



# UTC Advisory Board Meeting



May 2026

# Order of Business

## I. Call to Order



**Scott LeRoy**  
Advisory Board Chair

## II. Roll Call & Quorum Confirmation



**Grace Sharp**  
Administrative Support Specialist

# Order of Business

## III. Approval of Minutes (Action Required)



**Scott LeRoy**  
Advisory Board Chair



# *Chancellor's Updates*

IV.



May 12, 2026

# Academic Year Update | RECORD ENROLLMENT

FALL  
**12,060**

SPRING  
**11,085**



**500+**

Doctoral  
Students



**18K**

Applicants  
for Fall 2026

# Leadership Changes

- Dean of the Honors College  
**SEARCH UPDATE**
- Vice Chancellor for Advancement  
**SEARCH UPDATE**
- Vice Chancellor for Research  
**SEARCH FALL 2026**
- Provost & Senior Vice Chancellor  
for Academic Affairs  
**SEARCH FALL 2026**



# Momentum Update | 2030 STRATEGIC PLAN

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- Strengthen **Community Engagement** (Goal 5.1)
- Enhance **Faculty/Staff Experience** (Goal 2.1)
- Foster **Faculty/Staff Success** (Goal 2.2)
- Lead **Innovative and Impactful Research** (Goal 3.1)

## Join the Momentum (Goal 4.2)

- Event on May 6
- Celebrated \$460 million in Capital Projects
- Highlighted that the value of a UTC degree is increasing for everyone





Join the  
*Momentum*  
ON THE RISE, INVESTING IN OUR FUTURE

 THE UNIVERSITY OF TENNESSEE  
CHATTANOOGA



# 140<sup>th</sup> Anniversary Preview

**Tuesday, Sept. 15**

**Celebration During Founder's Week**

**State of the University & 140<sup>th</sup> Anniversary**



**140**

**1886**



**Community Events  
Throughout the Year**

**Track 18,860 Hours  
of Community Service**

**Commemorative  
Celebrations**



# SMILE Fund Student Presentation

V.

## SMILE Fund Student Team Members:

Ethan Tidwell, Bana Sulieman,  
and Shaun Williams



## Dr. Hunter Holzhauer

Robert L. Maclellan &  
UC Foundation Associate  
Professor of Finance

# Student Managed Investment Learning Experience (SMILE)

- Fund Size Based on Assets Under Management (AUM)
  - ~\$4.2M AUM
  - Top 50 SMIF (AUM)
- Fund Size Based on Student Participation
  - Five individual funds
  - ~35 Exec Team members
  - ~175 total members
  - The largest SMIF in the world (based on student participation)



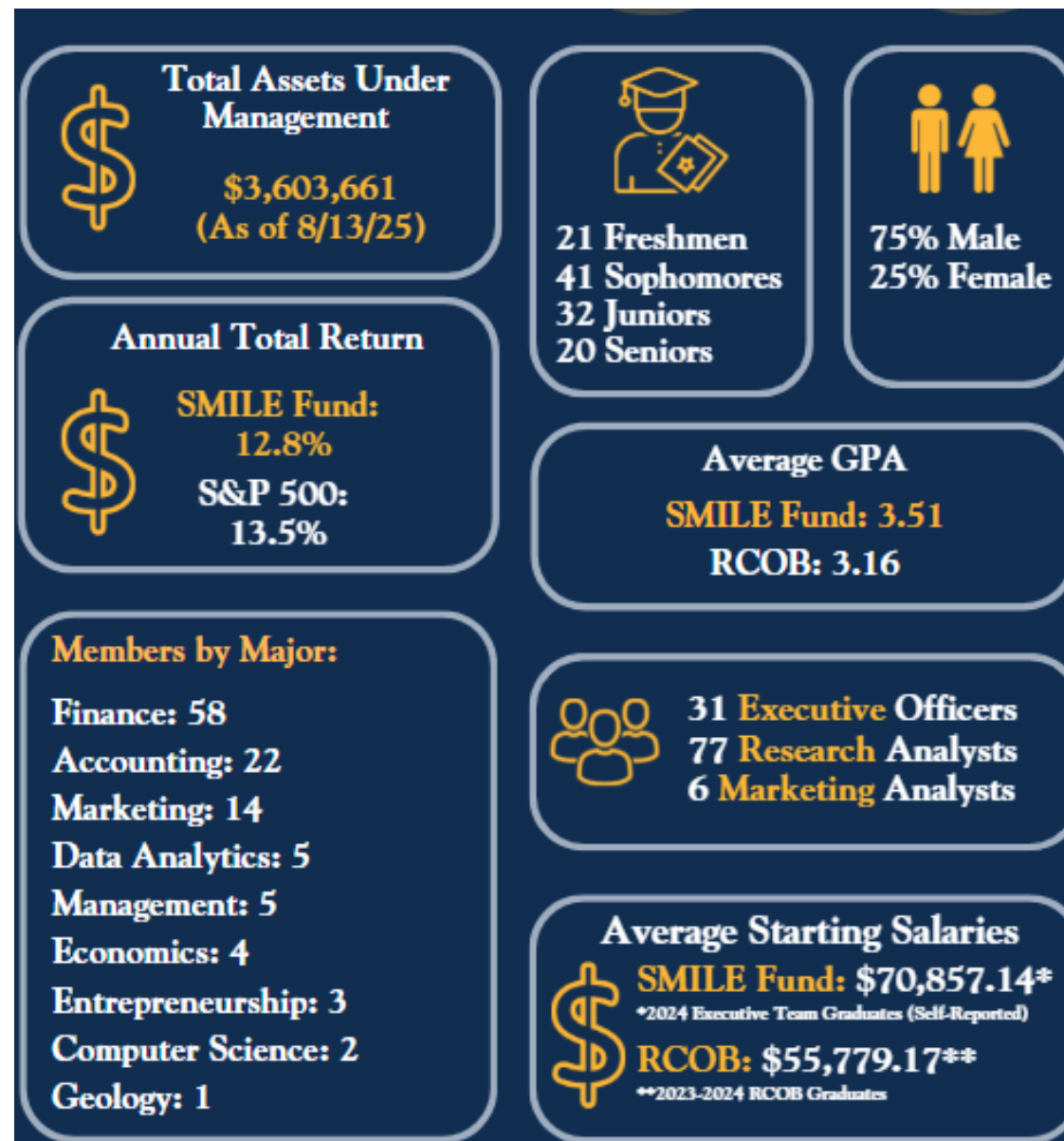
"The SMILE Fund has been a transformative experience, opening doors to internships and networking opportunities I never imagined. It has significantly deepened my understanding of finance and investing through real-world, hands-on experience."



