of this class!"

Each time I teach this course, I'm reminded of the power of storytelling to foster understanding and curiosity. For first-year students especially, it offers a meaningful foundation for global engagement – encouraging empathy, intellectual openness, and the confidence to explore perspectives beyond their own. Anime and manga are more than entertainment – they are cultural expressions that open doors to deeper awareness of our shared humanity. Through them, my students and I continue to learn how to listen, reflect, and connect across borders.

Anime and manga are more than cultural exports – they are invitations to listen, reflect, and connect across borders. For today’s college students, such invitations can spark a lifelong journey of intercultural understanding. What story – whether anime, manga, cartoon, or work of art – has opened your eyes to another culture, challenged your assumptions, or helped you see yourself in a new light? As Hayao Miyazaki reminds us, "We are all connected." Through these stories, we come to recognize not only distant cultures but also our shared humanity.

Lessons Learned: Takeo Suzuki Shares His Experiences from a Fulbright Visit to India

April 9, 2024



A visit to the Taj Mahal was one of Dr. Takeo Suzuki's stops during his recent two-week trip to India as part of the Fulbright-Nehru International Education Administrators Program (photo courtesy of Dr. Takeo Suzuki).

Dr. Takeo Suzuki is on a mission to spread the University of Tennessee at Chattanooga name worldwide.

He is also on a mission to bring the world to UTC.

Suzuki, executive director of the UTC Center of Global Education, recently spent two weeks in India after being selected as a 2024-2025 Fulbright U.S. Scholar as part of the Fulbright-Nehru International Education Administrators Program.

From March 9-24, Suzuki and nine other U.S. educators traveled to New Delhi, Ahmedabad and Hyderabad, immersing themselves in the country's varied academic scene and connecting with influential leaders in Indian higher education.

"This program allowed me to visit places I would never be able to visit by myself," Suzuki said. "Meeting with the president of the entrepreneur center at the T-Hub in Hyderabad, which houses at least 2,000 entrepreneurs in

one building. It's the world's largest center for entrepreneurship. We spent a big chunk of time discussing what education can do to help a center like theirs.

"I would like to bring UTC educators, professors and staff back to India to make them feel the same way I did. Not in a Fulbright way, because Fulbright did a great job orchestrating everything, but by feeling and experiencing what's going on there. I think it would make us refocus on what you need to do to help students advance to where they would like to be."

According to its website, [Fulbright Scholar Awards](#) are prestigious and competitive fellowships that provide unique opportunities for scholars to teach and conduct research abroad. Fulbright scholars also play a critical role in U.S. public diplomacy, establishing long-term relationships between people and nations.

The benefits of a Fulbright Scholar Award extend beyond the individual recipient; Fulbright Scholars also raise the profile of their home institutions. The program's goals include engagement abroad opportunities to establish research and exchange relationships and connecting with potential applicants.

*On Wednesday, April 24, Dr. Takeo Suzuki will host a small seminar for UTC faculty, staff and students interested in learning about his trip titled "Lessons Learned from a Fulbright-Nehru Fellowship Visit to India." **The seminar, limited to 10 participants, will take place from 2-3 p.m. in the Race Hall Tower Room.***

"I'm hoping explaining my stories to other UTC faculty will help others consider applying for the Fulbright program," Suzuki said.

One interesting lesson Suzuki learned came from a visit to the Indian School of Business in Hyderabad. The school is not interested in becoming No. 1 in the world, he said.

"They're OK being No. 4 or 5. That's a different approach from the U.S.," he explained. "We teach our students here that you should be No. 1 and that you should win those games, but not everybody wins. We need to instill that thought in our education.

"You don't have to get straight A's all the time. You don't have to win all the time. It's OK to be a B student. It's OK to share success more with everybody else, because everybody else's success will come back to you. That's a big learning curve; it re-educated me about being an educator."

Suzuki said the trip to India deepened his understanding of that country's educational landscape and offered profound insights into the country's cultural and entrepreneurial spirit.

"The universities and colleges we visited showcased a rich tapestry of academic disciplines, teaching methodologies and research initiatives," he said. "Interacting with students and faculty members across these institutions, I was struck by their passion for innovation and the depth of their inquiry. It was a reminder of the power of education to bridge differences and foster a shared commitment to knowledge and development."

