



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

2023 WINTER MEETING OF THE BOARD OF TRUSTEES	
Friday, February 24, 2023	University Center, UT Chattanooga
10:15 a.m. (EST)/9:15 a.m. (CST)	615 McCallie Avenue, Chattanooga, TN

AGENDA

- I. Call to Order and Invocation
- II. Roll Call
- III. Welcome and Opening Remarks of the Chair
- IV. Requests to Address the Board (*if not assigned to be heard in a committee*)
- V. President's Update – Information Tab 1
 - A. [Proposed 2023 Goals and Objectives](#) – Discussion Tab 1.1
- VI. [Institute of American Civics](#) – Update Tab 2
- VII. University Officers – Action..... Tab 3
 - A. [Appointment, Initial Compensation, and Other Terms of Employment of University Officer](#) Tab 3.1
 - B. [Approval of Compensation and Other Terms of Employment of Former Officer](#) Tab 3.2
 - C. [Recommendations regarding Chancellor Search \(UT Martin\)](#)..... Tab 3.3
 - D. [Proposed Change in Officer Title](#) Tab 3.4
- VIII. Committee Reports:
 - A. *Report of the Audit and Compliance Committee*
 - B. *Report of the Education, Research, and Service Committee*
 - C. *Report and Recommendations of the Finance and Administration Committee*

Action Items (Roll Call Vote):

 - 1. [Revised FY 2022-23 Operating Budget](#) Tab 4.3.1
 - 2. [Revenue/Institutionally Funded Capital Projects, FY 2023-24](#) Tab 4.3.2
 - 3. [FY 2023-24 Non-Resident Tuition, UTC](#) Tab 4.3.3
 - 4. [FY 2023-24 Tuition Levels, UTHSC](#)..... Tab 4.3.4



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

IX.	Master Plan Update, UTC – Action.....	Tab 5
X.	Annual Report of the University of Chattanooga Foundation – Information	Tab 6
XI.	Consent Agenda – Action.....	Tab 7
	A. Minutes of the Prior Meeting	Tab 7.1
	B. Resolution Appointing a Managerial Group for U.S. Government Contracts.....	Tab 7.2
	C. Bylaws – Campus Advisory Board (UT Southern)	Tab 7.3
	D. Items from the Education, Research, and Service Committee	Tab 7.4
	E. Items from the Finance and Administration Committee.....	Tab 7.5

[Note: The Bylaws of the Board provide that any item unanimously approved by a committee that is meeting in conjunction with a meeting of the Board will be placed on the consent agenda of the Board meeting. Therefore, if any item listed under XI.D or XI.E is not unanimously approved in committee, the item will be moved to the regular agenda of the Board. Further, any Trustee may request that an item on the consent agenda be moved to the regular agenda even if unanimously approved in committee.]

XII. Other Business

[Note: Under the Bylaws of the Board, items not appearing on the agenda may be considered only upon an affirmative vote representing a majority of the total voting membership of the Board. Other business necessary to come before the Board at this meeting should be brought to the attention of the Board Secretary before the meeting.]

XIII. Closing Remarks

XIV. Adjournment

Information Item(s)

Executive Summary – Annual Institutional Review, UTHSC-Memphis (College of Medicine)	Tab 8
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THE UNIVERSITY OF
TENNESSEE
SYSTEM

2023 OBJECTIVES

ENHANCING EDUCATIONAL EXCELLENCE

COORDINATE UNDERGRADUATE ADMISSIONS ACROSS THE UT SYSTEM

Develop a systemwide process that allows undergraduate applicants who receive denied communication from the UT Knoxville campus to simultaneously be admitted, if qualified, to the other UT campuses. We hope to enroll an additional 100 undergraduate students across UT Martin, UT Chattanooga, and UT Southern in the first year of this initiative.

GROW AND ENHANCE UT PROMISE

Increase year-to-year retention of current recipients by 10% with a focus on process and experience improvements; increase the number of eligible students at UT who receive UT Promise by 10%; increase the number of eligible student applications by 15%; and evaluate key program parameters such as minimum award and family income threshold to maximize program reach and student retention.

DEVELOP REQUIREMENTS FOR A COMMON STUDENT INFORMATION SYSTEM

Work with colleagues from across the UT System to select a consulting partner to develop the necessary requirements and data definitions for a common student information system.

STANDARDIZE UT SYSTEM'S UNDERGRADUATE ACADEMIC CALENDARS

In conjunction with the move to a common student information system (SIS), transition to a common undergraduate academic calendar across the UT System. This change would better align business processes, data collection and reporting methods across our campuses while also improving the campus change experience and enhancing the ability of students and faculty to take and teach online courses systemwide.

DEVELOP SYSTEMWIDE TRAINING FOR DEPARTMENT HEADS AND CHAIRS

Inconsistencies have been identified across the UT System in department head and chair training in a number of key areas. To address this, we will develop and facilitate training across the UT System in critical areas including annual evaluations; promotion and tenure; free speech; diversity and inclusion; cultural competency; roles and responsibilities; and mental health and wellbeing. Our goal is to offer a minimum of six systemwide convenings, engaging all administrators across all UT campuses.

INCREASE UT'S EDUCATIONAL FOOTPRINT WHILE ENHANCING STUDENT OUTCOMES*

Grow total enrollment by 1,800 learners systemwide; increase fall-to-fall retention of first-year undergraduate students by .80%

*Metrics determined as a per year increment of the 5-yr goals outlined in the UT Systemwide Strategic Plan (Strategic Plan metrics developed in collaboration with UT campuses).

ESTABLISH THE UT GROW YOUR OWN CENTER AS A NATIONAL LEADER IN EDUCATOR PIPELINE AND APPRENTICE EDUCATION

In 2023, GYO will address the K-12 teacher shortage in Tennessee by enrolling 800 teaching occupation registered apprentices; launching pre-apprenticeship and instructional leader apprenticeship pilot programs; and growing the number of districts approved for apprenticeships from 25 to 50.

EXPANDING RESEARCH CAPABILITIES

STRENGTHEN AND GROW UT RESEARCH FOUNDATION

Starting with hiring a full-time president in January, we will strengthen the leadership team and talent at UTRF. We will also launch a venture seed fund and help to launch an independent venture fund, with \$5 million and \$30 million respectively.

STRENGTHEN AND GROW UT-BATTELLE PARTNERSHIP AND CO-MANAGEMENT OF OAK RIDGE NATIONAL LAB

During the first quarter of the year, we will hire a new generational director for ORNL. We will also hire a new vice president for national laboratory management to ensure UT provides oversight, support and partnership with the laboratory and Battelle like never before. This will position UT for a successful contract extension and dramatic increase in the research collaboration with the lab, which will help ORNL achieve its goals.

HIRE RESEARCH POSITIONS TO SUPPORT CAMPUS RESEARCH FUNCTIONS

With a new vice president of national laboratory management, an associate vice president for economic development and a compliance officer in place, we will need to hire support roles, including an associate vice president for research, to facilitate campus collaboration. Additionally, we will provide greater support in D.C. for federal funding opportunities.

CONTINUE DEVELOPMENT OF SYSTEMWIDE RESEARCH COMPLIANCE INFRASTRUCTURE

The Office of Audit and Compliance and the Office of the General Counsel will work with other system and campus partners to continue building out a robust systemwide research compliance and security infrastructure to support all campuses and institutes in their efforts to address increasing federal and state compliance obligations.

FOSTERING OUTREACH AND ENGAGEMENT

LAUNCH ONEUT GRAND CHALLENGES COLLABORATION GRANTS

In an effort to drive innovation and collaboration focused on our Grand Challenges, the UT System will launch a series of grants, totaling \$5 million, to incentive more rigorous collaboration that leads to new research, scholarship or creative activity of the highest value.

SUPPORT ESTABLISHMENT AND LAUNCH OF THE INSTITUTE FOR AMERICAN CIVICS

Support the UTK chancellor and the Baker Center in the selection of a new director for the Institute for American Civics and the development of programming as requested. Ensure early successes to affirm the current support from the state and position the institute for increased support in the future.

INCREASE ECONOMIC IMPACT TO MUNICIPALITIES

The Municipal Technical Advisory Service (MTAS) will increase its economic impact to the state's municipalities by 25% over 2022 (from \$6.2 million to \$7.7 million).

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

LEAD HIGHER EDUCATION CAPITAL PROJECT AND THEC EFFICIENCY MODERNIZATION

With other partners in higher education and state government, advocate for legislation that speeds development and reduces cost for building projects by making processes at State Building Commission and Tennessee Higher Education Commission more efficient while increasing transparency and accountability. Also, work to improve higher education's ability to deliver quality programs faster to market.

INNOVATION DEVELOPMENT OF UT CAMPUSES

In response to record demands for student housing at UTK, a capital project, in collaboration with UTK, will pursue the first public private partnership project for students housing. The effort includes engaging in a rigorous request for proposal process with leading national development firms. The UT System will include a detailed review of financial, business and operating terms to determine how to bring new housing online most effectively for students in Knoxville. UT System Capital Projects and UT Southern will collaborate to initiate the development of the inaugural master plan for that campus. This effort will create the roadmap for how we deliver the vision of the UTS strategic plan, which is currently in development.

IMPLEMENT DASH

By the end of 2023 complete the scheduled phases of Oracle Fusion Cloud ERP system. This includes completing design and blueprints, adopt and adapt stages, training needs assessment and early testing and validation. The project will remain on schedule and budget to go live July 1, 2024. Revise and create policies concurrently with DASH workflow development. In addition, continue working with locally governed institutions (LGIs) as they initiate their Oracle Cloud projects.

LAUNCH THE INNOVATION CHALLENGE

In early 2023, the UT System will implement a systemwide Innovation Challenge for all employees. The program will incentivize employees to provide their most creative ideas for improving the efficiency of operations. The University will be able to generate ideas that will result in calculable, "hard" cost savings. The program will also be able to generate several "small wins" that result in improved processes and improved customer service. Another positive consequence of such a program will be to promote internal communication, enhance employee involvement and empower employees.

IDENTIFY TOP RISKS FACING UT AND DEVELOP RESPONSE PLANS

The UT System Strategic Plan sets forth the goals and objectives the University intends to pursue through 2025. Key risk threats and risk opportunities to achieving the plan were developed by UT's enterprise risk officer (ERO) and the Strategic Plan Pillar leads. During 2023, the ERO will lead the development of response and monitoring plans to improve the chances of successfully meeting or exceeding goals and objectives.

ENSURING WORKFORCE AND ADMINISTRATIVE EXCELLENCE

ENSURING COMPETITIVE COMPENSATION

UT System Human Resources will complete a full compensation analysis of our most critical job families (based on current data and recruiting pain points) to ensure competitive compensation packages. UT will participate in a minimum of three salary surveys that keep our access to external comp survey data updated and relevant.

EMPLOYEE AND ORGANIZATIONAL DEVELOPMENT

By the end of 2023, UT System Human Resources, in collaboration with human resources officers systemwide, will review and align employee and leadership development programs to create a systematic and progressive training ladder from onboarding to throughout employees' careers.

DEVELOP UTHSC CONSULTATION TO AUGMENT UT CAMPUSES MENTAL HEALTH AND WELLNESS SUPPORT

Drawing upon the collective expertise of UTHSC College of Medicine Department of Psychiatry, College of Nursing, and Student Academic Support Service and Inclusion [SASSI], and availing of the recent (COVID propelled) growth and acceptability of telepsychiatry as a modality to remotely deliver mental health assessment and care, UTHSC will explore a contractual model, that is pragmatically and fiscally viable, to augment mental health assessment and better facilitate integrated local mental health care delivery for students, faculty and staff at each UT campus.

CREATE THE CENTER FOR ADMINISTRATIVE EXCELLENCE IN HIGHER EDUCATION

This center would train, develop and certify future leaders in higher education, within UT and at other universities nationwide, in those administrative areas in which UT System excels, such as finance, legal, communications and marketing, government relations, compliance, information technology, etc. This would build UT System's reputation as a national leader on administrative functions in university systems.

INVESTMENT AND CASH MANAGEMENT EFFICIENCY AND TRANSPARENCY

Implement the University's first stand-alone endowment and unitization accounting software platform, enhancing the accounting, donor reporting and endowment-management functions; coordinate with the UT Foundation to improve accounting records and facilitate a permanent balance between the organizations. Consolidate and reorganize the University's banking relationships to improve internal controls and align with DASH Guiding Principles. Mature the University's cash flow forecasting capabilities to improve data used for the management of the University's cash management portfolio.

ADVOCATING FOR UT

OBTAIN 100% OF DIRECT UT BUDGET FUNDING REQUESTS FOR 2023

From three major capital projects to fully funding the formula to new funding for SMART and for UTHSC, it's all hands-on deck to support accomplishing this objective.

GROW STATE AND FEDERAL PARTNERSHIPS AIMED AT SOLVING GRAND CHALLENGES AND SUPPORTING AREAS OF STATE AND NATIONAL NEED

Increase direct outreach to state and federal agency leaders to secure partnerships such as:

- In partnership with Tennessee Department of Economic and Community Development and Tennessee Department of Transportation (TDOT), create a new initiative to dramatically accelerate Tennessee's leadership position in electric vehicle research.
- In partnership with the city of Knoxville and TDOT, secure funding for a new pedestrian bridge in Knoxville from the campus to South Knoxville.
- In partnership with Tennessee Department of Environment and Conservation, secure funding for the proposed WET Center at Lone Oak Farms, a new \$24 million facility to provide training and education to prevent and mitigate flood damage.

CATALYZE EFFORTS FOR TENNESSEE TO BE THE LEADING STATE FOR TRANSPORTATION AND MOBILITY INNOVATION AND RESEARCH

With key partners, develop policy blueprint and lead advocacy efforts to deliver unprecedented collaboration between industry, universities and state agencies towards mobility research and development goals.

PROVIDE UNMATCHED SUPPORT TO GOVERNMENT LEADERS IN POLICY DEVELOPMENT AND ANALYSIS

Preliminary goals include assisting government leaders with developing policy solutions to address talent recruitment of certain high-need occupations in Tennessee's rural and underserved populations.

LAUNCH GRAND CHALLENGE INITIATIVE

With our five campuses and two statewide institutes, UT is in a unique position to work together truly make an impact. Tying into Pillar 3 and Pillar 5 of the System Strategic plan, we will launch the Grand Challenge initiative to internal and external stakeholders with a systemwide communications and marketing strategy that showcases how UT is addressing grand challenges to benefit all Tennesseans. In addition, we will implement a statewide Grand Challenge Summit in middle Tennessee in the fall of 2024 to leverage talent across the system.

ADVOCATING FOR UT

STRENGTHEN BRAND AWARENESS

Building on the success of the “Everywhere You Look, UT” mural campaign, the UT System Division of Communications and Marketing will secure an additional 15 murals for the campaign in strategic locations across the state to increase impressions by 50,000 a day with the ultimate goal of having a mural in all 95 counties by 2030. In addition, the team will identify opportunities for a paid advertising campaign to further extend the reach of the campaign to improve brand awareness and opinion of the University of Tennessee as a statewide system of higher education to 85% positive in 2023.

DEVELOP “PICK UT” MARKETING CAMPAIGN

Develop and execute a systemwide marketing campaign to promote UT's accessibility, availability and unique characteristics to optimize enrollment at all UT campuses. The campaign would demonstrate the unique characteristics of each UT campus and encourage prospective students to pick one of our campuses.

SUPPORT UT FOUNDATION TOWARD NEW RECORD FUNDRAISING YEAR

Work with the development staff across the state in key donor solicitations as requested with the plan of attaining \$400 million in private support, which represents a record year.

Institute of American Civics Update

Marianne Wanamaker, Baker Center Executive Director
February 2023



THE UNIVERSITY OF
TENNESSEE
KNOXVILLE

Why establish a civics institute?

- **Political polarization**
 - 46 percent of entering college undergraduates nationwide report that they probably or definitely would not choose to room with someone who supported the opposing presidential candidate
- **Low civic participation**
 - In the 2020 presidential election, Tennessee ranked 44th out of all states in voter turnout.
- **Retreat from civil discourse**
 - Observers statewide describe rising tension in public spaces and a retreat from public problem solving in local and state issues.
- **Eroding trust in democratic institutions**
 - In a 2017 survey, 51 percent of Americans reported being dissatisfied with the way democracy is working and 46 percent were open to alternative forms of government.

These are some of Tennessee's greatest challenges.

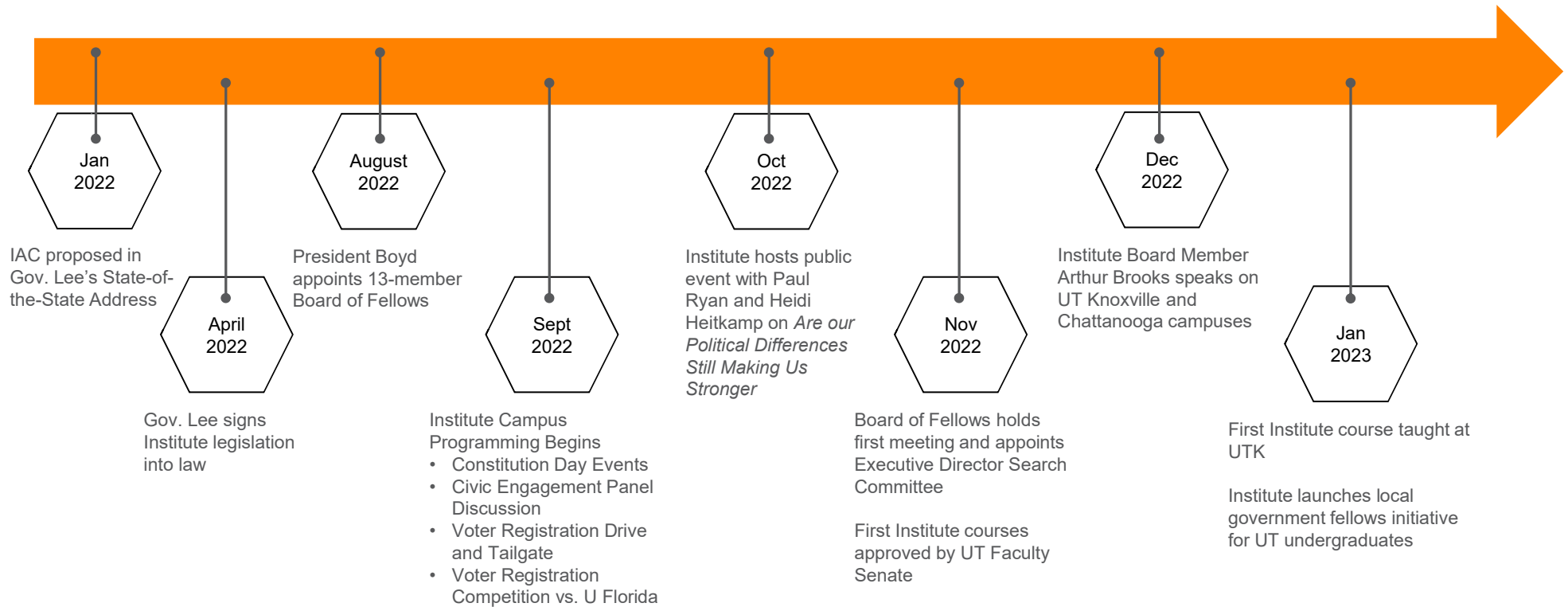
UT and the proposed Baker School are ideally positioned to house the Institute.

- With 55,000 students, plentiful instructional resources, and a physical presence in all 95 counties, the University of Tennessee is well-situated to address the State's civic health.
- Since its founding in 2003, the Baker Center has served as the Knoxville campus's hub for civic engagement and education, and we have led many campus viewpoint diversity efforts.
- Senator Baker's legacy of conciliation and respect for opposing viewpoints, along with his deep patriotism and commitment to public service, provide an ideal foundation for the Institute's activities.