# Educational ROI

Performance in Competitions  
(Educational ROI):

- Current Trophies
  - 9 CFA Research Challenge Team Trophies
  - 9 TVA ICP Team Trophies
  - 3 College Challenge Trophies



# A Decade of Dominance

- What is the CFA Research Challenge?
  - The **premier** investment research contest for both undergraduate and graduate business students
  - 6,000+ students
  - 1,200+ universities
- What is our track record?
  - CFA Greater Tennessee Research Challenge Champions 10 Years In A Row!
  - Southeast Regional Round Began 6 years ago (Won 4 of 6 times)
  - Americas Round (Two-time Finalists = Top 5 in Final Round)



No other university in the world has a current 10-year winning streak or has a longer winning streak in the 20-year history of the competition





# Enrollment Update

VI.



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

# Fall 2026 Enrollment Update

| Category                      | Metric       | Fall 2025 | Fall 2026 | Change (#) | Change (%) |
|-------------------------------|--------------|-----------|-----------|------------|------------|
| Overall                       | Applications | 18,764    | 18,003    | -761       | -4%        |
|                               | Admits       | 9,884     | 10,764    | +880       | +9%        |
| New Freshmen                  | Applications | 15,390    | 15,017    | -373       | -2%        |
|                               | Admits       | 8,614     | 9,339     | +725       | +8%        |
| New Transfer                  | Applications | 1,417     | 1,398     | -19        | -1%        |
|                               | Admits       | 606       | 700       | +94        | +16%       |
| New Graduate                  | Applications | 1,431     | 1,061     | -370       | -26%       |
|                               | Admits       | 388       | 415       | +27        | +7%        |
| Dual Enrollment               | Applications | 39        | 87        | +48        | +123%      |
|                               | Admits       | 17        | 70        | +53        | +312%      |
| Pre-Registered Undergraduates | Headcount    | 5,880     | 6,280     | +400       | +7%        |

# Enrollment Incentives

## ACCEPTED STUDENT EVENT

**February 26, 2026**

*New Freshmen & Families*

- Students - 388
- Guest - 437
- Total - 825

## POWER C TRANSFER EVENT

**March 25, 2026**

*Transfer Prospects —  
Chattanooga State*

- Students - 105

## BLUE & GOLD PREVIEW

**April 11, 2026**

*Prospected & Admitted  
Students*

- Students - 511
- Guest - 864
- Total - 1,375

## MOCS FLIGHT TASKFORCE

**Spring 2026 – Fall 2030**

*Cross-Functional Campus  
Initiative*

- Workgroups meet weekly
- Taskforce meet monthly
- SET meet biweekly



# Budget Update

VII.