Insights from the trip, he said, went well beyond the classroom; they addressed issues such as what it means to be an educator and a global citizen in today's interconnected world. Being tenets of global cooperation, embracing differences, encouraging creativity, participating in worthwhile educational opportunities and immersing oneself in culture are fundamental to the educational mission.

"Reflecting on my journey through India, I am reminded of our responsibility as educators to cultivate these values within our institutions and communities," Suzuki said. "The Fulbright-Nehru fellowship not only offered me a window into India's soul but also reinvigorated my commitment to building bridges across cultures and nations for a more inclusive and sustainable future.

"My hope is to help faculty and students extend their relationships and experiences to different parts of the world."



Agenda Item VI. Summary

Date: Tuesday, January 20, 2026

Agenda Item: Financial and Capital Projects Report

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**Action
Required**

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**No action
required**

PRESENTER(S): Brent Goldberg, Vice Chancellor for Finance and Administration

PURPOSE & KEY POINTS: Mr. Goldberg will provide an overview of UTC's FY 2027 financial outlook, budget planning process, and current and planned capital projects. The update will highlight enrollment trends, revenue and expenditure drivers, outcomes-based state funding, and projected debt related to major campus investments. The discussion will emphasize fiscal stability and alignment of funding priorities with long-term campus growth, infrastructure needs, and strategic goals.

Financial & Capital Projects Updates

Agenda

Budget Process for FY 2027

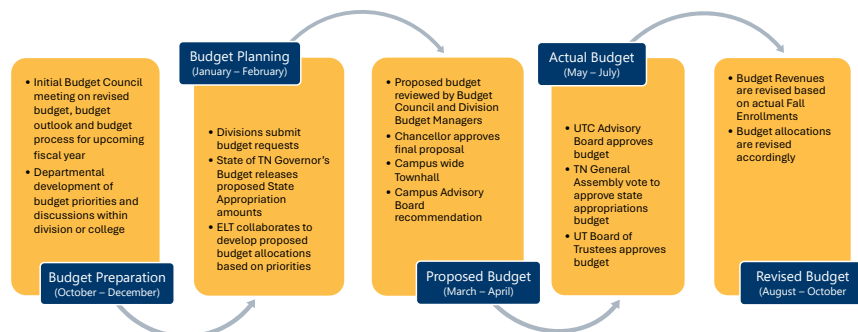
Current Revised Budget

- Enrollment
- Allocations
- Revenue & Expenses

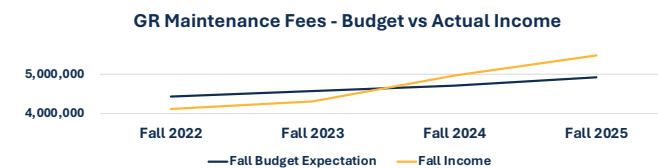
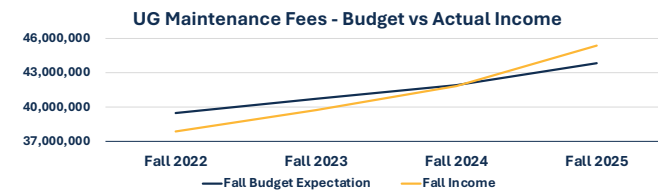
Operating Environment and Budget Outlook

- Estimated State Appropriation, Tuition and Fees
- Investment Focus

Annual Budget Planning Cycle



Fall Enrollment Impacts on Budget and Revenues



FY 2026

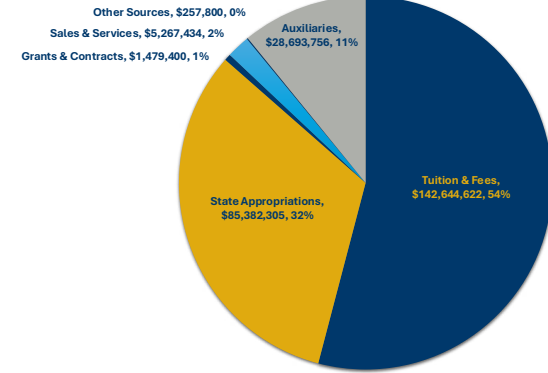
**Adopted
vs. Revised
Revenue
Budgets**

UNRESTRICTED FUNDS		FY26	FY26	Change	
Recurring		Adopted	Revised	Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
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		
Revenues	\$	234,185,761	\$ 235,031,561	\$ 845,800	0.4%
Expenditure Allocations					
		Revised Allocations			
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			
Expenditures	\$	845,800			