There is strong, bipartisan legislative support for this initiative

- Legislation passed with nearly unanimous support in the Tennessee House and Senate in Spring 2022.
 - 6 “no” votes out of 132, distributed equally by party.
- \$6M appropriation in FY2023 and recurring \$4M appropriation thereafter.

Timeline



Board of Fellows

- We built on the enabling legislation to appoint a bipartisan, 13 member IAC Board.
 - Includes, by statute, two former political leaders of opposing parties
 - Former Governors Phil Bredesen and Bill Haslam
 - Two members of the Baker Center Board
 - Former U.S. Ambassador A.B. Culvahouse and Marianne Wanamaker, Baker Center Executive Director
 - Nine other academics or administrators
- Board is leading the search for the Executive Director
 - By statute, finalists must be presented to UTK chancellor by March 1
 - Intend for Exec Director to be on campus in Fall 2023



Bill Haslam

Former Tennessee
governor



Phil Bredesen

Former Tennessee
governor



A.B. Culvahouse

Of Counsel at O'Melveny
& Myers, former U.S.
ambassador to Australia,
former White House
counsel, and UT alum

Serving as chair



Marianne Wanamaker

Professor of Economics
and Executive Director of
the Baker Center, the
University of Tennessee



Danielle Allen

James Bryant Conant
University Professor, and
Director of the Edmond &
Lily Safra Center for
Ethics, Harvard University



Arthur Brooks

William Henry Bloomberg
Professor of the Practice
of Public Leadership,
Harvard Kennedy School;
Professor of Management
Practice, Harvard
Business School



Daniel Diermeier

Chancellor of Vanderbilt
University



Amy Elias

Chancellor's Professor,
Distinguished Professor
of English, and Director
of the UT Humanities
Center, the University of
Tennessee



Robert George

McCormick Professor of
Jurisprudence and
Director of the James
Madison Program in
American Ideals and
Institutions, Princeton
University



**Claudia Williamson
Kramer**

Probasco Chair of Free
Enterprise and Professor
of Economics, the
University of Tennessee
-Chattanooga



Jon Meacham

Carolyn T. and Robert M. Rogers Chair in American Presidency and co-chair of the Vanderbilt Project on Unity and American Democracy, Vanderbilt University



Paul Stumb

President of Cumberland University



Glenn Reynolds

Beauchamp Brogan Distinguished Professor of Law, the University of Tennessee

Principles driving our work

- **BUILD A BIG TENT** Forge partnerships inside and outside the university with any Tennessee organization seeking to enhance civic knowledge, build civic skills, or promote civic engagement.
- **THE ECOSYSTEM IS KEY** For civic education to be a priority for college students (and in K-12 schools), the labor market has to recognize it as a valuable skill. We have to build the ecosystem.
- **FIND MENTORS** Plug into national networks of civic-focused organizations to learn from their experiences. The IAC Board is helping.

Early Institute Priorities



Enhancing Civic Knowledge

Building signature UTK courses, co-curricular activities, and public education products covering:

- The founding principles of the United States
- Institutions of American government
- Fundamental democratic principles
- Civic leadership



Building Civic Skills

Engaging the private sector in civic education for all Tennesseans.

Hosting continuing education opportunities for public school teachers of history and civics.

Producing campus debates and public lectures emphasizing civil discourse, viewpoint diversity, and public problem solving.



Promoting Civic Engagement

Leading UTK campus voter registration and participation programming.

Supporting UTK students in local, state, and federal government internships.

Establishing local government fellows program.

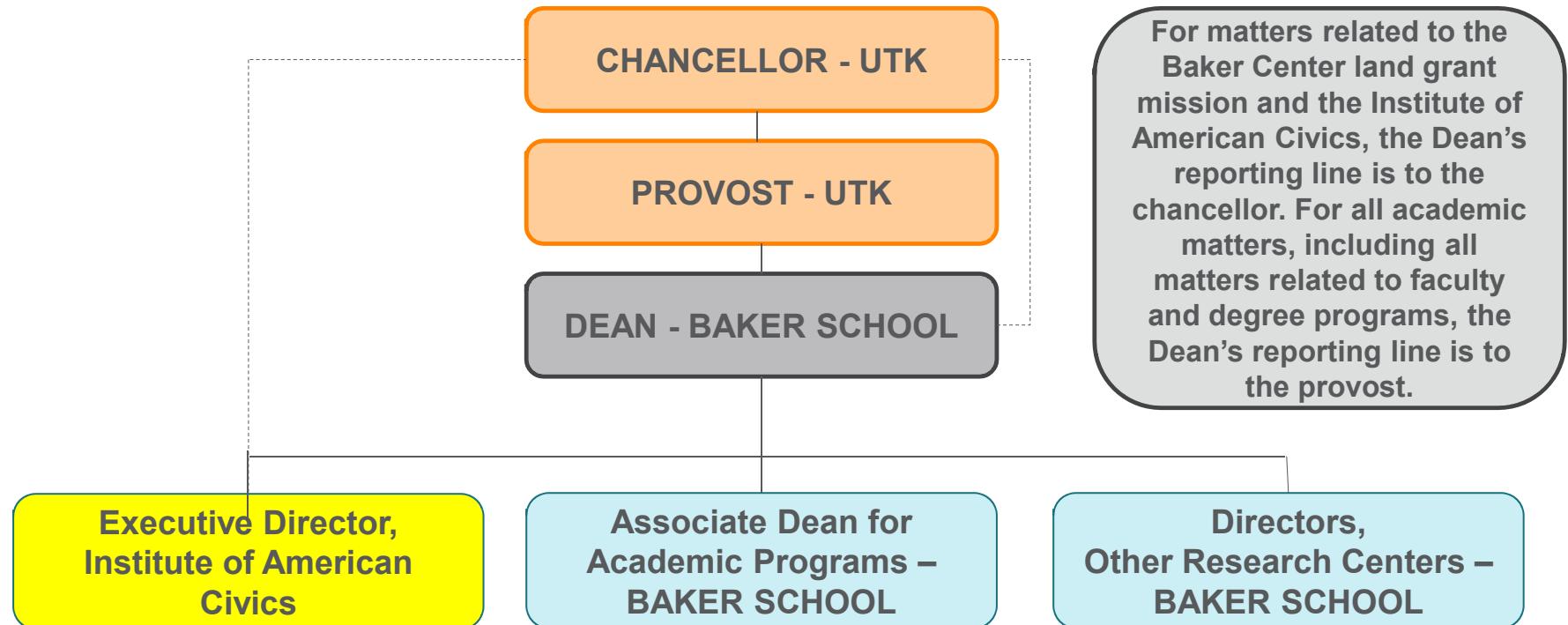
Legislated purpose (directly from legislative text)

- *Foster a deeper understanding of the structures and institutions of federal, state, and local government.*
- *Further the understanding of the principles and philosophies that contributed to the foundation and development of the United States and the State of Tennessee.*
- *Promote civil discourse and constructive debate.*
- *Enhance education in politics, economics, philosophy, American history, American government, and other related fields as appropriate with a focus on the rights and responsibilities of American citizenship; fundamental democratic principles; and the ways in which those principles are expressed in our federal, state, and local institutions.*

Legislated purpose (directly from legislative text)

- *Provide nonpartisan resources to students, faculty, state government agencies, and the general public regarding civic affairs.*
- *Foster civic engagement through full and fair discussions that promote civil dialogue among those holding conflicting points of view.*
- *Assist in ensuring that the University of Tennessee serves as a robust marketplace of ideas for all students and faculty.*

IAC in proposed Baker School



IAC in proposed Baker School

- IAC is an academic unit within the School with its own course designation and own ability to hire faculty.
- Executive Director reports to both Dean of proposed Baker School and to UTK Chancellor.
- IAC courses are available to students across campus without limits.
 - IAC courses are likely to be required, foundational courses for Baker School students.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Appointment, Compensation, and other Terms of Employment of University Officer (UT Institute of Agriculture)**

Type: Action

Presenter: Randy Boyd, President

Background Information

Pursuant to Section 6.6 of the University's Bylaws, the Board shall approve, upon the recommendation of the President, the appointment of other officers of the University, as designated in these Bylaws, and approve their initial compensation and other terms of employment. The officers of the University include senior vice presidents.

Recommendation

I am pleased to present Keith S. Carver, Jr., to serve as the next Senior Vice Chancellor and Senior Vice President for the UT Institute of Agriculture (UTIA) for a two-year limited duration appointment. The SVC/SVP leads the statewide UTIA, which position oversees and provides leadership to the Herbert College of Agriculture, the College of Veterinary Medicine, UT AgResearch, and UT Extension. The SVC/SVP reports to both the UT Knoxville Chancellor and to the UT System President.

Dr. Carver earned both his Ph.D. in Educational Leadership and Policy Studies and his M.S. degree in College Student Personnel and Educational Leadership from The University of Tennessee, Knoxville, and his B.A. in Sociology from Memphis State University. He currently serves as Chancellor of The University of Tennessee at Martin.

The recommended compensation and other terms of employment are included in the accompanying offer letter, which has been accepted by Dr. Carver. In addition, a copy of Dr. Carver's resume is attached.

Board Action

As authorized by the Bylaws, the Board Chair has designated this item for action by the Board without prior review and recommendation by the Executive Committee. The Board Chair will call for a motion for the Board of Trustees to adopt the following resolution.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.1

Resolved:

The Board of Trustees hereby approves the appointment of Dr. Keith S. Carver, Jr., as Senior Vice Chancellor and Senior Vice President for the UT Institute of Agriculture, for a two-year limited duration appointment, effective as of March 1, 2023, with the compensation and other terms of employment as presented in the meeting materials.



THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD
President

January 25, 2023

Via Email (carverk@utm.edu)

Dr. Keith S. Carver, Jr.

Chancellor

The University of Tennessee at Martin

325 Administrative Building

Martin, TN 38238

Dear Keith,

It is our pleasure to offer you the position of Senior Vice Chancellor and Senior Vice President of the University of Tennessee Institute of Agriculture ("UTIA"), effective March 1, 2023. This appointment is subject to the terms and conditions outlined in this letter and subject to approval by the University of Tennessee's Board of Trustees at its meeting on February 23-24, 2023. Your compensation for this Senior Vice Chancellor and Senior Vice President role will be \$33,333.33 per month (\$400,000.00 annualized).

To assist you with relocation, the University will provide a one-time moving allowance of \$35,000.00 consistent with Fiscal Policy FI0450. This allowance will be reported as taxable income and included on your W-2 statement. The IRS requires that applicable taxes be withheld and reported.

While our intention is that you will serve in the position of Senior Vice Chancellor and Senior Vice President for up to twenty-four months, the position is without tenure, without a definite term, and serves at will and at the pleasure of the Chancellor of the University of Tennessee, Knoxville and the President of the University of Tennessee System. In the role of Senior Vice Chancellor and Senior Vice President, you will report directly to the Chancellor of the University of Tennessee, Knoxville and the President of the University of Tennessee System, and we will evaluate your performance annually. The dual reporting responsibilities of this role are outlined in the attached document.



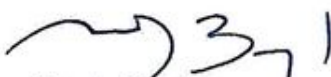
THE UNIVERSITY OF TENNESSEE SYSTEM


OFFICE OF THE PRESIDENT

RANDY BOYD
President

We appreciate your willingness to serve in this role and look forward to continuing to work with you in this new capacity. Please sign and return this letter to us to indicate that you agree to these terms and will accept this appointment.


Sincerely,



Randy Boyd
President


Donde Plowman
Chancellor

c: Human Resources

ACCEPTANCE: I accept the appointment to serve as Senior Vice Chancellor and Senior Vice President of the University of Tennessee Institute of Agriculture under the terms and conditions outlined above and with the understanding that the offer is not binding until and unless the appointment and compensation are approved by the University of Tennessee's Board of Trustees.


Keith S. Carver, Jr.


Date

KEITH S. CARVER, JR., Ph.D.

220 Edgewood Street, Martin, TN 38237 • (865) 318-0323 • kcarver1970@gmail.com

PROFESSIONAL SUMMARY

An education professional with more than 25 years of leadership experience in higher education including executive-level campus (and system) leadership, comprehensive strategic planning, enrollment management, demonstrated leadership in fundraising and capital projects, and the ability to build successful teams and develop relationships among diverse constituencies.

PROFESSIONAL EXPERIENCE

CHANCELLOR

The University of Tennessee at Martin

January 2017- Present

- Serve as the chief executive officer for the University that leads and sets priorities for a budget of \$110 million, 6,700 total students, 850 employees, 5 regional higher educational centers across West Tennessee and a competitive Division I athletics program
 - Student Success
 - Freshmen class enrollment growth of 10% since Fall 2016
 - Freshmen to sophomore retention rate improved to record levels over the past 5 years (currently 74%)
 - Six-year graduation rate has increased 14.4% since 2016
 - Total headcount growth in 4 of the past 6 years
 - Advancement
 - Secured the two largest gifts in school history, including a *\$79.5 million gift* (2021) and a *\$22 million gift* (2019)
 - Currently at 91% completion of a *\$175 million* comprehensive campaign
 - Exponential increase in the number of annual donors each year, including a record 5,143 donors to UT Martin in 2019-20
 - Campus-wide
 - Implemented the first comprehensive strategic plan for the UT Martin campus in 40 years
 - Guided UT Martin's first new academic building project in 4 decades, a 120,000 square foot academic building for STEM education
 - Engaged in an aggressive Strategic Enrollment Plan in 2019-2020; with 6 new or expanded academic programs in high-need areas
 - Launched new Center for Sustainability, Center for Women and Gender Equality, Chief Diversity and Inclusion Office and expanded services for the Center for Multicultural Affairs and Office of Veterans Services
 - Initiated bold campus-wide marketing campaigns to rebrand the campus, admissions and athletics
 - Created an office of Research, Outreach and Economic Development at UT Martin that coordinates with chamber and economic development efforts across northwest Tennessee
 - Serve as the Executive Director for the WestStar Leadership Program, a regional leadership initiative that develops annual cohorts across the 21 counties of West Tennessee

EXECUTIVE ASSISTANT TO THE PRESIDENT**The University of Tennessee System****January 2011 – December 2016**

- Coordinated and guided implementation of critical functions of the University of Tennessee's System-wide Strategic Plan
- Provided channels of communication as a liaison with all levels of senior-level administration across the University of Tennessee system, including four university campuses and two state-wide institutes
- Served as the primary contact for the President with the Governor's Office of the State of Tennessee, the Tennessee General Assembly, the University of Tennessee Board of Trustees, donor and alumni constituencies and Federal officials.
- Provided temporary leadership for executive officers in transition, such as the UT System Vice President of Marketing and Communication and the UT System Foundation Office
- Served as a confidential counsel and executive-level strategy advisor to the President on a wide range of complex issues; assisted with the development of crisis management plans

VICE CHANCELLOR FOR DEVELOPMENT AND ALUMNI AFFAIRS (INTERIM)**The University of Tennessee Health Science Center****March 2010 – December 2010**

- Responsible for the leadership, planning, coordination and management of development and alumni programs for the Health Science Center in the context of a system-wide, \$1 billion campaign
- Coordinated fundraising efforts with alumni, corporations, foundations, hospitals and other external constituencies to reach a campaign goal of \$130 million
- Responsible for the oversight of an alumni and fundraising operation of 21 people that raised \$23,275,062 for CY 2010 (as of 11/30/10). This represented an 82% increase over the same period in CY 2009

ASSISTANT VICE CHANCELLOR FOR DEVELOPMENT**The University of Tennessee at Martin****March 2006 – March 2010**

- Planned and implemented an aggressive fundraising program and providing strategic direction that surpassed a \$40 million campaign goal
- Directed a team that increased annual donations from \$2.39 million in 2008 to \$3.97 million in 2009
- Identified, cultivated and solicited an extensive portfolio of major gift prospects
- Built the UT Martin Parsons Center facility in Decatur County, TN, through collaboration with state and local officials, private foundations, business leaders and private citizens

DIRECTOR OF DEVELOPMENT AND ALUMNI AFFAIRS, COLLEGE OF LAW**The University of Tennessee, Knoxville****April 2001 – February 2006**

- Collaborated with the Dean and the faculty to identify, cultivate and solicit prospective donors for the College of Law
- Maintained an active leadership donor portfolio of 150 prospects
- Developed a comprehensive campaign plan for the College of Law, including an individualized stewardship plan for the college's top donor prospects

ASSISTANT DIRECTOR OF DEVELOPMENT AND ALUMNI AFFAIRS, COLLEGE OF LAW

The University of Tennessee, Knoxville

July 1998 – March 2001

- Orchestrated the college's annual giving campaign
- Planned and facilitated the bi-annual Alumni Advisory Council
- Maintained a major gift portfolio of 100 prospects

PROGRAM ADVISOR, OFFICE OF STUDENT ACTIVITIES

The University of Tennessee, Knoxville

August 1997 – August 1998

- Responsible for providing cultural, social and educational activities for a campus of over 25,000 students
- Developed and facilitated the University's Undergraduate Leadership Program (Leadership Quest)

DIRECTOR OF SPECIAL PROJECTS AND COORDINATOR OF EXPERIENTIAL EDUCATION

Marietta College, Marietta, Ohio

July 1995 - July 1997

- Developed a series of service-learning courses
- Directed extensive community partnership programs

CO-DIRECTOR, TeamVOLS

Dean of Students Office

The University of Tennessee, Knoxville

July 1993 – July 1995

- Led student and faculty teams of volunteers in relief efforts in Miami and Homestead, FL after Hurricane Andrew, in East Hardin, IL after the great flood of the Midwest and in Boston, MA working with inner-city youth
- Established central coordinating system for volunteer opportunities at UT Knoxville with area non-profits in the greater Knoxville area

EDUCATION**Ph.D., Educational Leadership and Policy Studies (2009)**

The University of Tennessee, Knoxville

Dissertation Topic: “A Study of Presidential
Derailment in Public Research Universities”

**M.S., College Student Personnel &
Educational Leadership (1995)**

The University of Tennessee, Knoxville

B.A., Sociology (1992)

Memphis State University, Memphis, TN

LEADERSHIP DEVELOPMENT

- Leadership Tennessee (2019)
- Leadership Knoxville (2016)
- WestStar Leadership: the West Tennessee regional leadership program (2009)
- Leadership Weakley County (2008)
- The University of Tennessee Leadership Institute (2005)
- The University of Illinois LeaderShape (1997)

TEACHING

The University of Tennessee, Knoxville

Assistant Adjunct Professor

PhD. program; Educational Leadership and Policy Studies

2011 – Present

The University of Tennessee at Martin

Adjunct Professor

MSEd. Program; Higher Education Leadership

2019- Present

The University of Tennessee Leadership Institute

Group facilitator for Ethics Module

2016- Present

PUBLICATIONS

Trachtenberg, Stephen Joel. And Kauvar, Gerald B. and Bogue, E. Grady. *Presidencies Derailed: Why University Leaders Fail and How to Prevent It*. Baltimore: Johns Hopkins University Press, 2013. *(Contributed one chapter to this book)*

INVITED PRESENTATIONS

- “*Involving University Leaders with Social Media: Strategies for Success*,” a presentation for a Gonzer Gerber international webinar; July 12, 2021
- “*Developing a Strategic Response to Enrollment Shifts*,” a presentation at the RNL Senior Leadership Forum; April 21, 2021
- “*Helping Transfer Students Stay on Track*,” a presentation at the Complete Tennessee Leadership Institute; January 12, 2021
- “*How Captain Got His Groove Back: Marketing and Branding Your Organization to New Audiences*,” Keynote address to the Jackson (TN) Chamber Speakers Series; December 17, 2020
- Presented state-wide action plan as the representative for Tennessee’s colleges and universities at the annual LUMINA SHEEO/ESG Attainment Academy; October 24-25, 2019
- “*Teacher Preparation Programs: Challenges and Successes*,” Tennessee Higher Education Commission & State Board meeting; July 26, 2018
- “*Working Together to Make College Affordable in Tennessee*,” a panel discussion in partnership with the *The Tennessean*; September 12, 2017
- “*Understanding Your Value*,” Keynote Speaker at the national Collegiate Information & Visitor Services Association; May 30, 2017
- Invited presenter on *Presidential Derailment* for the national Food Systems Leadership Institute (FSLI); 2012 and 2013

COMMUNITY ENGAGEMENT

- American Red Cross, West Tennessee Board member; 2020- present
- The Governor’s Rural Education Task Force; 2021-present
- Tennessee State Coalition for Better Health; 2020- present
- Tennessee College Association; 2017- present; President, 2020- 2021
- Ohio Valley Conference Board of Presidents; 2017- present; Chair of the Board; 2019
- University of Tennessee College of Law Institute for Leadership Development Advisory Board; 2015 – present
- Young Life of Northwest Tennessee Board member; 2018- present
- Sunday school teacher; Martin church of Christ; 2017- present
- Tennessee SCORE Steering Committee; 2018-2020
- Tennessee Chamber of Commerce and Industry; Statewide Board of Directors; 2014- 2019



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.2

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Title, Compensation, and Other Terms of Employment of Former University Officer**

Type: Action

Presenter: Randy Boyd, President

Background Information

Pursuant to Article VI, Section 6.9 of the Bylaws of the University of Tennessee Board of Trustees, when an officer of the University retires or otherwise leaves office, the title, compensation, and other terms and conditions of any further employment by the University shall be presented to the Board or the Executive Committee for approval before any further employment can begin.