**Mr. Brent Goldberg**

Vice Chancellor for Finance  
& Administration

# Operating Enrollment

**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.)

# FY 2027 State Appropriations Higher Ed Summary

**THEC recommended total formula funding – \$73,800,000**

**State Appropriations proposed formula funding – \$16,225,200**

Universities – \$11,275,600

Community Colleges – \$3,925,600

TN Colleges of Applied Tech – \$1,024,000

**State Appropriations** – 1.5% Salary Pool – ~55% Cost Allocation

**State Appropriations** – Insurance Increases – Pass through costs

# FY27 State Appropriations – Universities

| UT Universities        | Formula - Productivity Adjustments | Formula - New Funding - \$11.2M | 1.5% Salary Pool - \$16.1M | Total New Revenue    |
|------------------------|------------------------------------|---------------------------------|----------------------------|----------------------|
| UT Chattanooga         | (\$161,500)                        | \$817,400                       | \$1,167,500                | <b>\$1,823,400</b>   |
| UT Knoxville           | 12,870,500                         | 3,712,400                       | 5,302,600                  | <b>21,885,500</b>    |
| UT Martin              | (1,801,800)                        | 454,700                         | 649,500                    | <b>(697,600)</b>     |
| UT Southern*           | 182,700                            | 83,200                          | 118,900                    | <b>384,800</b>       |
| LGI Universities       | Formula - Productivity Adjustments | Formula - New Funding - \$11.2M | 1.5% Salary Pool - \$16.1M | Total New Revenue    |
| Austin Peay            | (\$3,466,900)                      | \$727,900                       | \$1,039,800                | <b>(\$1,699,200)</b> |
| East Tennessee         | (3,115,800)                        | 980,400                         | 1,400,400                  | <b>(735,000)</b>     |
| Middle Tennessee State | (4,739,900)                        | 1,415,100                       | 2,021,300                  | <b>(1,303,500)</b>   |
| Tennessee State        | (1,174,100)                        | 520,200                         | 742,900                    | <b>89,000</b>        |
| Tennessee Tech         | (465,000)                          | 780,400                         | 1,114,700                  | <b>728,100</b>       |
| University of Memphis  | (1,095,400)                        | 1,783,900                       | 2,548,100                  | <b>3,236,600</b>     |

# FY 2027 Proposed Fee Changes

| Approval         | Fee                  | Current      | Proposed     | Change    | %      | Annual Revenue |
|------------------|----------------------|--------------|--------------|-----------|--------|----------------|
| Board            | UG Maintenance Fee   | \$ 8,712     | \$ 8,904     | \$ 192    | 2.2%   | \$ 1,919,140   |
| Board            | GR Maintenance Fee   | \$ 9,396     | \$ 9,612     | \$ 216    | 2.2%   | \$ 286,768     |
| Board            | Out of State Tuition | \$ 8,306     | \$ 8,554     | \$ 248    | 3.0%   | \$ 237,494     |
| Board            | Mandatory Fees       | \$ 2,050     | \$ 2,180     | \$ 130    | 6.3%   | \$ 1,424,518   |
| Board            | Differential Fees    | \$64 / \$111 | \$66 / \$115 | \$2 / \$4 | 3.0%   | \$ 197,417     |
| President        | Lab Fee Minimums     | Varies       | \$75         | Varies    | Varies | TBD            |
| Board/Chancellor | Auxiliaries          | Varies       | Varies       | Varies    | 4.0%   | \$ 993,053     |
| Chancellor       | Mocs Total Access    | Varies       | \$ 22/hr     | Varies    | New    | TBD            |

# FY 2027 Proposed Mandatory Fee Changes

| <b>Fee</b>       | <b>Current</b>  | <b>Proposed</b> | <b>Change</b> | <b>%</b>    |
|------------------|-----------------|-----------------|---------------|-------------|
| Student Activity | \$ 188          | \$ 196          | \$ 8          | 4.3%        |
| Debt Service     | 504             | 524             | 20            | 3.9%        |
| Health Services  | 130             | 134             | 4             | 3.0%        |
| Athletics        | 514             | 520             | 6             | 1.2%        |
| Technology       | 260             | 270             | 10            | 3.8%        |
| Library          | 50              | 52              | 2             | 4.0%        |
| Transportation   | 184             | 244             | 60            | 32.6%       |
| Facilities       | 200             | 220             | 20            | 10.0%       |
| International    | 20              | 20              | -             | -           |
| <b>Total</b>     | <b>\$ 2,050</b> | <b>\$ 2,180</b> | <b>\$ 130</b> | <b>6.3%</b> |

# FY 2027 Proposed Graduate Tuition & Fees

| UG Students   | Maintenance Fees | Mandatory Fees | Out of State Tuition | Total Cost       | Total Change | Cost Change |
|---------------|------------------|----------------|----------------------|------------------|--------------|-------------|
| In-State      | \$ 8,904         | \$ 2,180       | N/A                  | <b>\$ 11,084</b> | 3.0%         | \$ 322      |
| Out-of-State  | \$ 8,904         | \$ 2,180       | \$ 8,554             | <b>\$ 19,638</b> | 3.0%         | \$ 570      |
| International | \$ 8,904         | \$ 2,180       | \$ 17,050            | <b>\$ 28,134</b> | 3.0%         | \$ 826      |

*With an overall 3% increase, UTC instate cost will remain uniquely competitive within the Tennessee university market.*