FY 2026

**Revised
Budgets
Revenues**

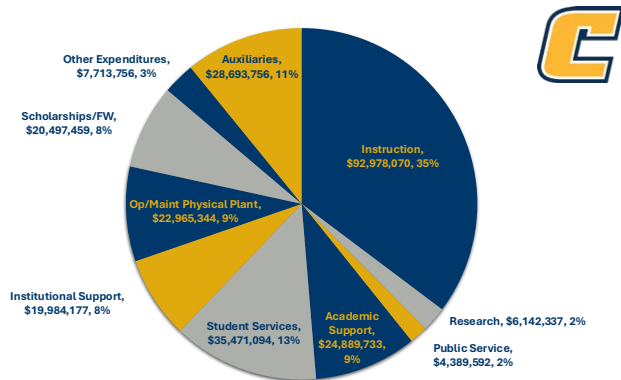
**Total
\$263,725,317**



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.)

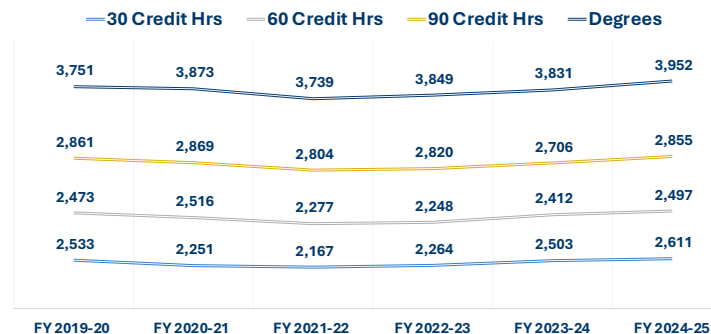
Tennessee Outcomes Based Funding Formula

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:

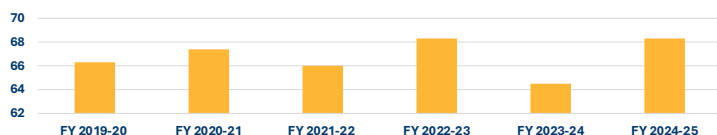
- (5%) Quality Assurance Funding - scores related to excellence in programmatic and student outcomes.
- (15%) Fixed Costs - Key component to cover essential campus operations like maintenance, utilities, and equipment replacement, ensuring stable funding for infrastructure.
- (80%) Outcomes Data - The 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

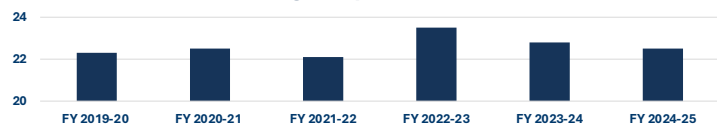


FY 26-27 Funding Formula Data

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
Tuition Increase	0.0%	1.0%	1.5%	2.0%	2.5%	3.0%
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
Totals	\$5,720,376