Recommendation

President Boyd recommends the appointment of Carrie Castille, who has served as an officer of the University, as Special Assistant to the President, effective March 1, 2023. The proposed title, compensation, and other terms of employment for Dr. Castille are presented in the signed offer letter, which follows this memorandum.

Board Action

The Board Chair will call for a motion for the Board of Trustees to adopt the following resolution.

Resolved:

The Board of Trustees hereby approves the appointment of Dr. Carrie Castille as Special Assistant to the President, effective as of March 1, 2023, with the compensation and other terms of employment as presented in the meeting materials.



THE UNIVERSITY OF TENNESSEE SYSTEM

OFFICE OF THE PRESIDENT

RANDY BOYD
President

January 26, 2023

Via Email (carrie.castille@tennessee.edu)

Dr. Carrie Castille

Senior Vice Chancellor and Senior Vice President

The University of Tennessee Institute of Agriculture

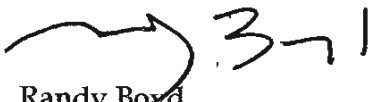
Dear Carrie,

As we have discussed, I am hereby offering you the position of Special Advisor to the President of the University of Tennessee, effective March 1, 2023. This appointment is subject to the terms and conditions outlined in this letter and subject to approval by the University of Tennessee's Board of Trustees at its meeting on February 23-24, 2023. Your compensation for this Special Advisor role will remain at \$33,333.33 per month (\$400,000.00 annualized).

Although your appointment to the position of Special Advisor is without a definite term, the appointment will not extend beyond June 30, 2023. The position is without tenure. In the role of Special Advisor, you will report directly to the President of the University of Tennessee System, and I will evaluate your performance. In this role, your duties will include, but not be limited to, developing strategies to grow academic programs and federal and state research and development expenditures relating to agriculture across the UT System.

I appreciate your willingness to serve in this role and look forward to continuing to work with you in this new capacity. Please sign and return this letter to me to indicate that you agree to these terms and will accept this appointment.

Sincerely,



Randy Boyd
President



THE UNIVERSITY OF TENNESSEE SYSTEM

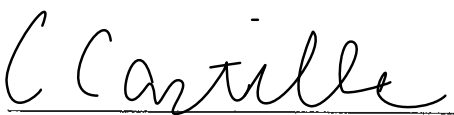
OFFICE OF THE PRESIDENT

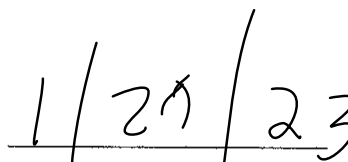
RANDY BOYD
President

3.2

c: Human Resources

ACCEPTANCE: I accept the appointment to serve as Special Advisor to the President of the University of Tennessee, under the terms and conditions outlined above and with the understanding that the offer is not binding until and unless the appointment and compensation are approved by the University of Tennessee's Board of Trustees.


Carrie Castille


Date



Chancellor, UT Martin

Search Process, Timeline and Statement of Qualifications

3.3

Search Process:

The University will undertake a national recruitment effort in partnership with WittKieffer, a top global executive search firm with expertise in recruiting leaders in higher education. This recruiting effort will follow a standard process to ensure a broad, experienced, and diverse candidate pool and a successful outcome.

- The President will appoint a Search Committee consisting of key representatives of the University and UT Martin (UTM) to include academic and administrative leaders, faculty, staff, key constituents, and a student representative.
- WittKieffer (Search Firm) has been engaged to assist the Search Committee with the development of the position profile, advertisement, recruitment, and due diligence/background references of the candidates.
- The President will meet with the Search Committee to give instructions and a charge with regard to the type of candidates to be considered, consistent with the statement of qualifications.
- WittKieffer, along with members of the Search Committee, will gather input from key stakeholders through a series of scheduled listening sessions.
- A dedicated website for the search will be created. The website will include with the Search Committee membership list, position announcement, timeline, and other details of the process. The site will be updated with new information as the search progresses.
- The Search Committee Chair will meet with the Search Firm to mark the progress of the search.
- With assistance from the Search Firm, the Search Committee will review applicants' qualifications and select candidates for initial interviews. The Search Committee will interview identified candidates to further assess their qualifications.
- The Search Committee may advance up to three (3) candidates, unranked, for the President's and Board's consideration.
- No later than fifteen (15) calendar days before the final vote of the Board of Trustees to fill the position, records relating exclusively to the advancing candidate(s) shall be open for public inspection, except for a record otherwise confidential under state or federal law.
- No later than seven (7) calendar days before a meeting at which the Board will vote to fill the position, the Board will hold at least one (1) public forum with the finalist(s). Finalist(s) will also visit the UTM campus to meet with a variety of UT leaders, representatives, faculty, staff, students, and other stakeholders.
- The Board will vote to fill the position in a meeting open to the public and subject to the requirements of Tennessee Code Annotated § 8-44-1 et seq.

Timeline:

The search will take place on the following estimated timeline:

- February: In a meeting that is open to the public, the University Board of Trustees will establish the search process, a timeline, and a statement of qualifications for the position. The Search Committee will be formed and appointed, along with the designated Search Committee Chair.
- February: The Search Firm, along with members of the Search Committee will visit the UTM campus to solicit input from key stakeholders.
- March: The position profile will be finalized, recruitment advertisements will be posted, and the Search Firm will actively solicit candidates for the position. The Search Firm will provide regular updates to the Search Committee Chair.
- April: The Search Committee will review applications, meet to identify the interview list, and conduct first round interviews with candidates.

- May: Finalist(s) will be advanced by the search committee. Finalist(s) will visit campuses for further interviews and public forum(s). Records of the final candidate(s) will be made publicly available.
- May: The finalist will be chosen, and the proposed terms of employment will be negotiated.
- June: The Board of Trustees will consider the appointment of the nominated individual to fill the position.

Statement of Qualifications:

The successful candidate will possess significant senior leadership experience gained through roles such as a dean, associate dean, chief executive officer, associate vice chancellor, chancellor, or another substantive executive leadership role(s). The position requires an understanding of UT Martin's mission as a provider of high-quality undergraduate education with select advanced degree programs in service to West Tennessee and the region. The University and community expect an understanding of the role of a land-grant public institution, an enthusiasm for students, an appreciation for faculty and staff, and a commitment to the BeOneUT values. The position requires an earned terminal degree and progressively more responsible administrative leadership in higher education or comparable leadership experience.

The successful candidate will express a passion for the mission of public education and understand the important social and economic roles it plays in the region and state. The Chancellor will articulate the institution's values, serve as a persuasive advocate for the institution at the state level, and lead efforts to raise new resources from the institution's many and broadly-based constituents.

The successful candidate will have the experience and a clear vision to grow extramural federal, state, philanthropic, and industry support and will have skills and experience communicating successfully in a complex environment with various internal and external constituencies.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.4

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Proposed Change in Officer Title**

Type: Action

Presenter: Randy Boyd, President

Background Information

Dr. Stacey Patterson, served previously as Vice President for Research, Outreach and Economic Development at the University of Tennessee system (UT System) and President of the UT Research Foundation (UTRF). Following Dr. Patterson's departure, Jeff Smith was appointed to serve as Interim Vice President of Research for the UT System. Mr. Smith is now serving as Interim Lab Director at Oak Ridge National Laboratory. Recently, Dr. Maha Krishnamurthy was appointed to serve as the next President of UTRF.

In addition to the aforementioned leadership transitions, Victoria Hirschberg was named Assistant Vice President for Research, Outreach and Economic Development, in August 2022, for the UT System. Dr. Sarah Pruett, who most recently served in the role of Assistant Vice Chancellor of the Responsible Conduct of Research and Research Integrity Officer in the Office of Research and Engagement at UTK, has been named as Executive Director of Institutional Compliance, effective February 15, 2023. Dr. Pruett will oversee research compliance matters.

In light of these new appointments and restructuring of responsibilities, President Boyd has determined that it is no longer necessary to recruit and hire a Vice President for Research. Instead, he is recommending that the Vice President for Academic Affairs and Student Success at the UT System assume certain research-related oversight responsibilities, including fostering excellence in research and scholarship across all disciplines and advancing the research mission of the University. In connection with this organizational restructuring, President Boyd recommends that the title of "Vice President for Academic Affairs and Student Success" be changed to "Vice President for Academic Affairs, Research, and Student Success" to better reflect the full scope of responsibilities.

Pursuant to Section 6.2 of the University Bylaws, the Board shall approve any position at the level of Vice President (or above, regardless of title) that will report directly to the President or another officer of the University. Accordingly, the proposed change in officer title is being presented to the Board for its consideration.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

3.4

Board Action

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

Resolved:

The Board of Trustees hereby approves the changing the University officer title of the "Vice President of Academic Affairs and Student Success" to "Vice President for Academic Affairs, Research, and Student Success."



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

AGENDA ITEM SUMMARY

Meeting Date: February 23, 2023

Item: **Revised FY 2022-23 Operating Budget**

Type: Action

Presenter: William (Bill) C. Rhodes III
Chair, Finance and Administration Committee

Background Information

The University develops a revised operating budget proposal each fiscal year to adjust for changes that occur after the original budget is adopted in June. The primary revisions made each year include updating beginning net asset balances to reflect actual rather than projected beginning balances; state appropriations adjustments made by the state Department of Finance and Administration; and adjustments reflecting changes in enrollments, operating plans, organizational structure, and revenue and expense projections.

The revised Unrestricted Educational and General (E&G) Operating Budget is \$1,908,546,087, an increase of 4.8% over the original budget, and the revised Unrestricted Auxiliary Operating Budget is of \$317,767,793, an increase of 0.9% from the original budget.

Unit	Unrestricted E&G	Unrestricted Auxiliary	Restricted	Total
Chattanooga	\$ 210,071,177	\$ 23,152,232	\$ 6,093,085	\$ 319,316,494
Health Science Center	329,001,353	4,109,816	320,546,782	653,657,951
Institute for Public Service	29,389,871		7,508,000	36,897,871
Knoxville	1,110,903,520	277,091,778	392,620,958	1,780,616,256
Martin	109,102,273	10,567,896	34,807,291	154,477,460
Southern	15,021,456	2,846,071	4,668,351	22,535,878
System Administration	105,056,737		11,850,000	116,906,737
Total	\$1,908,546,387	\$317,767,793	\$858,094,467	\$3,084,408,647

Detailed information on the revised operating budget follows this summary.

Board Action

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

Resolution ____-2023*
Resolution to Approve the
FY 2022-23 Revised Operating Budget

WHEREAS, by state law, the Board of Trustees must approve an annual operating budget for the University; and

WHEREAS, the Board approved the FY 2022-23 operating budget on June 24, 2022; and

WHEREAS, the operating budget must be revised during the year to update revenue and expenditure projections for the remainder of the fiscal year, taking into consideration final fall enrollments (which are estimated when the original budget is prepared), the impact of the prior year's activities carried forward into the current year, and adjustments in state appropriations occurring since the budget was approved on June 24, 2022; and

WHEREAS, the 2022-23 Revised Operating Budget includes adjustments allocating revisions to budgeted revenues and carry forward of unexpended non-recurring funds from 2021-22; and

WHEREAS, further adjustments may be required if material changes in revenues or expenditures arise during the remainder of FY 2022-23; and

WHEREAS, the FY 2022-23 Revised Budgets for Unrestricted Education and General (E&G) and Auxiliary Enterprises are balanced, and within available resources and comply with all applicable policies and guidelines;

NOW, THEREFORE, BE IT RESOLVED:

1. The FY 2022-23 Revised Unrestricted, Educational and General Operating Budget in the amount of \$1,908,546,087 and the Revised Unrestricted Auxiliary Operating Budget in the amount of \$317,767,793 are approved. A copy of the Revised Budget Document for FY 2022-23 is attached hereto.
2. If material changes in revenues or expenditures arise during the remainder of FY 2022-23, university administration is authorized to modify budgets accordingly so expenditures will not exceed available resources and sufficient net assets will be available as of June 30, 2023 to meet outstanding commitments, satisfy liquidity requirements, fund activities deferred to the following fiscal year, and provide a reasonable reserve for contingencies for the beginning of FY 2023-24.

(*) Number will be inserted after adoption.

THE UNIVERSITY OF TENNESSEE

Revised Operating Budget Fiscal Year 2022-23



THE UNIVERSITY OF
TENNESSEE
SYSTEM

FINANCE AND ADMINISTRATION
System Budget and Planning

THE UNIVERSITY OF TENNESSEE

UT Chattanooga

UT Knoxville

UT Space Institute

UT Institute of Agriculture

AgResearch - Extension - College of Veterinary Medicine

UT Martin

UT Health Science Center

UT Institute for Public Service

Municipal Technical Advisory Service

County Technical Assistance Service

Tennessee Language Center

UT Southern

UT System Administration

The University of Tennessee is a statewide system of higher education with campuses in Knoxville, Chattanooga, Martin, Memphis and Pulaski; the UT Space Institute in Tullahoma; the UT Institute of Agriculture with a presence in every Tennessee county; and the statewide Institute for Public Service. The UT system manages Oak Ridge National Laboratory through its UT-Battelle partnership; enrolls about 54,000 students statewide; produces about 10,000 new graduates every year; and represents more than 400,000 alumni around the world.

The University of Tennessee

FY 2022-23 Revised Budget Document

MESSAGE FROM THE CHIEF FINANCIAL OFFICER	A-1
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TERMINOLOGY	C-1
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Message from the Chief Financial Officer

Each year, the university develops a revised operating budget that reflects operating plans and financial projections as of October 31. It includes revisions made to the original operating budget approved by the Board of Trustees during its annual meeting in June. Such revisions are typically needed to adjust for the following mid-year developments:

- The university's original budget is developed before the end of the previous fiscal year using budgeted net assets as an estimate of July 1 beginning fund balances. The revised budget uses actual net assets as the starting point. In most years, the change in beginning balances is offset by an increase to non-recurring expense budgets.
- State appropriations are adjusted in September, requiring minor adjustments in most years.
- Other adjustments may be needed if there are material changes to operating plans, organizational structure, revenue projections, or inflation.

Total operating revenues are budgeted at \$3.1 billion, 3.2% over the original budget for FY23. Unrestricted revenues for educational and general (E&G) operations and auxiliary enterprises will top \$2.2 billion for the first time, up 4.2% compared to original budget.

Unrestricted E&G revenue budgets were increased by \$87 million, 4.8%. Most of the increase resulted from adjustments made by the state budget office in how non-recurring state appropriations are presented. These adjustments to presentation added \$80 million to the revised budget schedules, but have no net fiscal impact. The remaining changes reflect minor adjustments typical for mid-year revised budgets.

Auxiliary enterprise revenue budgets are \$318 million, an adjustment of 0.9%. This kind of mid-year adjustment signals a return to normalcy after two years of significant declines followed by a rapid rebound in FY22.

Estimates for restricted revenues from grants, contracts, gifts, and endowments were revised upward slightly by \$4.9 million, 0.6%. This is 1.2% lower than the amount realized during the previous fiscal year due to the expiration of federal COVID-relief grants received during FY21 and FY22. The use of this funding is restricted by contractual terms and conditions and generally not available for general campus operations, but it represents the university's largest funding source for research, scholarships, and fellowships and provides significant funding for instruction, public service, and academic support.

A detailed analysis of UT's revised operating budget has been provided to the Tennessee Higher Education Commission (THEC) and the state budget office. It will be used as the basis for developing the university's state operating appropriations for FY 2023-24.

Revenue and expenditure data for each operating unit are provided in this budget document.

Respectfully,

David L. Miller

David L. Miller

Senior Vice President & Chief Financial Officer

University of Tennessee FY 2022-23 Revised Operating Budget

Overview

4.2

Current fund revenues for the University of Tennessee (UT) Fiscal Year 2022-23 (FY23) revised operating budget are nearly \$3.1 billion, up 3.2% from the original budget adopted in June 2022. This includes a large increase in unrestricted educational and general (E&G) revenues and relatively minor adjustments to auxiliary enterprise revenues (0.9%) and revenues from restricted funds (0.6%).

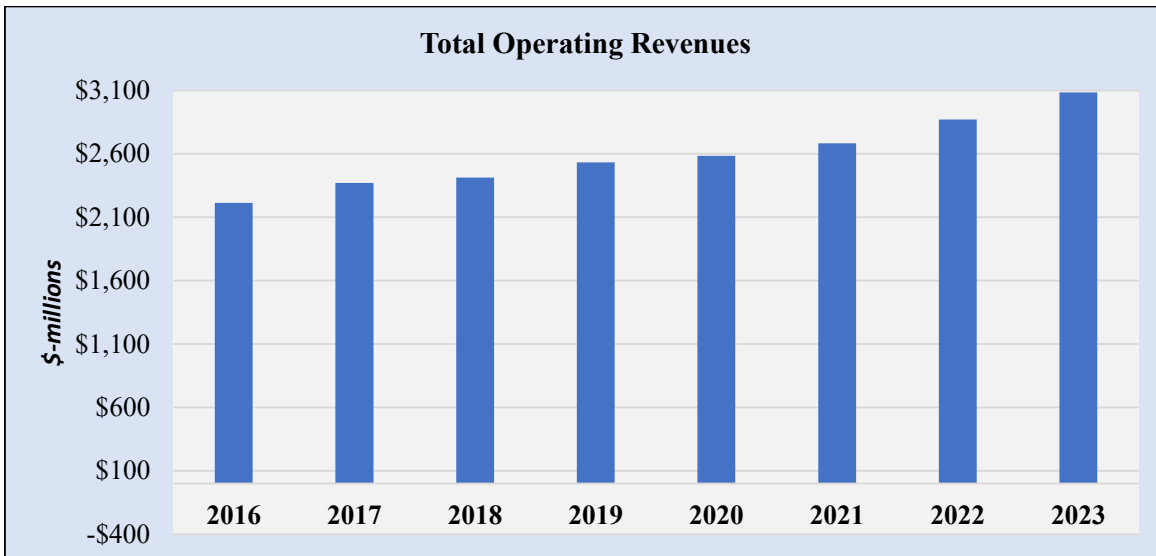
FY23 Operating Revenues by Fund Group

Fund Group	Original	Revised	\$-change	%
Unrestricted E&G	\$1,821,280,849	\$1,908,546,387	\$ 87,265,538	4.8%
Unrestricted Auxiliaries	314,940,749	317,767,793	2,827,044	0.9%
Subtotal: Unrestricted	\$ 2,136,221,598	\$ 2,226,314,180	\$90,092,582	4.2%
Restricted Funds	853,175,060	858,094,467	4,919,407	0.6%
Total Operating Revenues	\$ 2,989,396,658	\$ 3,084,408,647	\$ 95,011,989	3.2%

Unrestricted E&G funds support the core operations of the university. They are funded primarily through tuition and student fees, state appropriations, and other unrestricted revenues including grants and contracts, federal and local appropriations, sales and services, and investment income.