# FY 2027 Proposed Graduate Tuition & Fees

| GR Students   | Maintenance Fees | Mandatory Fees | Out of State Tuition | Total Cost       | Total Change | Cost Change |
|---------------|------------------|----------------|----------------------|------------------|--------------|-------------|
| In-State      | \$ 9,612         | \$ 2,180       | N/A                  | <b>\$ 11,792</b> | 3.0%         | \$ 346      |
| Out-of-State  | \$ 9,612         | \$ 2,180       | \$8,554              | <b>\$ 20,346</b> | 3.0%         | \$ 594      |
| International | \$ 9,612         | \$ 2,180       | \$17,050             | <b>\$ 28,842</b> | 3.0%         | \$850       |

*With an overall 3% increase, UTC instate cost will remain uniquely competitive within the Tennessee university market.*

# FY 2026 Market Comparison

| University             | UG Maintenance Fee | Mandatory Fees | Total     |
|------------------------|--------------------|----------------|-----------|
| UT Knoxville           | \$ 11,560          | \$ 2,316       | \$ 13,876 |
| Tennessee Tech         | 10,470             | 1,456          | 11,926    |
| UT Southern            | 9,930              | 1,334          | 11,264    |
| University of Memphis  | 9,336              | 1,920          | 11,256    |
| Middle Tennessee State | 8,814              | 2,257          | 11,071    |
| East Tennessee State   | 8,802              | 2,192          | 10,994    |
| UT Martin              | 9,066              | 1,758          | 10,824    |
| UT Chattanooga         | 8,712              | 2,050          | 10,762    |
| Austin Peay            | 8,028              | 1,824          | 9,852     |
| Tennessee State Univ   | 8,190              | 1,248          | 9,438     |

# FY27 Proposed Balanced Budget Summary

| Revenue                                           | Amount             |
|---------------------------------------------------|--------------------|
| Total State Appropriations (formula, salary, ins) | \$3,330,600        |
| Tuition & Mandatory Fees – 3% Increase            | 3,867,920          |
| Other Student Fees (Diff; Course; Lab)            | 197,417            |
| Auxiliaries – 4% Increase                         | 993,053            |
| <b>Total New Revenue</b>                          | <b>\$8,388,990</b> |
| Expenses                                          | Amount             |
| Institutional Allocations                         | \$6,042,346        |
| Division/College Allocations                      | 1,353,591          |
| Auxiliaries                                       | 993,053            |
| <b>Total New Expense Allocations</b>              | <b>\$8,388,990</b> |
| <b>Balanced Budget</b>                            | -                  |

# FY27 New Revenue Details

| Resource                                                         | Funding          |
|------------------------------------------------------------------|------------------|
| State Appropriation – Formula Growth                             | \$817,400        |
| State Appropriation – Productivity Adjustment                    | (161,500)        |
| State Appropriation – 1.5% Salary Pool                           | 1,167,500        |
| State Appropriation – Health Insurance Adjustments               | 1,507,200        |
| Tuition – In State – 2.2% Increase                               | 2,205,908        |
| Tuition – Out of State – 3.0% Increase                           | 237,494          |
| Mandatory Fees – Multiple Allocations – 6.34% Increase           | 1,424,518        |
| Differential Fees – Tuition 3.0% Increase and New Fee            | 197,417          |
| Lab Fees – Increase Minimum Fee to \$75                          | TBD              |
| Auxiliaries – Housing, Meal Plans, Student Parking - 4% Increase | 993,053          |
| <b>Total Revenue Increase</b>                                    | <b>8,388,990</b> |

# FY27 Institutional Expense Allocations

| Expense                                       | Funding     |
|-----------------------------------------------|-------------|
| 1.5% Compensation Pool                        | \$2,430,000 |
| Faculty Promotions and Rollovers              | 450,000     |
| 2.2% Scholarship and Retention                | 284,428     |
| UT System – Insurance Premiums                | 1,507,200   |
| UT System – Security Operations Center        | 269,522     |
| UT System Charge (Placeholder)                | 250,000     |
| Mandatory Fees – Debt Service; Transportation | 851,196     |

# FY27 Division Expense Allocations

| Expense                                                             | Funding   |
|---------------------------------------------------------------------|-----------|
| AA – Nursing - Psych Mental Health - Faculty                        | \$121,140 |
| AA – Graduate School – 2.2% Graduate Assistantships                 | 38,140    |
| AA – Differential Fees                                              | 197,417   |
| AA – Mandatory Fee - Library Fee                                    | 25,600    |
| Athletics – 2.2% Grant In Aid                                       | 130,892   |
| Athletics – Mandatory Fee – Athletic Fee                            | 62,272    |
| EMSA – Mandatory Fee – Student Activity Fee                         | 81,199    |
| EMSA – Mandatory Fee – Health Fee                                   | 45,667    |
| Finance and Administration – Mandatory Fee – Facilities Fee         | 246,153   |
| Finance and Administration – Mandatory Fee – Technology Fee         | 112,431   |
| Finance and Administration – DASH Staffing                          | 185,000   |
| Finance and Administration – Human Resources – Director of Training | 107,680   |
| Auxiliaries – Food Service and Student Parking                      | 120,544   |
| Auxiliaries - Housing                                               | 872,509   |