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

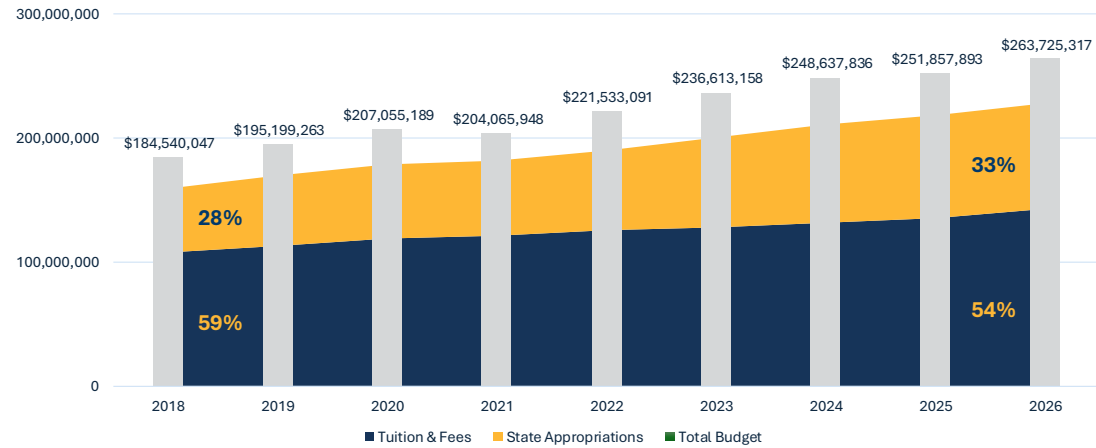
Current Capital Outlay Projects

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

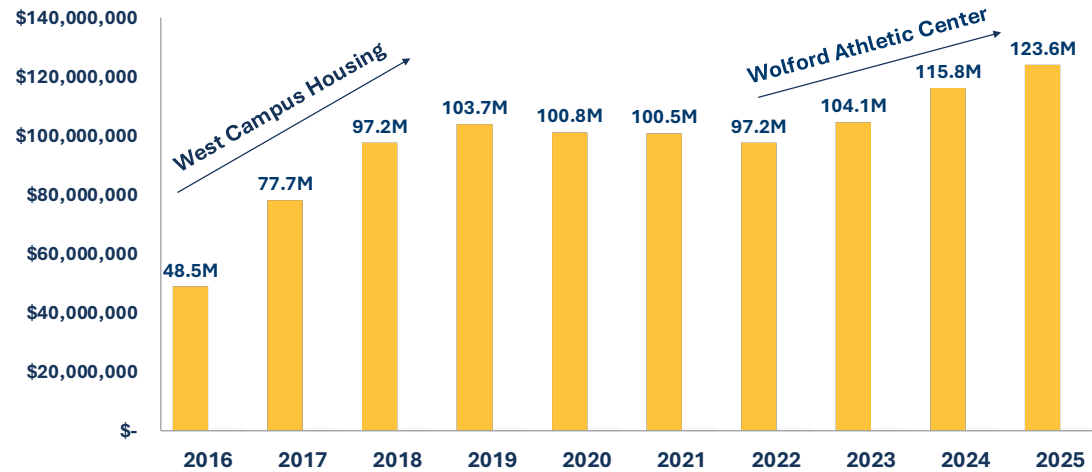
Year-to-Year Budget Highlights

	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



Agenda Item VII. Summary

Date: Tuesday, January 20, 2026

Agenda Item: Enrollment Report

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Required**

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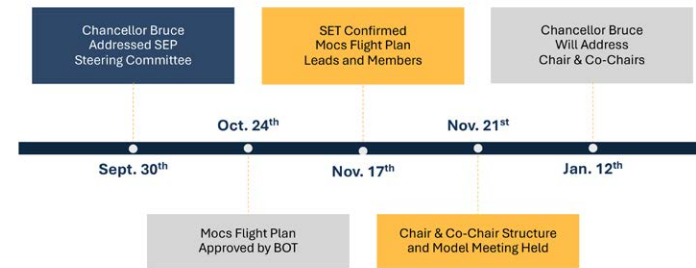
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required**

PRESENTER(S): Dr. Artanya Wesley, Vice Chancellor for Enrollment Management and Student Affairs

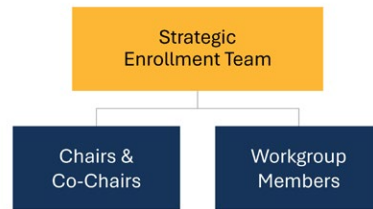
PURPOSE & KEY POINTS: Dr. Wesley will provide an update on the implementation of the Mocs Flight Plan, highlighting the transition from strategy to execution following UT System Board of Trustees' engagement and approval. The presentation will outline the established governance and accountability structure, including the Strategic Enrollment Implementation Taskforce, Strategic Enrollment Team, and initiative-based workgroups, as well as the project management and reporting processes supporting implementation. The discussion will emphasize cross-divisional collaboration, executive oversight, and sustained alignment of enrollment growth, retention, and student success strategies with UTC's long-term institutional priorities.