Auxiliaries are self-supporting enterprises that provide services to students, faculty, and staff such as housing, bookstores, food services, and UT Knoxville (UTK) athletics. They complement the core operations of each campus and are vital components of student life and campus culture.

Restricted funds include primarily grants, contracts, gifts, and endowments. These are the major revenue sources for research, scholarships, and fellowships.



University of Tennessee FY 2022-23 Revised Operating Budget

Current Operating Revenues

4.2

FY23 Operating Revenues

By Unit and Source	Unrestricted E&G	Unrestricted Auxiliaries	Restricted Funds	Total Revenues
Knoxville	\$1,110,903,520	\$ 277,091,778	\$ 392,620,958	\$1,780,616,256
Health Science Center	329,001,353	4,109,816	320,546,782	653,657,951
Chattanooga	210,071,177	23,152,232	86,093,085	319,316,494
Martin	109,102,273	10,567,896	34,807,291	154,477,460
Public Service	29,389,871		7,508,000	36,897,871
Southern	15,021,456	2,846,071	4,668,351	22,535,878
System Administration	105,056,737		11,850,000	116,906,737
Total Revenues	\$1,908,546,387	\$ 317,767,793	\$ 858,094,467	\$3,084,408,647
Tuition & Fees	\$ 868,803,799			\$ 868,803,799
State Appropriations	841,139,152		16,927,377	858,066,529
Grants & Contracts	59,803,427		750,124,054	809,927,481
Sales & Services	71,006,519			71,006,519
Other	67,793,490	317,767,793	91,043,036	476,604,319
Total Revenues	\$1,908,546,387	\$ 317,767,793	\$ 858,094,467	\$3,084,408,647

Most units made relatively small adjustments to operating revenue budgets, which is typical for a mid-year revised budget. The Institute for Public Service increased revenue budgets by 4.6% to reflect increased state grant funding. The large increase for System Administration is the result of changes in how certain non-recurring funding is presented in the state's revised budget; it does not reflect an increase in total funding anticipated for FY23.

Operating Revenue Changes by Major Unit

By Unit	Original	Revised	\$-change	%
Knoxville	\$ 1,761,895,811	\$ 1,780,616,256	\$ 18,720,445	1.1%
Health Science Center	652,252,520	653,657,951	1,405,431	0.2%
Chattanooga	317,335,212	319,316,494	1,981,282	0.6%
Martin	152,256,341	154,477,460	2,221,119	1.5%
Public Service	35,260,483	36,897,871	1,637,388	4.6%
Southern	22,769,374	22,535,878	-233,496	(1.0%)
System Administration	47,626,917	116,906,737	69,279,820	145.5%
Total Revenues	\$ 2,989,396,658	\$ 3,084,408,647	\$ 95,011,989	3.2%

University of Tennessee FY 2022-23 Revised Operating Budget

Current Operating Expenses and Transfers

4.2

The FY23 revised expenditure budget allocates projected revenues plus a portion of unrestricted reserves to the following activities. The relative share of total funding allocated to each function is characteristic of long-term allocations. UT's expenditure profile is very stable across time. The largest resources allocations are found in instruction (30%), scholarships & fellowships (13%), research (13%), and academic support.

FY23 Operating Expenditures and Transfers

By Functional Area	Unrestricted	Restricted	Total	% of Total
Instruction	\$ 686,720,187	\$241,493,385	\$ 928,213,572	30%
Research	180,688,028	215,820,847	396,508,875	13%
Public Service	107,530,914	90,334,952	197,865,866	6%
Academic Support	249,915,120	58,549,316	308,464,436	10%
Student Services	126,275,365	3,618,533	129,893,898	4%
Institutional Support	208,114,679	12,338,405	220,453,084	7%
Operation & Maint. of Plant	172,142,748	375,500	172,518,248	6%
Scholarships & Fellowships	152,471,486	235,303,529	387,775,015	13%
Auxiliary Operations	254,753,361	260,000	255,013,361	8%
Total Expenses	\$2,138,611,888	\$858,094,467	\$2,996,706,355	97%
Mandatory Transfers for Debt	66,668,090		66,668,090	2%
Non-Mandatory Transfers	23,374,476		23,374,476	1%
Expenses & Transfers	\$2,228,654,454	\$858,094,467	\$3,086,748,921	100%

Net transfers to and from other fund groups will use roughly 3% of total operating funds. Mandatory transfers are allocations from current operations to UT's retirement of debt fund required to fulfill debt obligations. Nearly 75% is related to debt for construction of auxiliary facilities such as residence halls, parking structures, and athletics facilities. Non-mandatory transfers include operating funds allocated to capital expenditures and set asides to long term reserves for future needs such as the renewal and replacement of equipment, faculty startups, strategic initiatives, and long term contingencies.

University of Tennessee FY 2022-23 Revised Operating Budget

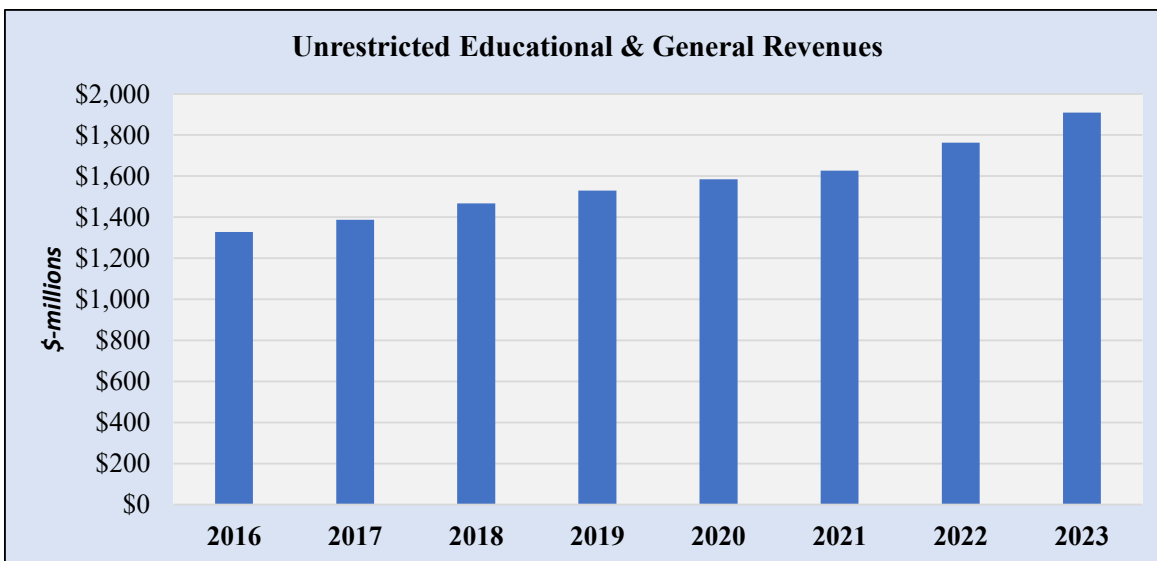
Unrestricted Educational and General (E&G) Revenues

4.2

Revenue budgets for core E&G operations were adjusted up by 4.8%. This is a relatively large increase for a mid-year budget revision, but it does not result from material changes to operating plans or finances. The \$80.8 million increase in state appropriations is due to technical adjustments made by the state budget office which are described on page A-7.

Unrestricted E&G Revenues

By Unit and Source	Original	Revised	\$-change	%
Knoxville	\$ 1,099,068,309	\$ 1,110,903,520	\$11,835,211	1.1%
Health Science Center	327,705,229	329,001,353	1,296,124	0.4%
Chattanooga	207,381,717	210,071,177	2,689,460	1.3%
Martin	107,453,710	109,102,273	1,648,563	1.5%
Public Service	29,229,471	29,389,871	160,400	0.5%
Southern	14,665,496	15,021,456	355,960	2.4%
System Administration	35,776,917	105,056,737	69,279,820	193.6%
Total	\$ 1,821,280,849	\$ 1,908,546,387	\$87,265,538	4.8%
Tuition & Fees	\$ 866,823,031	\$ 868,803,799	\$1,980,768	0.2%
State Appropriations	760,346,852	841,139,152	80,792,300	10.6%
Other Revenues	194,110,966	198,603,436	4,492,470	2.3%
Total	\$ 1,821,280,849	\$ 1,908,546,387	\$87,265,538	4.8%



University of Tennessee FY 2022-23 Revised Operating Budget

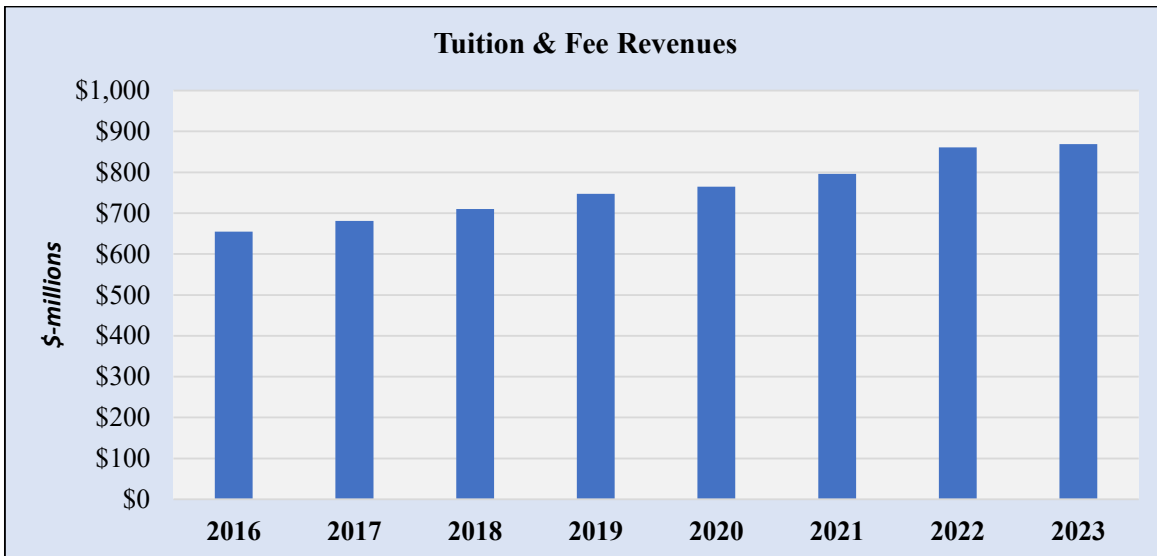
Unrestricted E&G Revenues – Tuition & Fees

4.2

Each campus (other than UT Southern) made slight adjustments to revenue budgets to reflect actual fall 2022 enrollments. The net increase of \$1.98 million is slightly more than 0.2% of the tuition and fee revenue budget approved in June 2022.

Tuition & Fee Revenues

By Unit and Fee Type	Original	Revised	\$-change	%
Knoxville	\$ 578,841,383	\$579,881,591	1,040,208	0.1%
Chattanooga	127,968,340	129,226,500	1,258,160	1.0%
Health Science Center	90,879,935	90,379,935	(500,000)	(0.6)%
Martin	60,705,977	60,888,377	182,400	0.3%
Southern	8,427,396	8,427,396		
Total	\$ 866,823,031	\$ 868,803,799	\$1,980,768	0.2%
Maintenance Fee	\$ 600,913,030	\$ 600,816,562	\$ (96,468)	(0.2)%
Out-of-State Tuition	109,482,762	110,298,572	815,810	0.7%
Programs & Services Fee	81,216,666	81,216,666	-	-
Other Student Fees	70,371,522	71,632,948	1,261,426	1.8%
Non-Credit Courses	4,839,051	4,839,051	-	-
Total	\$ 866,823,031	\$ 868,803,799	\$ 1,980,768	5.7%



University of Tennessee FY 2022-23 Revised Operating Budget

Unrestricted E&G Revenues – State Appropriations

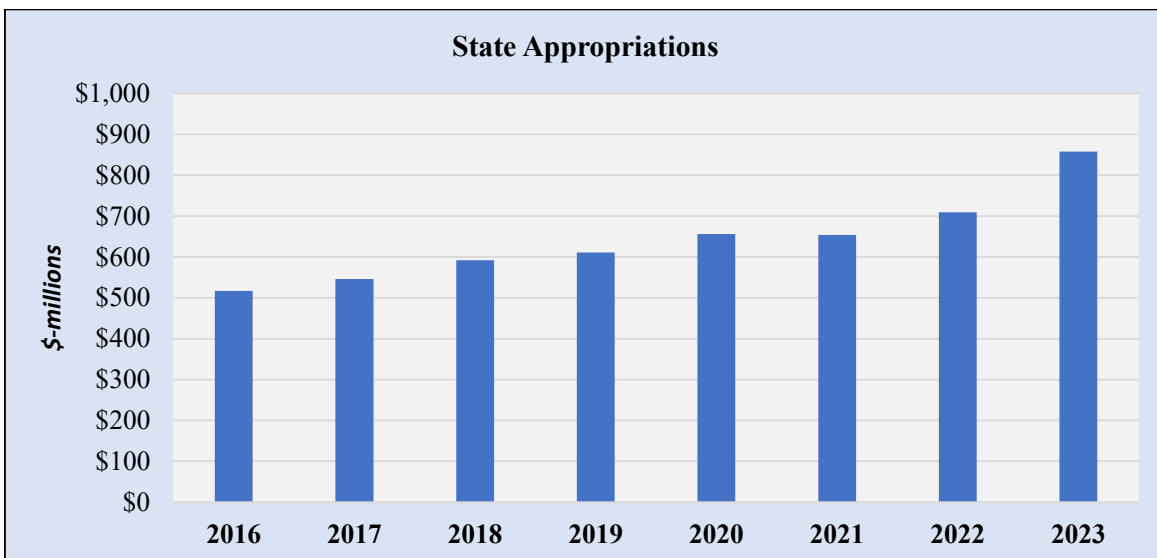
4.2

FY 2022-23 State Appropriations

Mid-Year Adjustments	Recurring	Non-Recurring	Total
Oak Ridge Innovation Institute		\$ 72,000,000	\$ 72,000,000
OPEB Liability Funding	\$ (1,566,300)		(1,566,300)
Health Insurance Premiums	(681,800)		(681,800)
TCRS Legacy Retirement Program	2,902,700		2,902,700
Property & Claims Premiums	359,200		359,200
401K Enhanced Match		7,805,400	7,805,400
Other adjustments	(14,485)	4,600	(9,885)
Total Adjustments	\$ 999,315	\$ 79,810,000	\$ 80,809,315

The state's original operating budget included \$72 million for UT's Oak Ridge Innovation Institute (ORII) to be drawn down by UT as a grant. The state shifted this to UT's direct appropriations, resulting in a change to how the funds are presented in the FY23 revised operating budget.

The \$7.8 million added for employee 401k contributions is a similar adjustment to budget presentation. The state's original budget included a large allocation in miscellaneous appropriations to fund a temporary increase in 401k matching funds for state employees. These funds were distributed out to all state agencies and higher education institutions as part of the state's revised budget. This will temporarily increase the employer match from \$50 per month to \$100 month for employees who choose to participate in the 401k matching program.



University of Tennessee FY 2022-23 Revised Operating Budget

Unrestricted E&G Expenses

4.2

FY23 unrestricted E&G expense budgets total \$1.88 billion. Over half is allocated to instruction, research, and public service; 28% is allocated to academic support, student services, scholarships, and fellowships; and 21% is directed to institutional support and operation and maintenance of grounds, facilities, and mechanical systems.

FY23 Unrestricted E&G Expenses

\$-millions	Knoxville	Health Science Center	Chatta- nooga	Martin	Public Service	Southern	System Admin.	Total
Instruction	404.0	\$137.9	\$92.5	\$ 47.8	-	\$ 4.5	-	\$ 686.7
Research	147.7	27.0	5.9	0.1	-	-	-	180.7
Public Service	76.6	1.1	2.8	1.0	\$ 26.0	0.1	-	107.5
Academic Support	145.6	66.3	23.7	11.8	0.3	2.2	-	249.9
Student Services	65.2	8.1	32.0	16.2	-	4.8	-	126.3
Institutional Support	76.4	36.5	15.8	9.9	0.7	2.3	\$ 66.4	208.1
Operations & Maintenance	104.0	33.4	20.7	11.7	-	1.7	0.6	172.1
Scholarships & Fellowships	107.9	7.3	20.2	14.5	-	2.5	-	152.5
TOTAL	\$1,127.4	\$317.7	\$213.7	\$112.9	\$ 27.0	\$ 18.1	\$67.0	\$1,883.9

The revised expenditure budget is \$67.2 million above the original budget approved in June. Most of the increase is for non-recurring expense budgets offset by non-mandatory transfers from long-term reserves. These represent authorized spending levels allocated to deans, directors, and department heads rather than projections for actual expenditures. It is likely that much of this funding will carry forward to the next fiscal year. Recurring expenses budgets are increasing by only \$4.8 million, from \$1.80 billion to \$1.81 billion, indicating no material changes to plans or expectations since last June.

University of Tennessee FY 2022-23 Revised Operating Budget

Unrestricted E&G Expenses - continued

4.2

The figures below show how resource allocations for recurring operations have changed since June 2022. Campuses and institutes made numerous minor adjustments that are typical for the revised budget. Most of the increase for Knoxville is a zero-sum adjustment made by the state budget office to shift appropriations and related expense budgets for the American Civics Institute from System Administration to UTK. This also shifted expense budgets from institutional support to public service.

Recurring Unrestricted E&G Expenses

By Unit/Function/Type	Original	Revised	\$-change	%
Knoxville	\$ 1,068,587,490	\$ 1,074,543,443	5,955,953	0.6%
Health Science Center	314,315,540	314,133,575	(181,965)	(0.1)%
Chattanooga	200,084,479	200,546,979	462,500	0.2%
Martin	106,728,352	107,045,952	317,600	0.3%
System Administration	69,174,732	67,855,396	(1,319,336)	(1.9)%
Public Service	27,312,144	26,963,957	(348,187)	(1.3)%
UT Southern	17,547,956	17,465,465	(82,491)	(0.5)%
Total	\$ 1,803,750,693	\$ 1,808,554,767	\$ 4,804,074	0.3%
Instruction	\$ 666,210,301	\$ 666,859,254	\$ 648,953	0.1%
Research	145,268,016	145,793,930	525,914	0.4%
Public Service	99,511,697	103,649,599	4,137,902	4.2%
Academic Support	236,763,926	236,380,865	(383,061)	(0.2)%
Student Services	120,359,399	120,946,425	587,026	0.5%
Institutional Support	210,733,809	208,950,975	(1,782,834)	(0.8)%
Operation & Maintenance	177,224,678	178,294,852	1,070,174	0.6%
Scholarships & Fellowships	147,678,867	147,678,867	-	-
Total	\$ 1,803,750,693	\$ 1,808,554,767	\$4,804,074	0.3%
Salaries & Benefits	\$ 1,218,744,716	\$ 1,223,766,463	\$ 5,021,747	0.4%
Operations	437,327,110	437,109,437	(217,673)	(0.1)%
Scholarships & Fellowships	147,678,867	147,678,867	-	-
Total	\$ 1,803,750,693	\$ 1,808,554,767	\$4,804,074	0.3%

University of Tennessee FY 2022-23 Revised Operating Budget

Auxiliary Enterprises

4.2

Auxiliaries are self-supporting enterprises providing services to students, faculty, and staff such as housing, bookstores, food services, and UTK athletics. (The athletic programs at UTC, UTM, and UTS are included in unrestricted E&G funds.) Most are funded through fee models such as housing rentals, meal plan prices, parking permits, and sales of books and supplies. UTK athletics has a variety of funding sources including ticket sales and television revenues. These revenues fund salaries and benefits, general operating, utilities, capital expenditures and debt service.