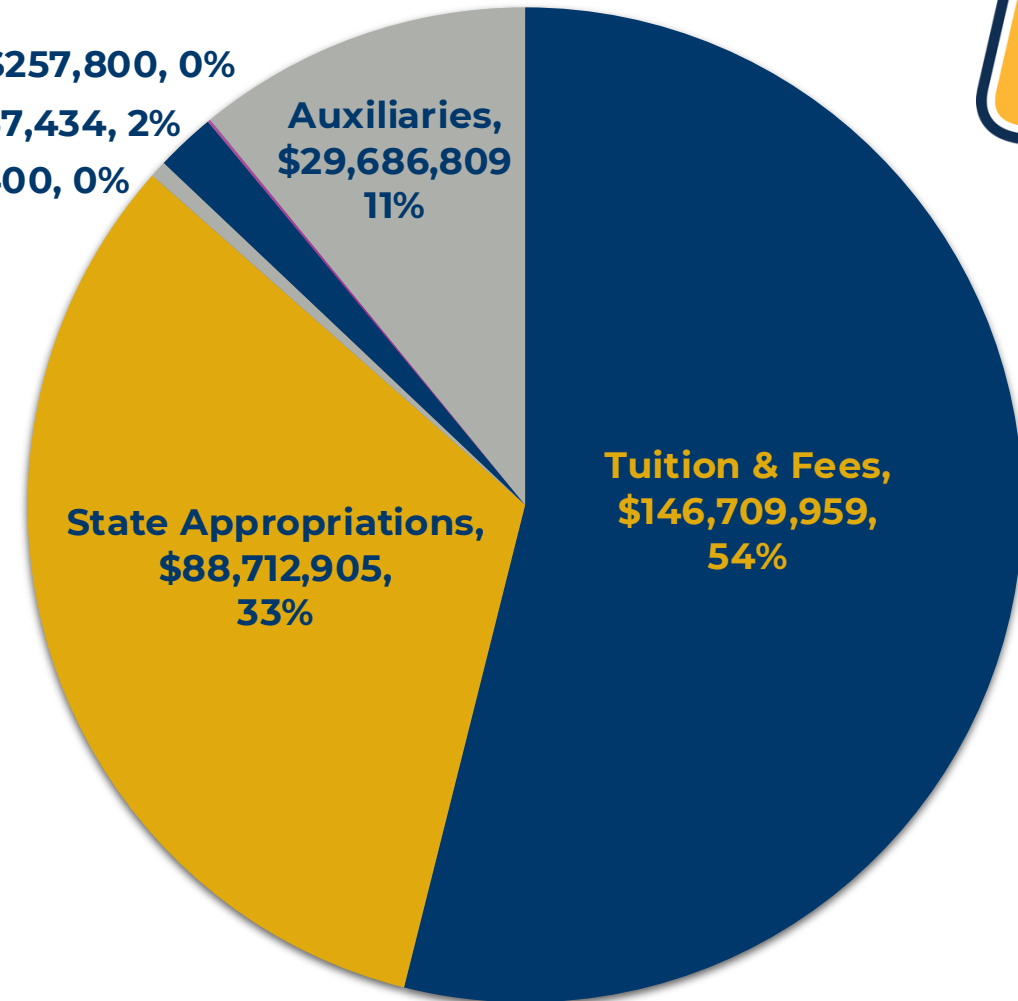


**FY 2027**

# Projected Budget Revenues

**Total  
\$272,114,307**

Other Sources, \$257,800, 0%  
Sales & Services, \$5,267,434, 2%  
Grants & Contracts, \$1,479,400, 0%