Mocs Flight Plan

Implementation Timeline



FLIGHT PLAN Implementation Model



Mocs Flight Plan Workgroups | Chairs & Co-Chairs

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

Mocs Flight Plan Workgroups | Chairs & Co-Chairs

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

University of Tennessee at Chattanooga

Strategic Enrollment “*Mocs Flight Plan*”

Mocs Flight Plan: Progress Since the Last Advisory Council Meeting

Since the Advisory Council last convened, the University of Tennessee at Chattanooga has advanced the Mocs Flight Plan (2025–2030) from strategy to implementation through a deliberate and institutionally aligned planning process. This phase of work has focused on establishing a sustainable implementation framework grounded in system-level alignment, UTC executive leadership oversight, and cross-sectional engagement of faculty and staff. Emphasis has been placed on shared accountability, clear governance structures, and long-term viability to ensure the plan is executed with foresight and measurable impact.

UT System Board of Trustees Engagement

Following finalization of the Strategic Enrollment Plan, Chancellor Lori Mann Bruce presented the Mocs Flight Plan to the University of Tennessee Board of Trustees in October 2025. This presentation confirmed alignment with UT System enrollment priorities and marked the transition from planning to implementation, signaling UTC’s preparedness to operationalize the plan through coordinated action, clear accountability, and sustained institutional commitment. The Board of Trustees’ engagement reflected its support and approval of the Mocs Flight Plan and affirmed UTC’s readiness to proceed into the implementation phase.

Strategic Enrollment Implementation Structure & Workgroups

Following approval of the Mocs Flight Plan by the Board of Trustees, the University of Tennessee at Chattanooga intentionally shifted from strategy development to disciplined implementation. To support this transition, the University established a Strategic Enrollment Implementation Taskforce, aligning leadership accountability directly with the plan’s goals, initiatives, and measurable outcomes.

Oversight of implementation is provided by the Strategic Enrollment Team (SET), which is responsible for ensuring institutional alignment, cross-division coordination, and progress monitoring. As part of this structure, SET implemented a Chair and Co-Chair leadership model supported by six-member workgroups for each strategic enrollment initiative. This model ensures that initiatives are actively led, operationally executed, and sustained over the five-year implementation period, while reinforcing shared responsibility for enrollment growth, retention, and student success across the institution.

Each workgroup consist of six members, led by a Chair and Co-Chair representing key functional areas—including Academic Affairs, Enrollment Management, Student Success, Finance, Marketing, and Technology—and is charged with translating strategic priorities into executable work plans, advancing initiative-level action items, and coordinating across units to reduce silos and duplication.

University of Tennessee at Chattanooga

Strategic Enrollment “Mocs Flight Plan”

Strategic Enrollment Workgroups & Focus Areas

First-Time Full-Time Freshmen Enrollment

- Focuses on strengthening the undergraduate recruitment funnel to stabilize and sustain freshman enrollment at approximately 2,500 students annually through targeted outreach, yield strategies, and competitive positioning.

Dual Enrollment

- Concentrates on expanding dual enrollment opportunities to strengthen early college pipelines, increase access for regional students, and create long-term pathways into full-time undergraduate enrollment at UTC.

Transfer Enrollment

- Addresses growth in transfer enrollment by reducing policy and process barriers, strengthening community college partnerships, improving transfer-specific support, and increasing post-matriculation persistence.

Graduate Enrollment

- Advances graduate enrollment growth across master’s and doctoral programs by aligning academic program development, market demand, recruitment strategies, and institutional capacity in support of UTC’s R2 aspirations.

Retention

- Focuses on improving student persistence, retention, and graduation outcomes through targeted interventions, coordinated monitoring, and data-informed strategies across all student populations.

Scholarship & Aid Access

- Works to enhance access to and effectiveness of financial aid and scholarships by streamlining processes, aligning aid strategies with enrollment and retention goals, and maximizing available resources.

Marketing & Brand Promotion

- Strengthens UTC’s brand visibility and enrollment messaging through coordinated, population-specific marketing strategies that support recruitment, yield, and sustained enrollment growth.

Platforms & Solutions Optimization

- Optimizes enrollment, retention, and student success technologies to improve efficiency, automation, data access, and the overall experience for students, faculty, and staff.