FY23 Auxiliary Revenues by Campus and Enterprise

\$-thousands	UTK	UTC	UTM	UTS	HSC	Total
UTK Athletics	\$ 165,185					\$ 165,185
Housing	64,269	\$ 17,691	\$ 8,457	\$ 1,721		92,138
Bookstores	22,500	500	640	200	\$ 1,515	25,355
Parking	11,933	3,418	578		1,426	17,355
Food Services	10,650	1,191	467	925	1,090	14,323
Other	2,555	352	426		79	3,412
Total	\$ 277,092	\$23,152	\$ 10,568	\$ 2,846	\$ 4,110	\$ 317,768

Revenue gains are expected across all auxiliary enterprises as campuses return to normal operations. Enrollment gains at UTK and UTS will also contribute to revenue growth.

Changes to Auxiliary Enterprise Revenues

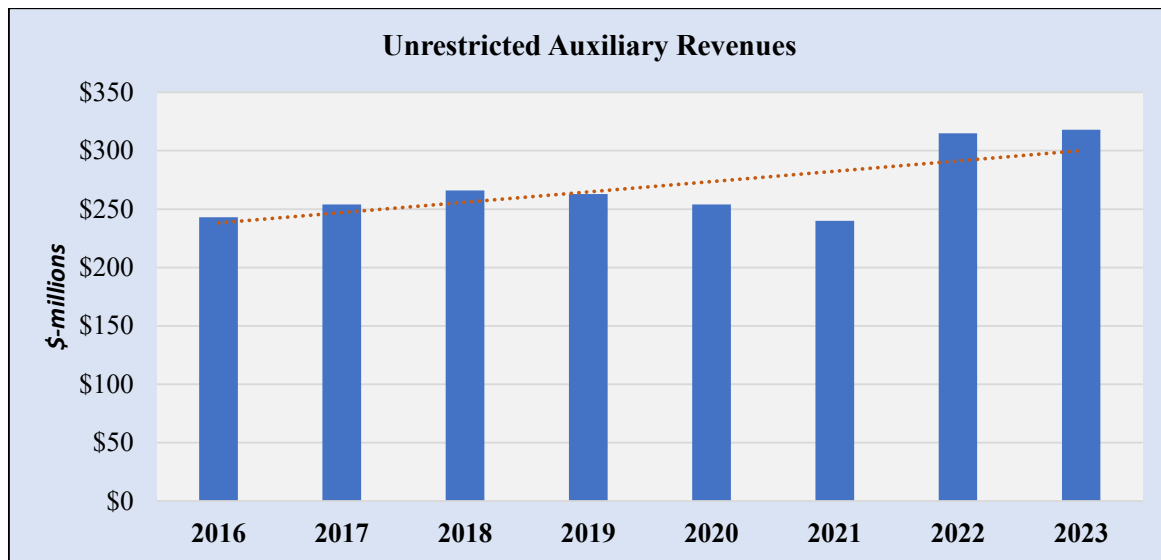
Campus/Institute	Original	Revised	\$-change	%
Knoxville	\$ 274,171,267	277,091,778	\$ 2,920,511	1.1%
Chattanooga	23,152,232	23,152,232	-	-
Martin	10,567,896	10,567,896	-	-
Health Science Center	4,003,283	4,109,816	106,533	2.7%
UT Southern	3,046,071	2,846,071	(200,000)	(6.6)%
Total	\$ 314,940,749	\$ 317,767,793	\$ 2,827,044	0.9%
UTK Athletics	\$ 163,769,892	\$ 165,185,314	\$ 1,415,422	0.9%
Housing	91,757,326	92,137,195	379,869	0.4%
Food Services	13,291,868	14,323,621	1,031,753	7.8%
Bookstores	25,354,943	25,354,943	-	-
Parking	17,353,971	17,353,971	-	-
Other	3,412,749	3,412,749	-	-
Total	\$ 314,940,749	\$ 317,767,793	\$ 2,827,044	0.9%

University of Tennessee FY 2022-23 Revised Operating Budget

Auxiliary Enterprises - continued

4.2

No other component of university finances is as sensitive to events like the recent pandemic than auxiliary enterprises. They depend on the presence of students, faculty, staff, and visitors on campus. Enrollment affects revenues for all auxiliary operations. Attendance at sporting events, concerts, and conferences influence auxiliary revenues, in particular parking and UTK athletics. The graph below clearly displays the impact of the pandemic on auxiliary revenues. Revenues flattened in FY19, dipped in FY20 and FY21, and have rebounded to the long-term trend line.



University of Tennessee FY 2022-23 Revised Operating Budget

Unrestricted Net Assets

4.2

The university maintains sufficient levels of unrestricted net assets to comply with state regulations on working capital, properly account for revolving funds, and meet contractual obligations and operational plans for the next year. The Proposed budget results in fund balances of \$129.9 million as of June 30, including \$109.5 million for E&G operations and \$20.4 million for auxiliaries.

Unrestricted Current Fund Net Assets

Budgeted for June 30, 2023

Fund Balances	E&G	Auxiliary	Total
Beginning Balances	\$ 118,079,188	\$32,861,694	\$ 150,940,882
Revenue	1,908,546,087	317,767,793	2,226,313,880
Total Available Funding	\$ 2,026,625,275	\$ 350,629,487	\$ 2,377,254,762
Expenses & Transfers	1,910,846,781	317,807,373	2,228,654,154
Ending Balances	\$ 115,778,494	\$ 32,822,114	\$ 148,600,608
Net Asset Allocations:			
Working Capital	\$ 24,836,959	\$ 21,367,272	\$ 46,204,231
Revolving Funds	8,182,000	872,000	9,054,000
Encumbrances	5,649,544	-	5,649,543
Reappropriations	6,450,000	-	6,450,000
Unallocated Reserve	70,659,991	10,582,842	81,242,833
<i>% of Expense & Transfers</i>	<i>3.7%</i>	<i>3.3%</i>	<i>3.6%</i>

Working capital provides sufficient liquidity to fund accounts receivable, inventories, and petty cash. These are required by state regulations and are considered non-expendable during the fiscal year.

Revolving funds include fund balances tied to revenue-generating units (e.g., service centers, motor pools, conference centers, medical clinics) and university wide cost-distribution models (e.g., unemployment compensation, workers compensation liabilities, claims liabilities, etc.).

Encumbrances are carried over for commitments for purchases of goods and services that were not received before the close of the fiscal year. They are fully expended during the fiscal year.

Reappropriations are funds carried forward for specific programs and initiatives. The most common example is a project that was planned for the previous fiscal year but delayed until the next fiscal year. Most reappropriations are fully expended during the current year.

Unallocated Reserves are contingency funds used to respond to fluctuations in revenues and expenditures. The unallocated reserve for E&G operations is limited to 2% to 5% of total expenditures and transfers; the auxiliary target range is 3% to 5% of expenditures and transfers.

University of Tennessee FY 2022-23 Revised Operating Budget

Restricted Funds

4.2

Restricted funds must be used for purposes established by an external party and in accordance with the contractual terms and conditions negotiated with the sponsor of each grant and contract or the administrative provisions set by donors for each gift fund and endowment. They are the largest funding sources for scholarships & fellowships (61%) and research (54%) and play an important role in funding the university's public service initiatives (46%). Restricted funds are not part of the proposed budget resolution. Projected restricted operating revenues and expenses are included in this document to provide a complete picture of total operating funds for FY 2022-23.

Restricted Operating Revenues & Expenses

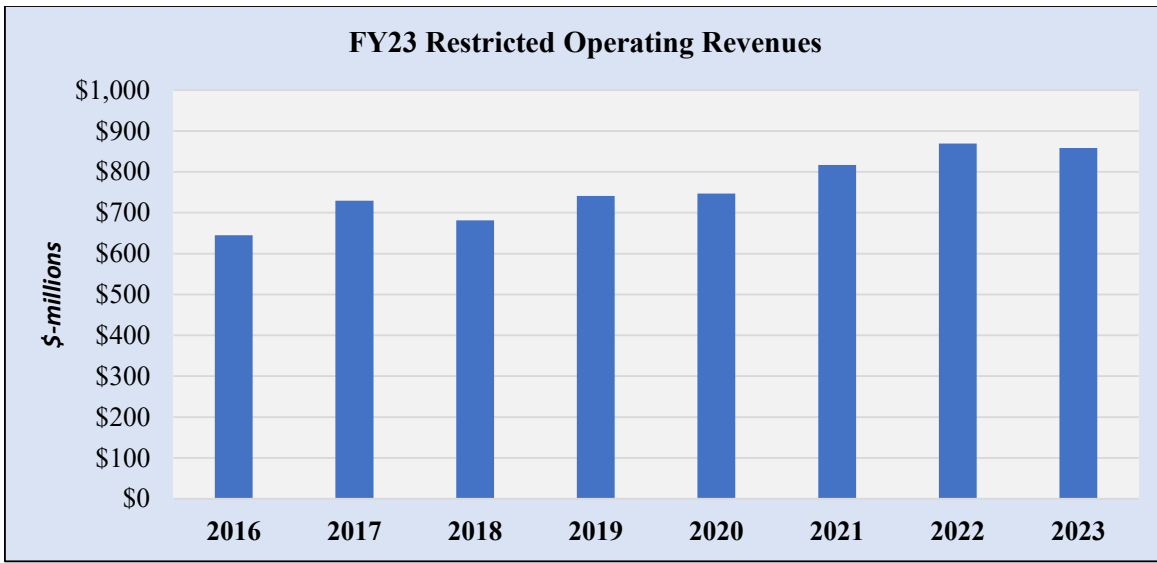
\$-millions	Knoxville	Health Science Center	Chatta- nooga	Martin	Public Service	Southern	System Admin.	Total
Federal Grants & Contracts	\$ 182.0	\$ 41.0	\$ 44.3	\$ 14.2	\$ 4.3	\$ 2.6	\$ 0.6	\$ 289.0
Federal Grants & Contracts	103.1	38.0	29.4	15.3	2.2	1.3	10.7	199.9
Federal Grants & Contracts	30.0	207.0	1.7	0.1	0.1			239.0
Gifts & Endowments	53.6	20.4	9.6	4.8	0.9	0.8	0.6	90.8
Other	23.9	14.2	1.0	0.3	0.1			39.5
Revenues	\$ 392.6	\$ 320.5	\$ 86.1	\$ 34.8	\$ 7.5	\$ 4.7	\$ 11.9	\$ 858.1
Instruction	40.7	183.0	5.3	2.2		0.3	10.0	241.5
Scholarships & Fellowships	135.9	9.0	60.5	26.7		3.1		235.3
Research	143.1	65.5	6.3	0.1			0.7	215.8
Public Service	58.6	20.0	1.8	1.6	7.5	0.2	0.6	90.3
Other	14.3	43.0	12.2	4.1		1.0	0.5	75.1
Expenses	\$ 392.6	\$ 320.5	\$ 86.1	\$ 34.8	\$ 7.5	\$ 4.7	\$ 11.9	\$ 858.1

University of Tennessee FY 2022-23 Revised Operating Budget

Restricted Funds - continued

4.2

Revised estimates for FY 2022-23 restricted fund revenues are slightly below the previous fiscal year. This reflects a return to normal long-term trends after large infusions of federal COVID-relief grant funding during FY21 and FY22.



The University of Tennessee

FY 2022-23 Revised Budget

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The University of Tennessee

FY 2022-23 Revised Budget

Unrestricted Current Funds

Current Fund Revenues (\$millions)

Chattanooga	\$233.2
Knoxville	1,388.0
Martin	119.7
Southern	17.9
Health Science Center	333.1
Inst. for Public Service	29.4
System Administration	<u>105.1</u>
TOTAL	\$2,226.3

Fall 2022 FTE Enrollment

Knoxville	31,306
Chattanooga	10,102
Martin	5,179
Southern	800
Health Science Center	<u>3,040</u>
TOTAL	50,427

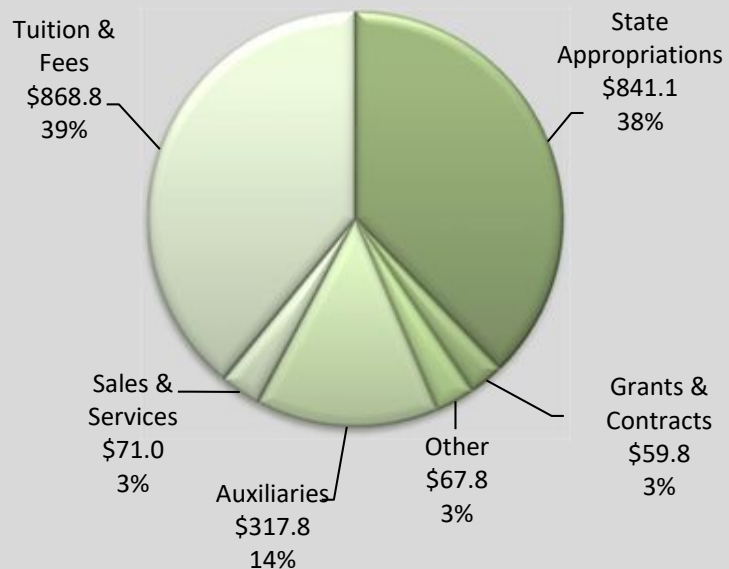
FTE Positions (Unrestricted E&G)

October 31, 2022

Faculty	3,747
Administrative	950
Professional	2,753
Cler/Tech/Maint	<u>4,021</u>
TOTAL	11,471

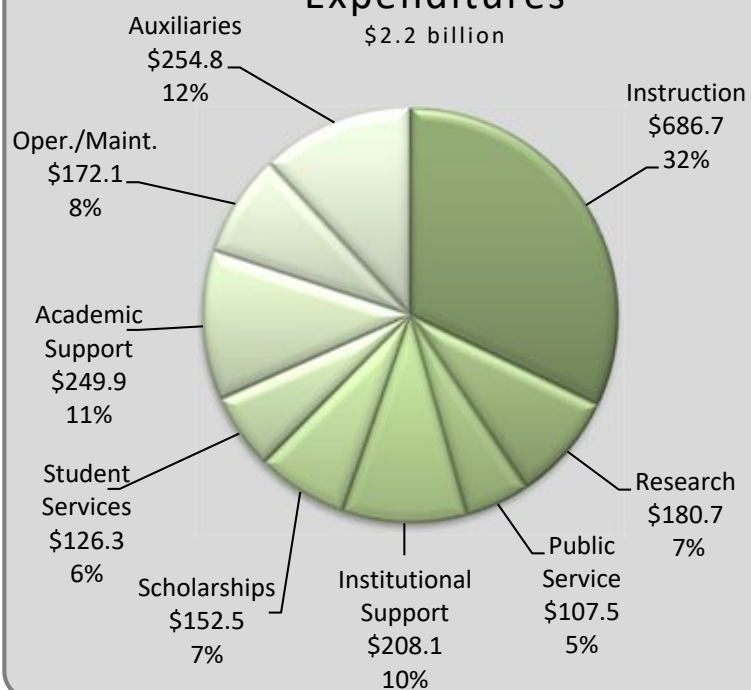
Revenues

\$2.2 billion



Expenditures

\$2.2 billion



The University of Tennessee

FY 2022-23 Revised Budget

Unrestricted & Restricted Current Funds

Unrestricted & Restricted Revenues (\$millions)

Chattanooga	\$319.3
Knoxville	1,780.6
Martin	154.5
Southern	22.5
Health Science Center	653.7
Inst. for Public Service	36.9
System Administration	<u>116.9</u>
TOTAL	\$3,084.4

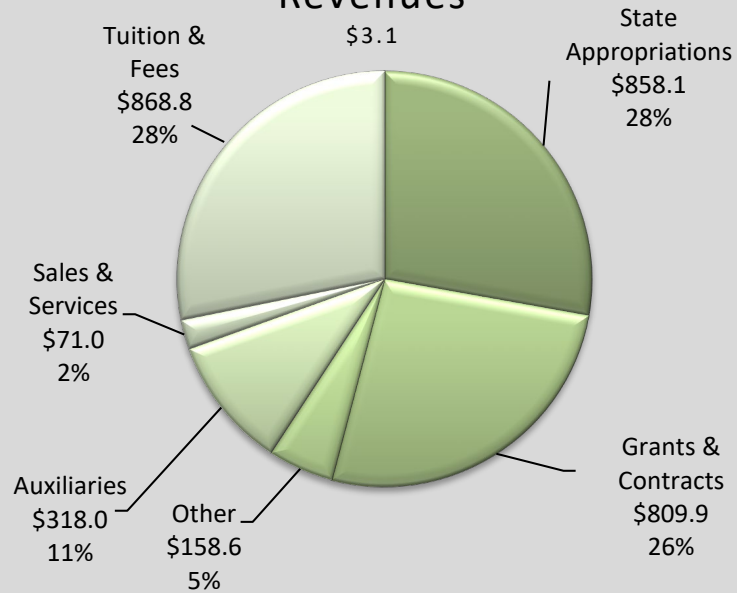
Fall 2022 Headcount Enrollment

Knoxville	33,805
Chattanooga	11,283
Martin	6,868
Southern	934
Health Science Center	<u>3,142</u>
TOTAL	56,032

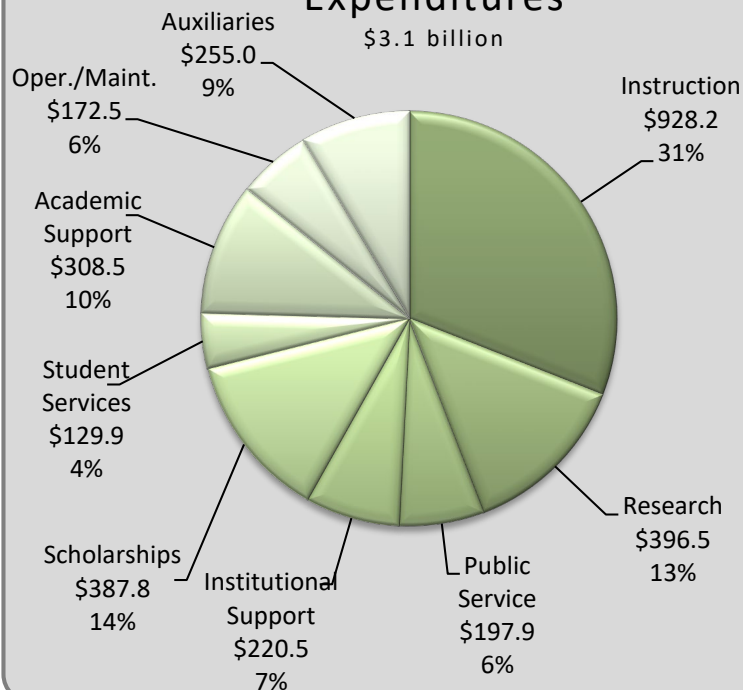
FTE Positions (Unrestricted & Restricted) October 31, 2022

Faculty	4,609
Administrative	1,103
Professional	3,936
Cler/Tech/Maint	<u>5,546</u>
TOTAL	15,194

Revenues



Expenditures



University of Tennessee System
FY 2022-23 Revised Budget Summary by Unit
Unrestricted Current Funds, Revenues, Expenditures, and Transfers