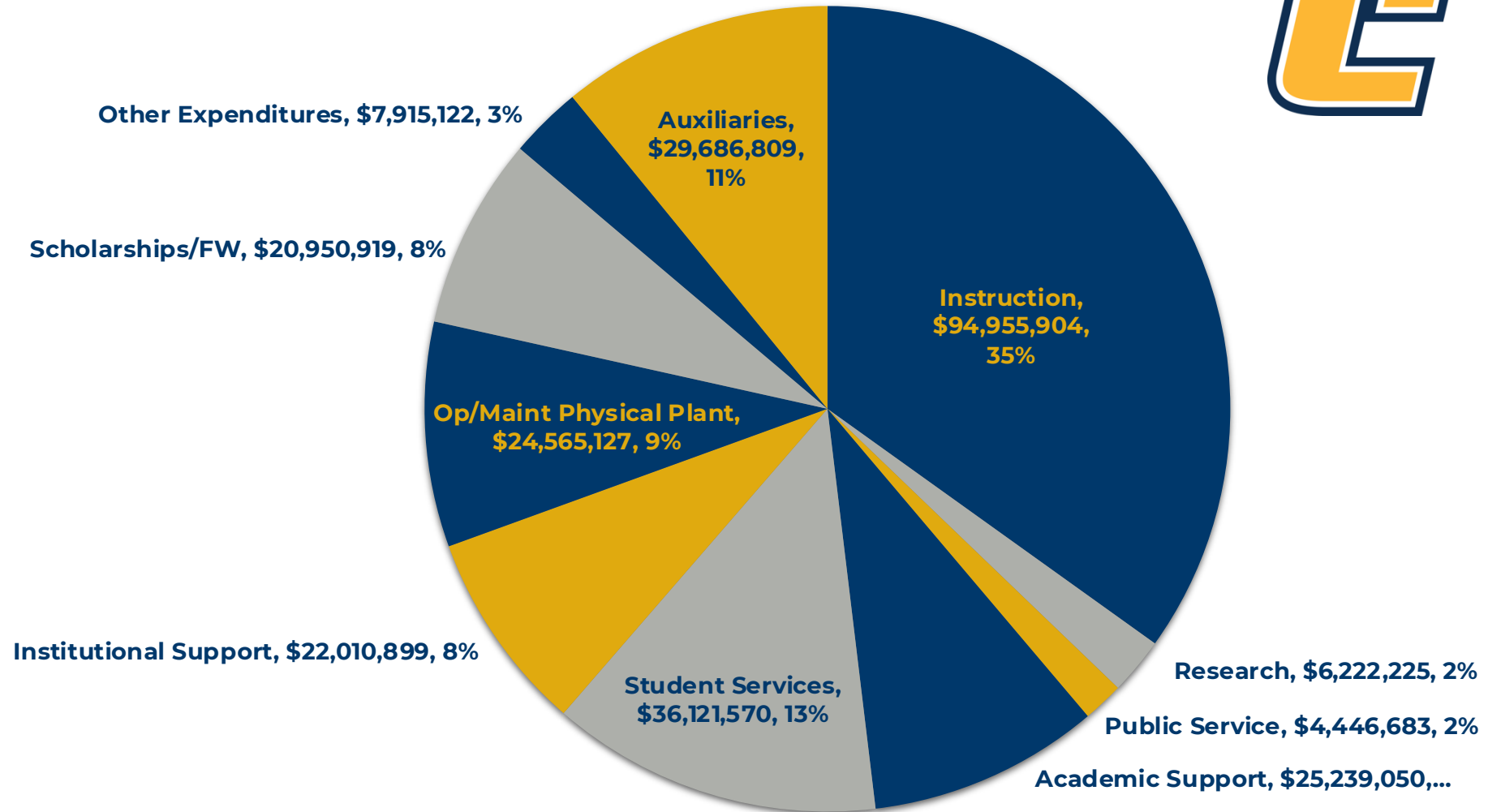




**FY 2027**

# Projected Budget Expenses

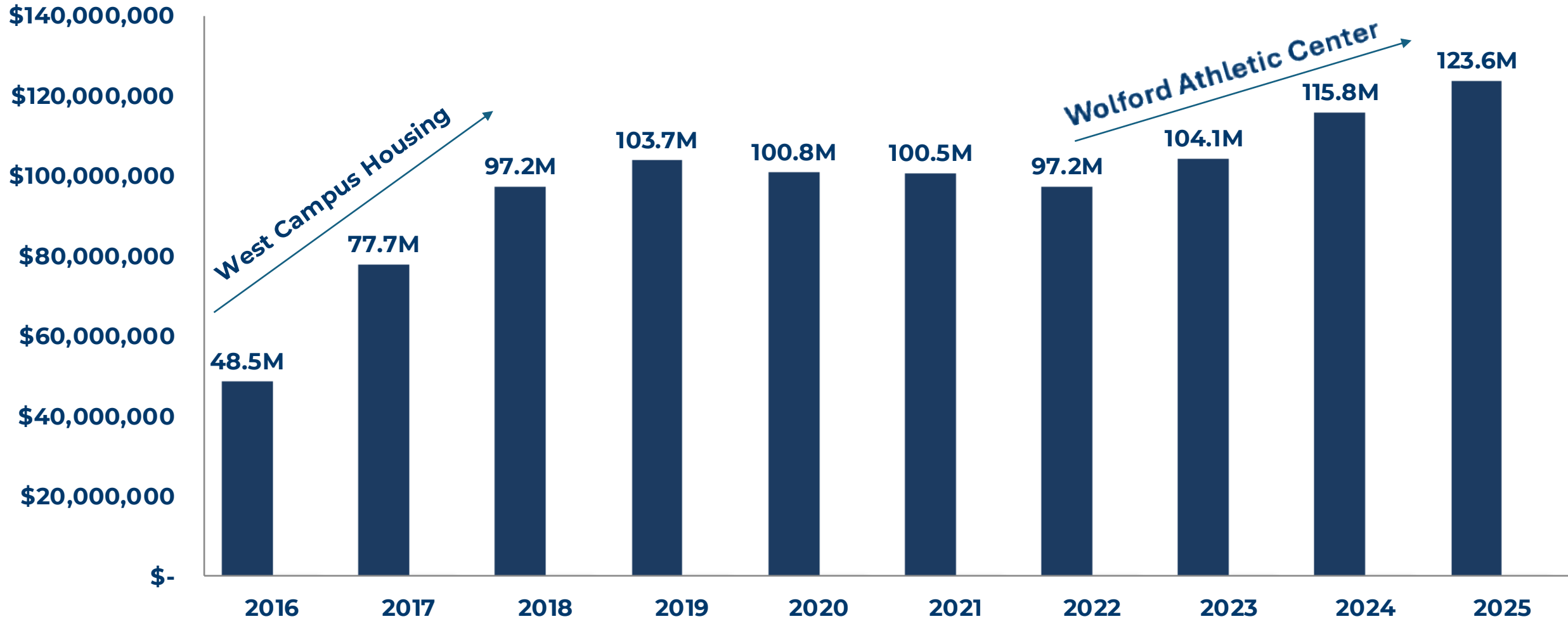
**Total  
\$272,114,307**



# Year to Year Budget Highlights

|                                                 | FY 2021               | FY 2022                                                         | FY 2023                                                        | FY 2024                                                       | FY 2025                       | FY 2026                                                  | Proposed<br>FY 2027                 |
|-------------------------------------------------|-----------------------|-----------------------------------------------------------------|----------------------------------------------------------------|---------------------------------------------------------------|-------------------------------|----------------------------------------------------------|-------------------------------------|
| Total Budget                                    | \$204,065,948         | \$221,533,091                                                   | \$236,613,158                                                  | \$248,637,836                                                 | \$251,857,893                 | \$263,725,317                                            | \$272,114,307                       |
| Tuition Increase                                | 0%                    | 2.0%                                                            | 0%                                                             | 3.0%                                                          | 3.0%                          | 3.0%                                                     | 3.0%                                |