Together, this implementation structure and workgroup framework provide the operational foundation for executing the Mocs Flight Plan. Clear leadership ownership, cross-campus collaboration, and defined accountability ensure that enrollment growth and student retention are advanced as institution-wide priorities with long-term sustainability and measurable impact.

University of Tennessee at Chattanooga
Strategic Enrollment “Mocs Flight Plan”

Accountability, Reporting, & Progress Monitoring

- ***Workgroup Leadership Meetings:*** Chairs and Co-Chairs convene their respective six-member workgroups on a weekly basis to advance initiative-level action items and address implementation issues in real time.
- ***Monthly Executive Reporting:*** Chairs and Co-Chairs provide structured monthly progress updates to the Strategic Enrollment Team (SET), including status, risks, and emerging resource needs.
- ***Executive Oversight:*** SET meets bi-weekly to provide institutional oversight, prioritize work across initiatives, ensure cross-workgroup alignment, and address barriers to execution.
- ***Centralized Documentation:*** All workgroup materials and deliverables are maintained in a centralized shared drive to support transparency, consistency, and institutional memory.
- ***Project Management System: Microsoft Project*** is used to manage timelines, milestones, and deliverables across all workgroups.
- ***Implementation Support:*** A designated project manager supports Chairs and Co-Chairs by monitoring progress, maintaining schedules, and issuing automated reminders and follow-ups through Microsoft Project.
- ***Performance Monitoring:*** Progress is reviewed on a regular basis to ensure alignment with enrollment growth and retention targets, enabling timely course correction and sustained momentum.

Agenda Item VIII.

Summary

Date: Tuesday, January 20, 2026

Agenda Item: UC Foundation Report

☐

**Action
Required**

☒

**No action
required**

PRESENTER(S): Mr. Andrew Sheehy, Interim Vice Chancellor for Advancement and Executive Director of the UC Foundation

PURPOSE & KEY POINTS: Mr. Sheehy will provide an update on UTC's advancement efforts, including fundraising progress, donor and alumni engagement, and growth of the UC Foundation endowment. The update will highlight philanthropic priorities supporting scholarships, faculty recruitment and excellence, academic programs, athletics, and major capital initiatives such as the Kennedy Health Sciences Building and the Rollins College of Business expansion. The discussion will emphasize alignment of advancement activities with enrollment goals, student success, and long-term institutional sustainability.

UC Foundation Reports

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

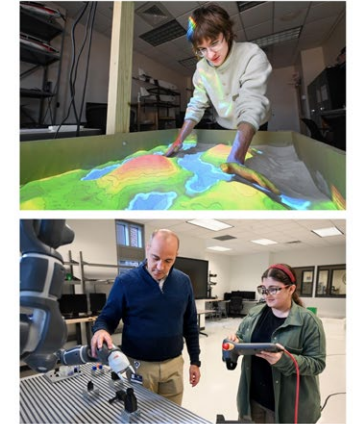
- Scholarships
- Chairs of Excellence for Faculty Recruitment
- School of Education
- Health Sciences
- Experiential Learning



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

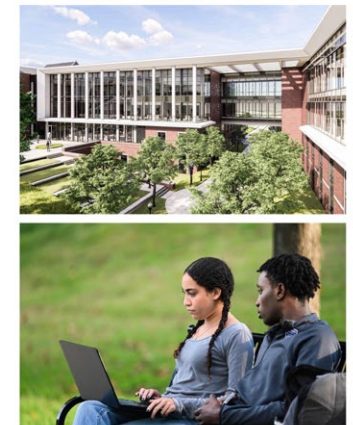
- Gifts of \$250K and Below
- Spaces and Labs



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	52	90	116	85	59	47	52	43

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



Mocs Give Day Marks 2,616 Donors and Over \$1.8 Million For UTC

October 28, 2025



The University of Tennessee at Chattanooga raised \$1,811,975 from 2,616 donors during its sixth annual Mocs Give Day on Oct. 7. The day's original goal of reaching 2,100 donors was exceeded by nearly 25%.

“Over 70% of all gifts on Mocs Give Day were \$100 or less,” said Andrew Sheehy, interim vice chancellor for UTC Advancement. “This support adds up to a big impact for students and our campus community. Not only do our colleges and athletics programs see real support on this day, but also a variety of scholarships, club sports, Scrappy’s Cupboard, departments, the band and more receive funds to serve students.”