	Total System	Chattanooga	Knoxville	Martin	Southern	Health Science Center	Institute for Public Service	System Administration
EDUCATIONAL AND GENERAL								
Revenues								
Tuition & Fees	\$ 868,803,799	\$ 129,226,500	\$ 579,881,591	\$ 60,888,377	\$ 8,427,396	\$ 90,379,935		
State Appropriations	841,139,152	74,265,805	431,324,622	42,642,197	5,761,900	193,083,524	\$ 15,930,487	\$ 78,130,617
Grants & Contracts	59,803,427	1,479,400	34,231,795	241,400		23,296,217	554,615	
Sales & Service	71,006,519	4,841,672	40,290,071	4,580,859	142,160	21,151,757		
Other Sources	67,793,490	257,800	25,175,441	749,440	690,000	1,089,920	12,904,769	26,926,120
Total Revenues	\$ 1,908,546,387	\$ 210,071,177	\$ 1,110,903,520	\$ 109,102,273	\$ 15,021,456	\$ 329,001,353	\$ 29,389,871	\$ 105,056,737
Expenditures and Transfers								
Instruction	\$ 686,720,187	\$ 92,528,499	\$ 403,985,536	\$ 47,757,830	\$ 4,527,050	\$ 137,921,272		
Research	180,688,028	5,948,087	147,691,229	89,157	-	26,959,555		
Public Service	107,530,914	2,756,343	76,550,670	1,037,365	125,806	1,095,155	\$ 25,965,575	
Academic Support	249,915,120	23,698,308	145,622,055	11,767,864	2,215,217	66,341,937	269,739	
Student Services	126,275,365	31,954,196	65,186,078	16,242,877	4,751,688	8,140,526		
Institutional Support	208,114,679	15,820,378	76,496,879	9,908,361	2,253,263	36,531,079	728,643	\$ 66,376,076
Op/Maint Physical Plant	172,142,748	20,748,226	104,007,018	11,669,429	1,711,711	33,406,364		600,000
Scholarships & Fellowships	152,471,486	20,244,986	107,932,551	14,461,640	2,528,003	7,304,306		
Subtotal Expenditures	\$ 1,883,858,527	\$ 213,699,023	\$ 1,127,472,016	\$ 112,934,523	\$ 18,112,738	\$ 317,700,194	\$ 26,963,957	\$ 66,976,076
Mandatory Transfers	16,567,175	3,742,165	5,910,624	547,909		6,249,876		116,601
Non Mandatory Transfers	10,421,379	(7,370,011)	(22,590,308)	(4,380,159)	(2,900,000)	5,051,296	2,419,503	40,191,058
Total Expenditures & Transfers	\$ 1,910,847,081	\$ 210,071,177	\$ 1,110,792,332	\$ 109,102,273	\$ 15,212,738	\$ 329,001,366	\$ 29,383,460	\$ 107,283,735
Fund Balance Addition/(Reduction)	\$ (2,300,694)	\$ -	\$ 111,188	\$ -	\$ (191,282)	\$ (13)	\$ 6,411	\$ (2,226,998)
AUXILIARIES								
Revenues	\$ 317,767,793	\$ 23,152,232	\$ 277,091,778	\$ 10,567,896	\$ 2,846,071	\$ 4,109,816		
Expenditures and Transfers								
Expenditures	\$ 254,753,361	\$ 15,481,247	\$ 226,553,852	\$ 7,084,727	\$ 1,694,151	\$ 3,939,384		
Mandatory Transfers	50,100,915	5,525,496	41,690,943	2,363,644	350,400	170,432		
Non-Mandatory Transfers	12,953,097	2,145,489	8,846,983	1,119,525	841,100	-		
Total Expenditures & Transfers	\$ 317,807,373	\$ 23,152,232	\$ 277,091,778	\$ 10,567,896	\$ 2,885,651	\$ 4,109,816		
Fund Balance Addition/(Reduction)	\$ (39,580)							
TOTALS								
Revenues	\$ 2,226,314,180	\$ 233,223,409	\$ 1,387,995,298	\$ 119,670,169	\$ 17,867,527	\$ 333,111,169	\$ 29,389,871	\$ 105,056,737
Expenditures and Transfers	0	0	0	0	0	0	0	0
Expenditures	\$ 2,138,611,888	\$ 229,180,270	\$ 1,354,025,868	\$ 120,019,250	\$ 19,806,889	\$ 321,639,578	\$ 26,963,957	\$ 66,976,076
Mandatory Transfers	66,668,090	9,267,661	47,601,567	2,911,553	350,400	6,420,308	0	116,601
Non-Mandatory Transfers	23,374,476	(5,224,522)	(13,743,325)	(3,260,634)	(2,058,900)	5,051,296	2,419,503	40,191,058
Total Expenditures & Transfers	\$ 2,228,654,454	\$ 233,223,409	\$ 1,387,884,110	\$ 119,670,169	\$ 18,098,389	\$ 333,111,182	\$ 29,383,460	\$ 107,283,735
Fund Balance Addition/(Reduction)	\$ (2,340,274)	\$ -	\$ 111,188	\$ -	\$ (230,862)	\$ (13)	\$ 6,411	\$ (2,226,998)

Knoxville includes UTK Campus, Space Institute, Extension, AgResearch, and College of Veterinary Medicine.

University of Tennessee System
FY 2022-23 Revised Budget Summary by Unit
Unrestricted and Restricted Current Funds, Revenues, Expenditures, and Transfers

	Total System	Chattanooga	Knoxville	Martin	Southern	Health Science Center	Institute for Public Service	System Administration
EDUCATIONAL AND GENERAL								
Revenues								
Tuition & Fees	\$ 868,803,799	\$ 129,226,500	\$ 579,881,591	\$ 60,888,377	\$ 8,427,396	\$ 90,379,935		
State Appropriations	858,066,529	75,116,371	443,877,660	42,969,188	5,761,900	196,280,306	\$ 15,930,487	\$ 78,130,617
Grants & Contracts	809,927,481	77,079,463	360,391,430	29,901,700	3,850,056	320,296,217	7,158,615	11,250,000
Sales & Service	71,006,519	4,841,672	40,290,071	4,580,859	142,160	21,151,757		
Other Sources	158,576,526	9,900,256	78,823,726	5,569,440	1,508,295	21,439,920	13,808,769	27,526,120
Total Revenues	\$ 2,766,380,854	\$ 296,164,262	\$ 1,503,264,478	\$ 143,909,564	\$ 19,689,807	\$ 649,548,135	\$ 36,897,871	\$ 116,906,737
Expenditures and Transfers								
Instruction	\$ 928,213,572	\$ 97,804,054	\$ 444,672,646	\$ 49,956,997	\$ 4,850,103	\$ 320,921,272	\$ 500	\$ 10,008,000
Research	396,508,875	12,288,984	290,809,397	234,157	-	92,494,337		682,000
Public Service	197,865,866	4,543,847	135,189,820	2,685,865	310,304	21,095,155	\$ 33,440,875	600,000
Academic Support	308,464,436	27,070,095	157,911,582	12,267,864	2,584,719	108,341,937	288,239	
Student Services	129,893,898	33,949,513	65,986,143	16,817,877	4,987,839	8,152,526		
Institutional Support	220,453,084	22,614,915	77,203,929	12,913,597	2,558,645	37,531,079	734,843	\$ 66,896,076
Op/Maint Physical Plant	172,518,248	20,748,226	104,259,018	11,671,929	1,832,711	33,406,364		600,000
Scholarships & Fellowships	387,775,015	80,772,474	243,800,439	41,193,528	5,656,768	16,304,306	7,500	40,000
Subtotal Expenditures	\$ 2,741,692,994	\$ 299,792,108	\$ 1,519,832,974	\$ 147,741,814	\$ 22,781,089	\$ 638,246,976	\$ 34,471,957	\$ 78,826,076
Mandatory Transfers	16,567,175	3,742,165	5,910,624	547,909		6,249,876		116,601
Non Mandatory Transfers	10,421,379	(7,370,011)	(22,590,308)	(4,380,159)	(2,900,000)	5,051,296	2,419,503	40,191,058
Total Expenditures & Transfers	\$ 2,768,681,548	\$ 296,164,262	\$ 1,503,153,290	\$ 143,909,564	\$ 19,881,089	\$ 649,548,148	\$ 36,891,460	\$ 119,133,735
Fund Balance Addition/(Reduction)	\$ (2,300,694)		\$ 111,188		\$ (191,282)	\$ (13)	\$ 6,411	\$ (2,226,998)
AUXILIARIES								
Revenues	\$ 318,027,793	\$ 23,152,232	\$ 277,351,778	\$ 10,567,896	\$ 2,846,071	\$ 4,109,816		
Expenditures and Transfers								
Expenditures	\$ 255,013,361	\$ 15,481,247	\$ 226,813,852	\$ 7,084,727	\$ 1,694,151	\$ 3,939,384		
Mandatory Transfers	50,100,915	5,525,496	41,690,943	2,363,644		350,400		170,432
Non-Mandatory Transfers	12,953,097	2,145,489	8,846,983	1,119,525	841,100			
Total Expenditures & Transfers	\$ 318,067,373	\$ 23,152,232	\$ 277,351,778	\$ 10,567,896	\$ 2,885,651	\$ 4,109,816		
Fund Balance Addition/(Reduction)	\$ (39,580)				\$ (39,580)			
TOTALS								
Revenues	\$ 3,084,408,647	\$ 319,316,494	\$ 1,780,616,256	\$ 154,477,460	\$ 22,535,878	\$ 653,657,951	\$ 36,897,871	\$ 116,906,737
Expenditures and Transfers								
Expenditures	\$ 2,996,706,355	\$ 315,273,355	\$ 1,746,646,826	\$ 154,826,541	\$ 24,475,240	\$ 642,186,360	\$ 34,471,957	\$ 78,826,076
Mandatory Transfers	66,668,090	9,267,661	47,601,567	2,911,553	350,400	6,420,308		116,601
Non-Mandatory Transfers	23,374,476	(5,224,522)	(13,743,325)	(3,260,634)	(2,058,900)	5,051,296	2,419,503	40,191,058
Total Expenditures & Transfers	\$ 3,086,748,921	\$ 319,316,494	\$ 1,780,505,068	\$ 154,477,460	\$ 22,766,740	\$ 653,657,964	\$ 36,891,460	\$ 119,133,735
Fund Balance Addition/(Reduction)	\$ (2,340,274)		\$ 111,188		\$ (230,862)	\$ (13)	\$ 6,411	\$ (2,226,998)

Knoxville includes UTK Campus, Space Institute, Extension, AgResearch, and College of Veterinary Medicine

University of Tennessee System

FY2022-23 Revised Budget

Five Year History

Current Funds Revenues, Expenditures and Transfers - Unrestricted

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Change FY 2019 to FY 2023	
	Actual	Actual	Actual	Actual	Revised	Amount	%
EDUCATIONAL AND GENERAL							
Revenues							
Tuition & Fees	\$ 746,610,856	\$ 764,506,490	\$ 796,442,074	\$ 860,945,260	\$ 868,803,799	\$ 122,192,943	16.4 %
State Appropriations	592,612,952	639,918,152	637,749,852	692,872,652	841,139,152	248,526,200	41.9 %
Grants & Contracts	53,857,681	53,256,325	58,474,905	65,896,545	59,803,427	5,945,746	11.0 %
Sales & Service	67,576,317	56,898,631	63,844,595	73,281,000	71,006,519	3,430,202	5.1 %
Other Sources	\$ 68,902,249	\$ 69,049,649	\$ 70,724,613	\$ 70,005,617	\$ 67,793,490	\$ (1,108,759)	(1.6) %
Total Revenues	\$ 1,529,560,055	\$ 1,583,629,248	\$ 1,627,236,038	\$ 1,763,001,073	\$ 1,908,546,387	\$ 378,986,332	24.8 %
Expenditures and Transfers							
Instruction	\$ 510,622,839	\$ 517,826,331	\$ 515,072,267	\$ 553,644,179	\$ 686,720,187	\$ 176,097,348	34.5 %
Research	140,499,005	147,846,046	152,948,873	165,037,772	180,688,028	40,189,023	28.6 %
Public Service	81,353,080	77,459,911	78,506,063	87,759,408	107,530,914	26,177,834	32.2 %
Academic Support	175,049,100	177,371,195	180,342,080	196,364,494	249,915,120	74,866,020	42.8 %
Student Services	98,555,131	99,453,375	99,523,809	117,311,075	126,275,365	27,720,234	28.1 %
Institutional Support	168,589,108	175,763,031	175,004,979	191,232,321	208,114,679	39,525,571	23.4 %
Operation & Maintenance of Plant	150,151,547	158,633,657	146,589,495	159,279,408	172,142,748	21,991,201	14.6 %
Scholarships & Fellowships	124,958,755	129,968,045	142,839,827	153,464,168	152,471,486	27,512,731	22.0 %
Subtotal Expenditures	\$ 1,449,778,566	\$ 1,484,321,590	\$ 1,490,827,395	\$ 1,624,092,826	\$ 1,883,858,527	\$ 434,079,961	29.9 %
Mandatory Transfers	15,435,736	13,109,489	13,034,781	14,225,791	16,567,175	1,131,439	7.3 %
Non-Mandatory Transfers	\$ 68,521,859	\$ 79,126,450	\$ 107,678,171	\$ 136,326,936	\$ 10,421,379	\$ (58,100,480)	(84.8) %
Total Expenditures & Transfers	\$ 1,533,736,161	\$ 1,576,557,529	\$ 1,611,540,347	\$ 1,774,645,553	\$ 1,910,847,081	\$ 377,110,920	24.6 %
Fund Balance Addition/(Reduction)	(4,176,105)	7,071,719	15,695,691	(11,644,480)	(2,300,694)		
AUXILIARIES							
Revenues	\$ 262,956,722	\$ 253,541,204	\$ 240,192,478	\$ 314,780,102	\$ 317,767,793	\$ 54,811,071	20.8 %
Expenditures and Transfers							
Expenditures	\$ 201,428,896	\$ 200,623,961	\$ 189,764,399	\$ 234,337,332	\$ 254,753,361	\$ 53,324,465	26.5 %
Mandatory Transfers	45,401,257	54,855,089	45,342,299	43,128,960	50,100,915	4,699,658	10.4 %
Non-Mandatory Transfers	20,601,174	3,543	4,006,341	24,511,501	12,953,097	(7,648,077)	(37.1) %
Total Expenditures & Transfers	\$ 267,431,327	\$ 255,482,593	\$ 239,113,039	\$ 301,977,793	\$ 317,807,373	\$ 50,376,046	18.8 %
Fund Balance Addition/(Reduction)	(4,474,606)	(1,941,388)	1,079,439	12,802,308	(39,580)		
TOTALS							
Revenues	\$ 1,792,516,777	\$ 1,837,170,452	\$ 1,867,428,516	\$ 2,077,781,175	\$ 2,226,314,180	\$ 433,797,403	24.2 %
Expenditures and Transfers							
Expenditures	\$ 1,651,207,462	\$ 1,684,945,551	\$ 1,680,591,794	\$ 1,858,430,159	\$ 2,138,611,888	\$ 487,404,426	29.5 %
Mandatory Transfers	60,836,993	67,964,578	58,377,080	57,354,751	66,668,090	5,831,097	9.6 %
Non-Mandatory Transfers	89,123,033	79,129,993	111,684,512	160,838,437	23,374,476	(65,748,557)	(73.8) %
Total Expenditures & Transfers	\$ 1,801,167,488	\$ 1,832,040,122	\$ 1,850,653,386	\$ 2,076,623,347	\$ 2,228,654,454		
Fund Balance Addition/(Reduction)	\$ (8,650,711)	\$ 5,130,330	\$ 16,775,131	\$ 1,157,828	\$ (2,340,274)		

University of Tennessee System
FY2022-23 Revised Budget
Five Year History
Current Funds Revenues, Expenditures and Transfers - Unrestricted and Restricted

	FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	Change FY 2019-2023	
	Actual	Actual	Actual	Actual	Revised	Amount	%
EDUCATIONAL AND GENERAL							
Revenues							
Tuition & Fees	\$ 746,610,856	\$ 764,506,490	\$ 796,442,074	\$ 860,945,260	\$ 868,803,799	\$ 122,192,943	16.4
State Appropriations	610,765,836	656,204,483	654,138,435	709,459,014	858,066,529	247,300,693	40.5
Grants & Contracts	693,424,426	702,555,500	773,721,174	824,958,637	809,927,481	116,503,055	16.8
Sales & Service	67,576,317	56,898,631	63,844,595	73,281,000	71,006,519	3,430,202	5.1
Other Sources	151,957,239	150,237,117	154,302,041	163,094,449	158,576,526	6,619,287	4.4
Total Revenues	<u>\$ 2,270,334,675</u>	<u>\$ 2,330,402,222</u>	<u>\$ 2,442,448,319</u>	<u>\$ 2,631,738,359</u>	<u>\$ 2,766,380,854</u>	<u>\$ 496,046,179</u>	<u>21.8</u>
Expenditures and Transfers							
Instruction	\$ 713,275,720	\$ 718,398,379	\$ 734,728,227	\$ 784,840,096	\$ 928,213,572	\$ 214,937,852	30.1
Research	339,531,119	340,459,794	344,488,230	372,601,387	396,508,875	56,977,756	16.8
Public Service	155,162,904	147,913,206	153,667,491	171,584,448	197,865,866	42,702,962	27.5
Academic Support	225,257,207	229,901,710	230,667,734	256,471,181	308,464,436	83,207,229	36.9
Student Services	101,857,372	102,352,867	102,440,509	121,280,186	129,893,898	28,036,526	27.5
Institutional Support	170,448,648	182,412,654	201,528,713	209,220,042	220,453,084	50,004,436	29.3
Operation & Maintenance of Plant	150,502,571	159,048,262	147,041,164	159,849,086	172,518,248	22,015,677	14.6
Scholarships & Fellowships	306,406,301	331,245,119	358,886,060	400,653,407	387,775,015	81,368,714	26.6
Subtotal Expenditures	<u>\$ 2,162,441,842</u>	<u>\$ 2,211,731,991</u>	<u>\$ 2,273,448,127</u>	<u>\$ 2,476,499,832</u>	<u>\$ 2,741,692,994</u>	<u>\$ 579,251,152</u>	<u>26.8</u>
Mandatory Transfers	15,435,736	13,109,489	13,034,781	14,225,791	16,567,175	1,131,439	7.3
Non-Mandatory Transfers	68,521,859	79,126,450	107,678,171	136,326,936	10,421,379	(58,100,480)	(84.8)
Total Expenditures & Transfers	<u>\$ 2,246,399,437</u>	<u>\$ 2,303,967,930</u>	<u>\$ 2,394,161,079</u>	<u>\$ 2,627,052,559</u>	<u>\$ 2,768,681,548</u>	<u>\$ 522,282,111</u>	<u>23.2</u>
Fund Balance Addition/(Reduction)	<u>\$ 23,935,238</u>	<u>\$ 26,434,292</u>	<u>\$ 48,287,240</u>	<u>\$ 4,685,800</u>	<u>\$ (2,300,694)</u>		
AUXILIARIES							
Revenues	\$ 263,466,564	\$ 253,981,095	\$ 241,926,102	\$ 315,270,491	\$ 318,027,793	\$ 54,561,229	20.7
Expenditures and Transfers							
Expenditures	\$ 202,169,439	\$ 200,818,916	\$ 191,245,294	\$ 234,601,692	\$ 255,013,361	\$ 52,843,922	26.1
Mandatory Transfers	45,401,257	54,855,089	45,342,299	43,128,960	50,100,915	4,699,658	10.4
Non-Mandatory Transfers	20,601,174	3,543	4,006,341	24,511,501	12,953,097	(7,648,077)	(37.1)
Total Expenditures & Transfers	<u>\$ 268,171,870</u>	<u>\$ 255,677,548</u>	<u>\$ 240,593,934</u>	<u>\$ 302,242,153</u>	<u>\$ 318,067,373</u>	<u>\$ 49,895,503</u>	<u>18.6</u>
Fund Balance Addition/(Reduction)	<u>\$ (4,705,306)</u>	<u>\$ (1,696,453)</u>	<u>\$ 1,332,168</u>	<u>\$ 13,028,338</u>	<u>\$ (39,580)</u>		
TOTALS							
Revenues	\$ 2,533,801,239	\$ 2,584,383,317	\$ 2,684,374,421	\$ 2,947,008,849	\$ 3,084,408,647	\$ 550,607,408	21.7
Expenditures and Transfers							
Expenditures	\$ 2,364,611,281	\$ 2,412,550,907	\$ 2,464,693,421	\$ 2,711,101,524	\$ 2,996,706,355	\$ 632,095,074	26.7
Mandatory Transfers	60,836,993	67,964,578	58,377,080	57,354,751	66,668,090	5,831,097	9.6
Non-Mandatory Transfers	89,123,033	79,129,993	111,684,512	160,838,437	23,374,476	(65,748,557)	(73.8)
Total Expenditures & Transfers	<u>\$ 2,514,571,307</u>	<u>\$ 2,559,645,478</u>	<u>\$ 2,634,755,013</u>	<u>\$ 2,929,294,712</u>	<u>\$ 3,086,748,921</u>	<u>\$ 572,177,614</u>	<u>22.8</u>
Fund Balance Addition/(Reduction)	<u>\$ 19,229,932</u>	<u>\$ 24,737,839</u>	<u>\$ 49,619,408</u>	<u>\$ 17,714,138</u>	<u>\$ (2,340,274)</u>		