| State<br>Appropriations<br>– Funding<br>Formula | \$183,800             | \$1,470,100                                                     | \$4,631,900                                                    | \$1,953,400                                                   | \$1,447,200                   | \$(246,700)                                              | \$655,900                           |
| State<br>Appropriations<br>– Salary             | -                     | \$2,550,000                                                     | \$2,674,700                                                    | \$3,523,500                                                   | \$2,219,800                   | \$1,819,900                                              | \$1,167,500                         |
| Compensation<br>Plan                            | Faculty<br>Promotions | 2.75%<br>\$11 Min Wage<br>Staff Equity<br>Faculty<br>Promotions | 3.0%<br>\$13 Min Wage<br>Staff Equity<br>Faculty<br>Promotions | 4.0%<br>\$15 Min Wage<br>Compression<br>Faculty<br>Promotions | 3.0%<br>Faculty<br>Promotions | 2.5%<br>Staff Market<br>Faculty Market<br>Fac Promotions | 1.5% Merit<br>Faculty<br>Promotions |
| Compensation<br>Plan Cost                       | \$250,000             | \$3,583,720                                                     | \$3,696,910                                                    | \$4,981,424                                                   | \$3,534,425                   | \$5,757,572                                              | \$2,880,000                         |

# Notes & Bonds Payable



*Expected to add an additional \$123M of bonded debt over the next couple of years for the UC Renovation and Oak Street Housing*

# Remaining Timeline

- **Campus Advisory Board** – Recommendation to President
- **Enter FY 2027 budget into DASH**
- **Prepare Proposed Budget Reports** for UT System and THEC
- **UT Board of Trustee's approval** at the June board meeting



# Research Update

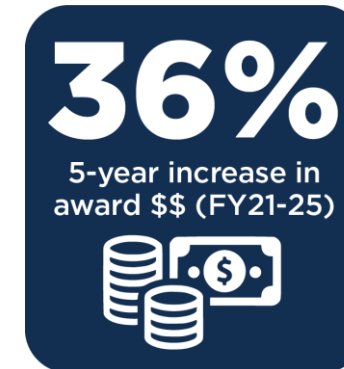
VIII.