With 710 first-time donors to UTC giving on Mocs Give Day, over 320 faculty and staff members, 940 alumni and 1,100 friends of the university gave to UTC’s annual day of giving.

UTC Athletics had a strong Mocs Give Day, raising over \$989,000 from 989 donors. Each of the five UTC Colleges had impressive fundraising totals, with the College of Arts & Sciences and the Gary W. Rollins College of Business coming in the top two spots—raising \$271,566 and \$136,604, respectively.

“With over 2,600 donors, Mocs Give Day showed the power of our community supporting UTC,” said Dr. Lori Bruce, chancellor of UTC. “Alumni, faculty, staff, students and friends united to support UTC, fueling scholarships, programs and opportunities that make a difference for our students. The generosity of our donors has a profound impact on our campus.”

Contributions on Mocs Give Day had an impact across campus, as 263 initiatives were supported. The Honors College raised over \$25,000, and the Veterans Entrepreneurship Program housed in the Gary W. Rollins College of Business raised over \$105,000. This program helps veterans launch or grow their own businesses.

Mocs Give Day is UTC’s annual giving day on the first Tuesday in October each year. In 2024, Mocs Give Day raised over \$2.8 million from 2,201 donors.

About Division of Advancement: The mission of the Division of Advancement at the University of Tennessee at Chattanooga is to build meaningful connections for all Mocs and inspire generosity for Chattanooga’s university. By fostering relationships and investment, UTC Advancement strategically brings together alumni, donors and friends of the University of Tennessee at Chattanooga for the collective betterment of our campus and city.

From an Oak Tree to a Lifetime of Giving

December 17, 2025



Ken Harpe ('71) and his late wife, Cary (Graham '69), have long been devoted supporters of UTC.

Ken's journey began when he arrived at the University of Chattanooga on a football scholarship. He jokes that at 17, "life began at 3 p.m. each day with football practice." With Cary's encouragement and the opportunities he found on campus, he grew into a confident leader and scholar.

Ken stayed busy at UC—hitting the first home run for the new Mocs baseball team, serving as president of Kappa Sigma, playing the lead in "As You Like It" and leading the ROTC Battalion. He credits faculty and mentors like George Connor, Dr. Dimis Weisbaker, Col. Donald Purrington and a friend, future Gen. B.B. Bell for shaping his path. He graduated with honors and received the Echo Award for Outstanding Achievement by a Senior Male.

Professor George Connor encouraged Ken to pursue his dream of teaching English, but the Vietnam War intervened. Ken proudly served as an Army officer, and after returning home, he and Cary built Ken Harpe and Associates—eventually becoming one of the region's most successful insurance and investment firms. Their daughter, Corin Harpe Runyon (M.Ed. '12), later joined the family business. "We have consistently finished in the top 5% internationally," Ken notes.

Supporting UTC has always been central for the Harpes. Ken served as president of the Alumni Association and on the UC Foundation Board of Trustees, while Cary was active in the Alliance of Women Philanthropists. To



mark the 25th anniversary of the UC–UT merger, they created the Ken and Cary Harpe Scholarship, initially for a football player majoring in English. Although the criteria have evolved, their commitment to giving back has only grown stronger.

Cary passed away on September 10, 2024, after what Ken calls “57 years of delightful marriage.” Her passing activated the Harpe Family Dynasty Trust. This irrevocable trust provides lifetime income for beneficiaries, with the remaining principal designated for UTC. Ultimately, half will support the College of Arts and Sciences, and half will support UTC Athletics—a transformational [planned gift](#).

Ken often reflects on how much UTC shaped their lives. Cary and Ken met under an oak tree outside Dr. Weisbaker’s English class in 1967, and their bond with the university has lasted ever since—as donors, 51-year season ticket holders, alumni leaders and trustees. As an investment advisor, Ken says their story shows the value of a UTC education.

His message to students is straightforward: “If you want it, you can earn a world-class education that will enable you to compete with anyone, anywhere.”

The University of Chattanooga threw a lifeline to Cary and me when we were both lost, and we found each other. Spring 1967, under the shade of a large oak tree in Dimis Weisbaker’s Victorian English class.