University of Tennessee System

FY 2022-23 Revised Budget Summary

Unrestricted and Restricted Current Funds Revenues, Expenditures and Transfers

4.2

	FY 2021-22 Actual			FY 2022-23 Original			FY 2022-23 Revised			Change Original to Revised	
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total	Amount	%
EDUCATION AND GENERAL											
Revenues											
Tuition & Fees	\$ 860,945,260		\$ 860,945,260	\$ 866,823,031		\$ 866,823,031	\$ 868,803,799		\$ 868,803,799	\$ 1,980,768	0.2 %
State Appropriations	692,872,652	\$ 16,586,362	709,459,014	760,346,852	\$ 16,910,362	777,257,214	841,139,152	\$ 16,927,377	858,066,529	80,809,315	10.4 %
Grants & Contracts	65,896,545	759,062,092	824,958,637	59,131,617	742,345,685	801,477,302	59,803,427	750,124,054	809,927,481	8,450,179	1.1 %
Sales & Service	73,281,000		73,281,000	69,691,501		69,691,501	71,006,519		71,006,519	1,315,018	1.9 %
Other Sources	70,005,617	93,088,832	163,094,449	65,287,848	93,659,013	158,946,861	67,793,490	90,783,036	158,576,526	(370,335)	(0.2) %
Total Revenues	\$ 1,763,001,073	\$ 868,737,286	\$ 2,631,738,359	\$ 1,821,280,849	\$ 852,915,060	\$ 2,674,195,909	\$ 1,908,546,387	\$ 857,834,467	\$ 2,766,380,854	\$ 92,184,945	3.4 %
Expenditures and Transfers											
Instruction	\$ 553,644,179	\$ 231,195,917	\$ 784,840,096	670,756,059	\$ 243,870,802	\$ 914,626,861	\$ 686,720,187	\$ 241,493,385	\$ 928,213,572	\$ 13,586,711	1.5 %
Research	165,037,772	207,563,614	372,601,387	146,576,654	207,715,496	354,292,150	180,688,028	215,820,847	396,508,875	42,216,725	11.9 %
Public Service	87,759,408	83,825,041	171,584,448	100,102,642	80,605,945	180,708,587	107,530,914	90,334,952	197,865,866	17,157,279	9.5 %
Academic Support	196,364,494	60,106,686	256,471,181	237,178,038	56,633,177	293,811,215	249,915,120	58,549,316	308,464,436	14,653,221	5.0 %
Student Services	117,311,075	3,969,110	121,280,186	120,910,263	3,851,839	124,762,102	126,275,365	3,618,533	129,893,898	5,131,796	4.1 %
Institutional Support	191,232,321	17,987,721	209,220,042	215,998,942	9,405,622	225,404,564	208,114,679	12,338,405	220,453,084	(4,951,480)	(2.2) %
Operations & Maintenance of Plant	159,279,408	569,677	159,849,086	174,205,479	364,500	174,569,979	172,142,748	375,500	172,518,248	(2,051,731)	(1.2) %
Scholarships & Fellowships	153,464,168	247,189,239	400,653,407	150,953,067	250,467,679	401,420,746	152,471,486	235,303,529	387,775,015	(13,645,731)	(3.4) %
Subtotal Expenditures	\$ 1,624,092,826	\$ 852,407,006	\$ 2,476,499,832	\$ 1,816,681,144	\$ 852,915,060	\$ 2,669,596,204	\$ 1,883,858,527	\$ 857,834,467	\$ 2,741,692,994	\$ 72,096,790	2.7 %
Mandatory Transfers	14,225,791		14,225,791	17,488,890		17,488,890	16,567,175		16,567,175	(921,715)	(5.3) %
Non-Mandatory Transfers	136,326,936		136,326,936	(11,592,513)		(11,592,513)	10,421,379		10,421,379	22,013,892	189.9 %
Total Expenditures & Transfers	\$ 1,774,645,553	\$ 852,407,006	\$ 2,627,052,559	\$ 1,822,577,521	\$ 852,915,060	\$ 2,675,492,581	\$ 1,910,847,081	\$ 857,834,467	\$ 2,768,681,548	\$ 93,188,967	3.5 %
Fund Balance Addition / (Reduction)	\$ (11,644,480)	\$ 16,330,280	\$ 4,685,800	\$ (1,296,672)		\$ (1,296,672)	\$ (2,300,694)		\$ (2,300,694)		
AUXILIARIES											
Revenues											
	\$ 314,780,102	\$ 490,389	\$ 315,270,491	\$ 314,940,749	\$ 260,000	\$ 315,200,749	\$ 317,767,793	\$ 260,000	\$ 318,027,793	\$ 2,827,044	0.9 %
Expenditures and Transfers											
Expenditures	\$ 234,337,332	\$ 264,359	\$ 234,601,692	\$ 248,260,507	\$ 260,000	\$ 248,520,507	\$ 254,753,361	\$ 260,000	\$ 255,013,361	\$ 6,492,854	2.6 %
Mandatory Transfers	43,128,960		43,128,960	50,328,672		50,328,672	50,100,915		50,100,915	(227,757)	(0.5) %
Non-Mandatory Transfers	24,511,501		24,511,501	17,368,959		17,368,959	12,953,097		12,953,097	(4,415,862)	(25.4) %
Total Expenditures & Transfers	\$ 301,977,793	\$ 264,359	\$ 302,242,153	\$ 315,958,138	\$ 260,000	\$ 316,218,138	\$ 317,807,373	\$ 260,000	\$ 318,067,373	\$ 1,849,235	0.6 %
Fund Balance Addition / (Reduction)	\$ 12,802,308	\$ 226,030	\$ 13,028,338	\$ (1,017,389)		\$ (1,017,389)	\$ (39,580)		\$ (39,580)		
TOTALS											
Revenues											
	\$ 2,077,781,175	\$ 869,227,675	\$ 2,947,008,849	\$ 2,136,221,598	\$ 853,175,060	\$ 2,989,396,658	\$ 2,226,314,180	\$ 858,094,467	\$ 3,084,408,647	\$ 95,011,989	3.2 %
Expenditures and Transfers											
Expenditures	\$ 1,858,430,159	\$ 852,671,365	\$ 2,711,101,524	\$ 2,064,941,651	\$ 853,175,060	\$ 2,918,116,711	\$ 2,138,611,888	\$ 858,094,467	\$ 2,996,706,355	\$ 78,589,644	2.7 %
Mandatory Transfers	57,354,751		57,354,751	67,817,562		67,817,562	66,668,090		66,668,090	(1,149,472)	(1.7) %
Non-Mandatory Transfers	160,838,437		160,838,437	5,776,446		5,776,446	23,374,476		23,374,476	17,598,030	304.7 %
Total Expenditures & Transfers	\$ 2,076,623,347	\$ 852,671,365	\$ 2,929,294,712	\$ 2,138,535,659	\$ 853,175,060	\$ 2,991,710,719	\$ 2,228,654,454	\$ 858,094,467	\$ 3,086,748,921	\$ 95,038,202	3.2 %
Fund Balance Addition / (Reduction)	\$ 1,157,828	\$ 16,556,310	\$ 17,714,138	\$ (2,314,061)		\$ (2,314,061)	\$ (2,340,274)		\$ (2,340,274)		

University of Tennessee System

FY 2022-23 Revised Budget

Natural Classifications by Unit

Unrestricted Current Funds Expenditures

	Total System	Chattanooga	Knoxville	Martin	Southern	Health Science Center	Institute for Public Service	System Administration
EDUCATIONAL AND GENERAL								
Salaries and Benefits								
Salaries								
Academic	\$ 430,898,346	\$ 53,757,231	\$ 258,087,866	\$ 25,262,667	\$ 3,235,912	\$ 90,139,695	\$ 279,795	\$ 135,180
Non-Academic	478,018,333	48,833,785	266,926,789	25,263,640	4,360,318	87,798,559	14,073,762	30,761,480
Students	9,659,402	993,325	6,660,817	1,118,926	94,000	616,621	12,000	163,713
Total Salaries	\$ 918,576,081	\$ 103,584,341	\$ 531,675,472	\$ 51,645,233	\$ 7,690,230	\$ 178,554,875	\$ 14,365,557	\$ 31,060,373
Staff Benefits	309,752,136	40,023,035	177,589,412	21,568,082	2,727,361	52,130,230	4,839,368	10,874,648
Total Salaries and Benefits	\$ 1,228,328,217	\$ 143,607,376	\$ 709,264,884	\$ 73,213,315	\$ 10,417,591	\$ 230,685,105	\$ 19,204,925	\$ 41,935,021
Operating	630,746,302	68,925,908	402,260,143	38,248,752	7,419,655	81,180,807	7,669,982	25,041,055
Equipment and Capital Outlay	24,784,008	1,165,739	15,946,989	1,472,456	275,492	5,834,282	89,050	
Total Expenditures	\$ 1,883,858,527	\$ 213,699,023	\$ 1,127,472,016	\$ 112,934,523	\$ 18,112,738	\$ 317,700,194	\$ 26,963,957	\$ 66,976,076
AUXILIARIES								
Salaries and Benefits								
Salaries								
Academic	\$ 963,869	\$ 36,000	\$ 927,869					
Non-Academic	78,294,627	4,320,983	70,824,339	\$ 1,727,283	\$ 72,007	\$ 1,350,015		
Students	6,244,355	253,085	5,512,130	479,140				
Total Salaries	\$ 85,502,851	\$ 4,610,068	\$ 77,264,338	\$ 2,206,423	\$ 72,007	\$ 1,350,015		
Staff Benefits	20,861,073	1,208,500	18,792,641	706,204		153,728		
Total Salaries and Benefits	\$ 106,363,924	\$ 5,818,568	\$ 96,056,979	\$ 2,912,627	\$ 72,007	\$ 1,503,743		
Operating	147,746,048	9,660,179	129,860,984	4,167,100	1,622,144	2,435,641		
Equipment and Capital Outlay	643,389	2,500	635,889	5,000				
Total Expenditures	\$ 254,753,361	\$ 15,481,247	\$ 226,553,852	\$ 7,084,727	\$ 1,694,151	\$ 3,939,384		
TOTALS								
Salaries and Benefits								
Salaries								
Academic	\$ 431,862,215	\$ 53,793,231	\$ 259,015,735	\$ 25,262,667	\$ 3,235,912	\$ 90,139,695	\$ 279,795	\$ 135,180
Non-Academic	556,312,960	53,154,768	337,751,128	26,990,923	4,432,325	89,148,574	14,073,762	30,761,480
Students	15,903,757	1,246,410	12,172,947	1,598,066	94,000	616,621	12,000	163,713
Total Salaries	\$ 1,004,078,932	\$ 108,194,409	\$ 608,939,810	\$ 53,851,656	\$ 7,762,237	\$ 179,904,890	\$ 14,365,557	\$ 31,060,373
Staff Benefits	330,613,209	41,231,535	196,382,053	22,274,286	2,727,361	52,283,958	4,839,368	10,874,648
Total Salaries and Benefits	\$ 1,334,692,141	\$ 149,425,944	\$ 805,321,863	\$ 76,125,942	\$ 10,489,598	\$ 232,188,848	\$ 19,204,925	\$ 41,935,021
Operating	778,492,350	78,586,087	532,121,127	42,415,852	9,041,799	83,616,448	7,669,982	25,041,055
Equipment and Capital Outlay	25,427,397	1,168,239	16,582,878	1,477,456	275,492	5,834,282	89,050	
Total Expenditures	\$ 2,138,611,888	\$ 229,180,270	\$ 1,354,025,868	\$ 120,019,250	\$ 19,806,889	\$ 321,639,578	\$ 26,963,957	\$ 66,976,076

Knoxville includes UTK Campus, Space Institute, Extension, AgResearch, and College of Veterinary Medicine

University of Tennessee System
FY 2022-23 Revised Budget
Natural Classifications
Unrestricted Current Funds Expenditures

	FY 2021-22	FY 2022-23	FY 2022-23	Change	
	Actual	Original	Revised	Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Salaries and Benefits					
Salaries					
Academic	\$ 414,582,656	\$ 430,537,053	\$ 430,898,346	\$ 361,293	0.1%
Non-Academic	413,002,101	470,276,012	478,018,333	7,742,321	1.6%
Students	9,697,815	9,511,114	9,659,402	148,288	1.6%
Total Salaries	\$ 837,282,572	\$ 910,324,179	\$ 918,576,081	\$ 8,251,902	0.9%
Staff Benefits	289,489,625	305,427,234	309,752,136	4,324,902	1.4%
Total Salaries and Benefits	\$ 1,126,772,196	\$ 1,215,751,413	\$ 1,228,328,217	\$ 12,576,804	1.0%
Operating	460,888,904	573,424,281	630,746,302	57,322,021	10.0%
Equipment and Capital Outlay	36,431,726	27,505,450	24,784,008	(2,721,442)	-9.9%
Total Expenditures	\$ 1,624,092,826	\$ 1,816,681,144	\$ 1,883,858,527	\$ 67,177,383	3.7%
AUXILIARIES					
Salaries and Benefits					
Salaries					
Academic	\$ 694,726	\$ 964,136	\$ 963,869	\$ (267)	0.0%
Non-Academic	70,763,203	76,866,181	78,294,627	1,428,446	1.9%
Students	5,028,291	6,130,730	6,244,355	113,625	1.9%
Total Salaries	\$ 76,486,220	\$ 83,961,047	\$ 85,502,851	\$ 1,541,804	1.8%
Staff Benefits	18,558,316	21,655,495	20,861,073	(794,422)	-3.7%
Total Salaries and Benefits	\$ 95,044,537	\$ 105,616,542	\$ 106,363,924	\$ 747,382	0.7%
Operating	138,836,347	141,967,365	147,746,048	5,778,683	4.1%
Equipment and Capital Outlay	456,449	676,600	643,389	(33,211)	-4.9%
Total Expenditures	\$ 234,337,332	\$ 248,260,507	\$ 254,753,361	\$ 6,492,854	2.6%
TOTALS					
Salaries and Benefits					
Salaries					
Academic	\$ 415,277,382	\$ 431,501,189	\$ 431,862,215	\$ 361,026	0.1%
Non-Academic	483,765,304	547,142,193	556,312,960	9,170,767	1.7%
Students	14,726,106	15,641,844	15,903,757	261,913	1.7%
Total Salaries	\$ 913,768,792	\$ 994,285,226	\$ 1,004,078,932	\$ 9,793,706	1.0%
Staff Benefits	308,047,941	327,082,729	330,613,209	3,530,480	1.1%
Total Salaries and Benefits	\$ 1,221,816,733	\$ 1,321,367,955	\$ 1,334,692,141	\$ 13,324,186	1.0%
Operating	599,725,251	715,391,646	778,492,350	63,100,704	8.8%
Equipment and Capital Outlay	36,888,175	28,182,050	25,427,397	(2,754,653)	-9.8%
Total Expenditures	\$ 1,858,430,159	\$ 2,064,941,651	\$ 2,138,611,888	\$ 73,670,237	3.6%

University of Tennessee System
FY 2022-23 Revised Budget (Recurring Only)
Natural Classifications
Unrestricted Current Funds Expenditures

	FY 2021-22		FY 2022-23		FY 2022-23		Change	
	Actual		Original		Revised		Original to Revised	
							Amount	%
EDUCATIONAL AND GENERAL								
Salaries and Benefits								
Salaries								
Academic	\$ 414,582,656	\$	431,592,950	\$	428,980,882	\$	(2,612,068)	-0.6%
Non-Academic	413,002,101		471,756,954		478,769,566		7,012,612	1.5%
Students	9,697,815		9,644,825		9,345,564		(299,261)	-3.1%
Total Salaries	\$ 837,282,572	\$	912,994,729	\$	917,096,012	\$	4,101,283	0.4%
Staff Benefits	289,489,625		305,749,987		306,670,451		920,464	0.3%
Total Salaries and Benefits	\$ 1,126,772,196	\$	1,218,744,716	\$	1,223,766,463	\$	5,021,747	0.4%
Operating	460,888,904		554,404,501		554,192,131		(212,370)	0.0%
Equipment and Capital Outlay	36,431,726		30,601,476		30,596,173		(5,303)	0.0%
Total Expenditures	\$ 1,624,092,826	\$	1,803,750,693	\$	1,808,554,767	\$	4,804,074	0.3%
AUXILIARIES								
Salaries and Benefits								
Salaries								
Academic	\$ 694,726	\$	964,136	\$	963,869	\$	(267)	0.0%
Non-Academic	70,763,203		76,866,181		78,294,627		1,428,446	1.9%
Students	5,028,291		6,130,730		6,244,355		113,625	1.9%
Total Salaries	\$ 76,486,220	\$	83,961,047	\$	85,502,851	\$	1,541,804	1.8%
Staff Benefits	18,558,316		21,655,495		20,861,073		(794,422)	-3.7%
Total Salaries and Benefits	\$ 95,044,537	\$	105,616,542	\$	106,363,924	\$	747,382	0.7%
Operating	138,836,347		141,767,297		147,545,980		5,778,683	4.1%
Equipment and Capital Outlay	456,449		676,600		643,389		(33,211)	-4.9%
Total Expenditures	\$ 234,337,332	\$	248,060,439	\$	254,553,293	\$	6,492,854	2.6%
TOTALS								
Salaries and Benefits								
Salaries								
Academic	\$ 415,277,382	\$	432,557,086	\$	429,944,751	\$	(2,612,335)	-0.6%
Non-Academic	483,765,304		548,623,135		557,064,193		8,441,058	1.5%
Students	14,726,106		15,775,555		15,589,919		(185,636)	-1.2%
Total Salaries	\$ 913,768,792	\$	996,955,776	\$	1,002,598,863	\$	5,643,087	0.6%
Staff Benefits	308,047,941		327,405,482		327,531,524		126,042	0.0%
Total Salaries and Benefits	\$ 1,221,816,733	\$	1,324,361,258	\$	1,330,130,387	\$	5,769,129	0.4%
Operating	599,725,251		696,171,798		701,738,111		5,566,313	0.8%
Equipment and Capital Outlay	36,888,175		31,278,076		31,239,562		(38,514)	-0.1%
Total Expenditures	\$ 1,858,430,159	\$	2,051,811,132	\$	2,063,108,060	\$	11,296,928	0.6%

University of Tennessee System
FY 2022-23 Revised Budget
Current Unrestricted Net Assets by Unit
Unrestricted Educational & General (E&G) and Auxiliary Funds