**Ms. Meredith Perry**  
Assistant Vice Chancellor  
for Research

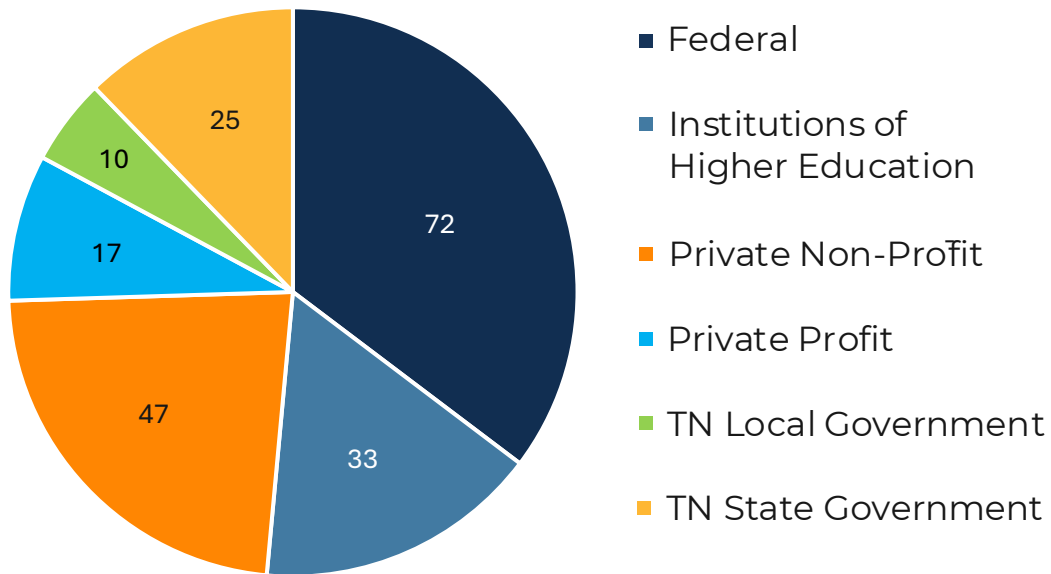
# UTC Research Horizons

- High Research Productivity Across Disciplines
- Strategic Research Centers in High-Impact Areas
  - Driving growth in funding, partnerships, and innovation
- Research Driving Real-World Impact
  - Deploying research into real-world solutions across key domains
  - Strong partnerships with industry, government, and community

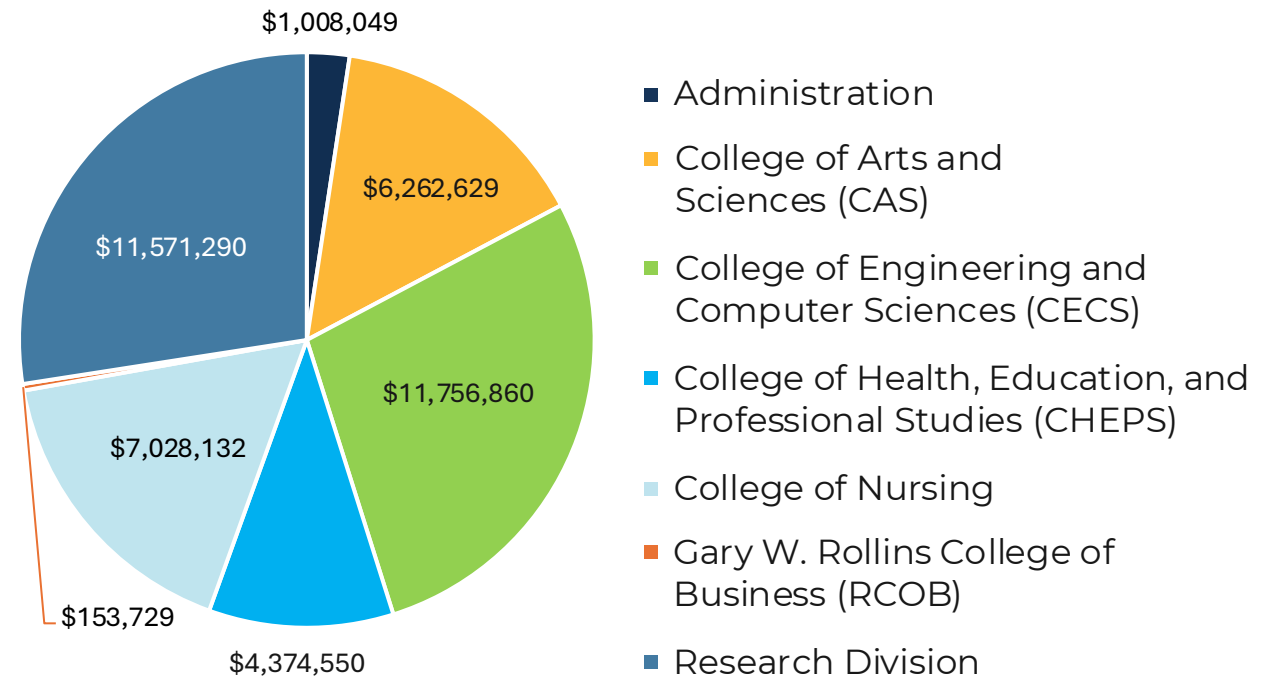


# UTC Research Horizons

FY26 Number of Active Awards by Sponsor Type



FY26 Active Award Dollars by Division



# Thriving Research Centers

## RESEARCH INSTITUTE THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA

- **Center for Urban Informatics and Progress**
- **Quantum Center**
- **NEW: Nanoengineering Center**
  - Exploring nanoscale research in materials, energy and advanced technologies
  - Partnerships with DOE, NSF, ORNL, the UT–Oak Ridge Innovation Institute and industry
  - Directed by mechanical engineering faculty member Dr. Murat Barisik
- **Center for Applied Geospatial Data Science**
- **Center for Regional Economic Research**





# Elect New Chair



# **Elect New Student Member**



# Review of Proposed 2027 Meeting Schedule

September 22, 2026

January 26, 2027

May 11, 2027



# Announcements





# Adjournment