	Total System	Chattanooga	Knoxville	Martin	Southern	Health Science Center	Institute for Public Service	System Administration
FY 2020-21 Actual								
Net Assets at Beginning of Year	\$ 132,115,169	\$ 15,520,331	\$ 64,936,825	\$ 9,384,116		\$ 11,797,837	\$ 1,737,236	\$ 28,738,825
Operating Funds								
Revenue	\$ 1,867,428,516	\$ 212,878,556	\$ 1,180,378,496	\$ 117,162,056		\$ 297,967,746	\$ 26,216,483	\$ 32,825,180
Less: Expenditures and Transfers	(1,850,653,389)	(212,605,899)	(1,165,624,578)	(115,655,620)		(301,189,569)	(26,133,824)	(29,443,899)
Carryover Funds To/(From) Net Assets	\$ 16,775,128	\$ 272,657	\$ 14,753,918	\$ 1,506,436		\$ (3,221,823)	\$ 82,659	\$ 3,381,281
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 39,818,964	\$ 4,419,261	\$ 23,699,765	\$ 929,739		\$ 7,642,133	\$ 80,671	\$ 3,047,395
Revolving Funds	22,195,039		7,168,386					15,026,653
Encumbrances	5,436,716	\$ 1,373,727	2,920,795	\$ 199,317		\$ 848,381	\$ 94,496	
Reserve for Reappropriations	19,176,126			5,750,000			\$ 700,000	12,726,126
Total Allocated Net Assets	\$ 86,626,844	\$ 5,792,988	\$ 33,788,945	\$ 6,879,056		\$ 8,490,514	\$ 875,167	\$ 30,800,174
UNALLOCATED	63,156,212	10,000,000	45,901,799	4,011,496	892,757	85,500	944,728	1,319,932
Total Net Assets - June 30, 2021	\$ 149,783,056	\$ 15,792,987	\$ 79,690,743	\$ 10,890,552	\$ 892,757	\$ 8,576,015	\$ 1,819,895	\$ 32,120,106
Percent Unallocated of Expend. & Transfers	3.41%	4.70%	3.94%	3.47%	NA	0.03%	3.61%	2.72%
FY 2021-22 Actuals								
Net Assets at Beginning of Year	\$ 149,783,056	\$ 15,792,987	\$ 79,690,743	\$ 10,890,552	\$ 892,757	\$ 8,576,015	\$ 1,819,895	\$ 32,120,106
Operating Funds								
Revenue	\$ 2,077,781,174	\$ 221,991,601	\$ 1,332,387,538	\$ 118,103,929	22,190,571	\$ 313,247,214	\$ 28,141,696	\$ 41,718,625
Less: Expenditures and Transfers	(2,076,623,349)	(222,108,240)	(1,319,600,850)	(116,884,146)	(22,475,549)	(309,988,784)	(28,061,407)	(57,504,372)
Carryover Funds To/(From) Net Assets	\$ 1,157,826	\$ (116,639)	\$ 12,786,688	\$ 1,219,783	\$ (284,978)	\$ 3,258,430	\$ 80,289	\$ (15,785,747)
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 36,821,219	\$ 4,234,592	\$ 28,418,766	\$ 907,531			\$ 66,841	\$ 3,193,489
Revolving Funds	18,537,157		2,047,181			\$ 9,507,654		6,982,322
Encumbrances	4,817,429	1,191,755	3,312,304	43,922			113,259	\$ 156,189
Reserve for Reappropriations	10,195,943			5,750,000		993,899	700,000	2,752,044
Total Allocated Net Assets	\$ 70,371,748	\$ 5,426,347	\$ 33,778,252	\$ 6,701,452	\$ -	\$ 10,501,553	\$ 880,100	\$ 13,084,044
UNALLOCATED	80,569,136	10,250,000	58,699,181	5,408,883	607,781	1,332,890	1,020,086	3,250,315
Total Net Assets - June 30, 2022	\$ 150,940,884	\$ 15,676,348	\$ 92,477,431	\$ 12,110,335	\$ 607,779	\$ 11,834,445	\$ 1,900,184	\$ 16,334,359
Percent Unallocated of Expend. & Transfers	3.88%	4.61%	4.45%	4.63%	2.70%	0.43%	3.64%	4.18%
FY 2022-23 Revised								
Net Assets at Beginning of Year	\$ 150,940,880	\$ 15,676,348	\$ 92,477,431	\$ 12,110,335	\$ 607,779	\$ 11,834,445	\$ 1,900,184	\$ 16,334,359
Operating Funds								
Revenue	\$ 2,226,313,880	\$ 233,223,409	\$ 1,387,995,298	\$ 119,670,169	17,867,527	\$ 333,111,169	\$ 29,389,871	\$ 105,056,437
Less: Expenditures and Transfers	(2,228,654,154)	(233,223,409)	(1,387,884,110)	(119,670,169)	(18,098,389)	(333,111,182)	(29,383,460)	(107,283,435)
Carryover Funds To/(From) Net Assets	\$ (2,340,274)	\$ -	\$ 111,188	\$ -	\$ (230,862)	\$ (13)	\$ 6,411	\$ (2,226,998)
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 46,204,233	\$ 4,238,960	\$ 28,353,000	\$ 907,500		\$ 9,444,773	\$ 67,000	\$ 3,193,000
Revolving Funds	9,054,000		2,072,000					6,982,000
Encumbrances	5,649,544	1,191,755	3,306,293	44,000		994,000	113,496	
Reserve for Reappropriations	6,450,000			5,750,000			700,000	
Total Allocated Net Assets	\$ 67,357,777	\$ 5,430,715	\$ 33,731,293	\$ 6,701,500	0	\$ 10,438,773	\$ 880,496	\$ 10,175,000
UNALLOCATED	81,242,830	10,245,633	58,857,328	5,408,835	376,917	1,395,655	1,026,101	3,932,361
Estimated Total Net Assets - June 30, 2023	\$ 148,600,608	\$ 15,676,348	\$ 92,588,619	\$ 12,110,335	\$ 376,917	\$ 11,834,432	\$ 1,906,595	\$ 14,107,361
Percent Unallocated of Expend. & Transfers	3.65%	4.39%	4.24%	4.52%	2.08%	0.42%	3.49%	3.05%

Recommended percent unallocated of expenditures and transfers is 2% to 5% for unrestricted E&G and 3% to 5% for auxiliaries. For System Administration, transfers-in for system charge is excluded from the calculation. Knoxville includes UT Knoxville campus, Space Institute, AgResearch, Extension and College of Veterinary Medicine.

University of Tennessee System
FY 2022-23 Revised Budget
Current Unrestricted Net Assets by Unit
Unrestricted Educational & General (E&G) Funds

	Total System	Chattanooga	Knoxville	Martin	Southern	Health Science Center	Institute for Public Service	System Administration
FY 2020-21 Actual								
Net Assets at Beginning of Year	\$ 113,201,015	\$ 12,003,043	\$ 50,314,530	\$ 8,681,171		\$ 11,726,210	\$ 1,737,236	\$ 28,738,825
Operating Funds								
Revenue	\$ 1,627,236,038	\$ 192,314,862	\$ 974,088,263	\$ 106,292,714		\$ 295,498,536	\$ 26,216,483	\$ 32,825,180
Less: Expenditures and Transfers	(1,611,540,347)	(190,231,213)	(961,926,613)	(104,858,659)		(298,946,140)	(26,133,823)	(29,443,899)
Carryover Funds To/(From) Net Assets	\$ 15,695,691	\$ 2,083,649	\$ 12,161,650	\$ 1,434,055		\$ (3,447,604)	\$ 82,660	\$ 3,381,281
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 32,079,595	\$ 3,712,965	\$ 17,147,690	\$ 660,630		\$ 7,430,243	\$ 80,672	\$ 3,047,395
Revolving Funds	18,592,281		3,565,647			(18)		15,026,652
Encumbrances	5,436,716	1,373,727	2,920,795	199,317		848,381	94,496	
Reserve for Reappropriations	19,176,127			5,750,000			\$ 700,000	12,726,127
Total Allocated Net Assets	\$ 75,284,719	\$ 5,086,692	\$ 23,634,131	\$ 6,609,947		\$ 8,278,606	\$ 875,168	\$ 30,800,174
UNALLOCATED	53,611,989	9,000,000	38,842,050	3,505,279	\$ 826,963	-	944,728	1,319,932
Total Net Assets - June 30, 2021	\$ 128,896,705	\$ 14,086,692	\$ 62,476,180	\$ 10,115,226	\$ 826,963	\$ 8,278,606	\$ 1,819,896	\$ 32,120,106
Percent Unallocated of Expend. & Transfers	3.33%	4.73%	4.04%	3.34%		0.00%	3.61%	2.72%
FY 2021-22 Actuals								
Net Assets at Beginning of Year	\$ 129,723,669	\$ 14,086,692	\$ 62,476,180	\$ 10,115,226	\$ 826,963	\$ 8,278,606	\$ 1,819,896	\$ 32,120,106
Operating Funds								
Revenue	\$ 1,763,001,073	\$ 201,015,711	\$ 1,054,956,175	\$ 107,821,335	19,167,234	\$ 310,180,297	\$ 28,141,696	\$ 41,718,624.95
Less: Expenditures and Transfers	(1,774,645,555)	(201,321,688)	(1,054,719,464)	(106,594,403)	(19,483,661)	(306,960,560)	(28,061,407)	(57,504,372)
Carryover Funds To/(From) Net Assets	\$ (11,644,482)	\$ (305,977)	\$ 236,711	\$ 1,226,932	\$ (316,427)	\$ 3,219,738	\$ 80,289	\$ (15,785,747)
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 24,968,134	\$ 3,338,960	\$ 8,515,863	\$ 590,101		\$ 9,262,880	\$ 66,841	\$ 3,193,489
Revolving Funds	8,157,902		1,175,580				-	6,982,322
Encumbrances	5,811,328	1,191,755	3,312,304	43,922		993,899	113,259	156,189
Reserve for Reappropriations	9,202,044			5,750,000			700,000	2,752,044
Total Allocated Net Assets	\$ 48,139,408	\$ 4,530,715	\$ 13,003,747	\$ 6,384,022	\$ -	\$ 10,256,780	\$ 880,100	\$ 13,084,044
UNALLOCATED	69,939,780	9,250,000	49,709,144	4,958,135	510,537	1,241,564	1,020,086	3,250,315
Estimated Total Net Assets - June 30, 2022	\$ 118,079,187	\$ 13,780,715	\$ 62,712,890	\$ 11,342,158	\$ 510,537	\$ 11,498,344	\$ 1,900,184	\$ 16,334,359
Percent Unallocated of Expend. & Transfers	3.94%	4.59%	4.71%	4.65%	2.62%	0.40%	3.64%	4.18%
FY 2022-23 Revised								
Net Assets at Beginning of Year	\$ 118,079,187	\$ 13,780,715	\$ 62,712,890	\$ 11,342,158	\$ 510,537	\$ 11,498,344	\$ 1,900,184	\$ 16,334,359
Operating Funds								
Revenue	\$ 1,908,546,087	\$ 210,071,177	\$ 1,110,903,520	\$ 109,102,273	15,021,456	\$ 329,001,353	\$ 29,389,871	\$ 105,056,437
Less: Expenditures and Transfers	\$ (1,910,846,781)	(210,071,177)	(1,110,792,332)	(109,102,273)	(15,212,738)	(329,001,366)	(29,383,460)	(107,283,435)
Carryover Funds To/(From) Net Assets	\$ (2,300,694)	\$ -	\$ 111,188	\$ -	\$ (191,282)	\$ (13)	\$ 6,411	\$ (2,226,998)
Net Assets Detail:								
ALLOCATED								
Working Capital	\$ 24,836,960	\$ 3,338,960	\$ 8,448,000	\$ 590,000		\$ 9,200,000	\$ 67,000	\$ 3,193,000
Revolving Funds	8,182,000		1,200,000				-	6,982,000
Encumbrances	5,649,544	1,191,755	3,306,293	44,000		994,000	113,496	
Reserve for Reappropriations	6,450,000			5,750,000			700,000	
Total Allocated Net Assets	\$ 45,118,504	\$ 4,530,715	\$ 12,954,293	\$ 6,384,000	\$ -	\$ 10,194,000	\$ 880,496	\$ 10,175,000
UNALLOCATED	70,659,991	9,250,000	49,869,787	4,958,157	319,255	1,304,330	1,026,101	3,932,361
Estimated Total Net Assets - June 30, 2023	\$ 115,778,493	\$ 13,780,715	\$ 62,824,078	\$ 11,342,158	\$ 319,255	\$ 11,498,331	\$ 1,906,595	\$ 14,107,361
Percent Unallocated of Expend. & Transfers	3.70%	4.40%	4.49%	4.54%	2.10%	0.40%	3.49%	3.05%

Recommended percent unallocated of expenditures and transfers is 2% to 5%. For System Administration, transfers-in for system charge is excluded from the calculation. Knoxville includes UTK Campus, pace Institute, Extension, AgResearch, College of Veterinary Medicine

University of Tennessee System

FY 2022-23 Revised Budget

Current Unrestricted Net Assets by Unit

Auxiliary Funds

	Total System	Chattanooga	Knoxville	Southern	Martin	Health Science Center
FY 2020-21 Actual						
Net Assets at Beginning of Year	\$ 18,914,154	\$ 3,517,287	\$ 14,622,295		\$ 702,945	\$ 71,627
Operating Funds						
Revenue	\$ 240,192,479	\$ 20,563,694	\$ 206,290,233		\$ 10,869,342	\$ 2,469,210
Less: Expenditures and Transfers	(239,113,041)	(22,374,686)	(203,697,965)		(10,796,961)	(2,243,429)
Carryover Funds To/(From) Net Assets	\$ 1,079,438	\$ (1,810,992)	\$ 2,592,268		\$ 72,381	\$ 225,781
Net Assets at End of Year	\$ 19,993,592	\$ 1,706,295	\$ 17,214,563		\$ 775,326	\$ 297,408
Net Assets Detail:						
ALLOCATED						
Working Capital	\$ 7,739,387	\$ 706,295	\$ 6,552,075		\$ 269,109	\$ 211,908
Revolving Funds	3,602,739		3,602,739			
Encumbrances						
Total Allocated Net Assets	\$ 11,342,126	\$ 706,295	\$ 10,154,814		\$ 269,109	\$ 211,908
UNALLOCATED	8,651,466	1,000,000	7,059,749		506,217	85,500
Total Net Assets - June 30, 2021	\$ 19,993,592	\$ 1,706,295	\$ 17,214,563	\$ 65,794	\$ 775,326	\$ 297,408
Percent Unallocated of Expend. & Transfers	3.62%	4.47%	3.47%		4.69%	3.81%
FY 2021-22 Actuals						
Net Assets at Beginning of Year	\$ 20,059,387	\$ 1,706,295	\$ 17,214,563	\$ 65,794	\$ 775,326	\$ 297,408
Operating Funds						
Revenue	\$ 314,780,102	\$ 20,975,890	\$ 277,431,363	\$ 3,023,337	\$ 10,282,594	\$ 3,066,917
Less: Expenditures and Transfers	(301,977,794)	(20,786,552)	(264,881,385)	(2,991,888)	(10,289,743)	(3,028,225)
Carryover Funds To/(From) Net Assets	\$ 12,802,308	\$ 189,338	\$ 12,549,978	\$ 31,449	\$ (7,149)	\$ 38,692
Net Assets at End of Year	\$ 32,861,694	\$ 1,895,632	\$ 29,764,541	\$ 97,244	\$ 768,177	\$ 336,100
Net Assets Detail:						
ALLOCATED						
Working Capital	\$ 21,360,739	\$ 895,633	\$ 19,902,903		\$ 317,430	\$ 244,773
Revolving Funds	871,601		871,601			
Encumbrances						
Reappropriations						
Total Allocated Net Assets	\$ 22,232,340	\$ 895,633	\$ 20,774,505	\$ -	\$ 317,430	\$ 244,773
UNALLOCATED	10,629,355	1,000,000	8,990,037	97,244	450,748	91,326
Estimated Total Net Assets - June 30, 2022	\$ 32,861,694	\$ 1,895,632	\$ 29,764,541	\$ 97,244	\$ 768,177	\$ 336,100
Percent Unallocated of Expend. & Transfers	3.52%	4.81%	3.39%	3.25%	4.38%	3.02%
FY 2022-23 Proposed Budget						
Net Assets at Beginning of Year	\$ 32,861,694	\$ 1,895,632	\$ 29,764,541	\$ 97,244	\$ 768,177	\$ 336,100
Operating Funds						
Revenue	\$ 317,767,793	\$ 23,152,232	\$ 277,091,778	\$ 2,846,071	\$ 10,567,896	\$ 4,109,816
Less: Expenditures and Transfers	(317,807,373)	(23,152,232)	(277,091,778)	(2,885,651)	(10,567,896)	(4,109,816)
Carryover Funds To/(From) Net Assets	\$ (39,580)	\$ -	\$ -	\$ (39,580)	\$ -	\$ -
Net Assets at End of Year	\$ 32,822,114	\$ 1,895,632	\$ 29,764,541	\$ 57,664	\$ 768,177	\$ 336,100
Net Assets Detail:						
ALLOCATED						
Working Capital	\$ 21,367,273	\$ 900,000	\$ 19,905,000		\$ 317,500	\$ 244,773
Revolving Funds	872,000		872,000			
Encumbrances						
Reappropriations						
Total Allocated Net Assets	\$ 22,239,273	\$ 900,000	\$ 20,777,000	\$ -	\$ 317,500	\$ 244,773
UNALLOCATED	10,582,842	995,633	8,987,541	57,664	450,678	91,326
Estimated Total Net Assets - June 30, 2022	\$ 32,822,114	\$ 1,895,632	\$ 29,764,541	\$ 57,664	\$ 768,177	\$ 336,100
Percent Unallocated of Expend. & Transfers	3.33%	4.30%	3.24%	2.00%	4.26%	2.22%

Recommended percent unallocated of expenditures and transfers is 3% to 5%. Knoxville includes UTK Campus and Space Institute.

University of Tennessee System
FY 2022-23 Revised Budget
State Appropriations Summary
Unrestricted Current Educational and General Funds

	FY 2021-22 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
STATE APPROPRIATIONS					
Chattanooga	\$ 64,737,706	\$ 73,252,805	\$ 74,265,805	\$ 1,013,000	1.4 %
Knoxville					
<i>Knoxville Campus</i>	\$ 268,413,955	\$ 302,120,055	\$ 312,140,455	\$ 10,020,400	3.3 %
<i>Space Institute</i>	9,756,703	10,152,503	10,250,303	97,800	1.0 %
<i>AgResearch</i>	32,602,388	34,027,788	34,286,088	258,300	0.8 %
<i>Extension</i>	42,391,515	44,529,417	44,897,517	368,100	0.8 %
<i>College of Veterinary Medicine</i>	24,454,559	29,412,759	29,750,259	337,500	1.1 %
<i>Subtotal Knoxville</i>	\$ 377,619,120	\$ 420,242,522	\$ 431,324,622	\$ 11,082,100	7.0 %
Martin	37,389,697	42,031,797	42,642,197	610,400	1.5 %
Southern	6,230,000	5,469,100	5,761,900	292,800	5.4 %
Health Science Center	177,539,024	191,625,124	193,083,524	1,458,400	0.8 %
Institute for Public Service					
<i>Institute for Public Service</i>	\$ 6,832,285	\$ 7,063,585	\$ 7,097,285	\$ 33,700.00	0.5 %
<i>Municipal Technical Advisory Service</i>	3,972,451	4,222,251	4,278,451	56,200	1.3 %
<i>County Technical Assistance Service</i>	3,397,852	3,598,751	3,654,051	55,300	1.5 %
<i>Tennessee Language Center</i>	806,100	885,500	900,700	15,200	1.7 %
<i>Subtotal Institute for Public Service</i>	\$ 15,008,688	\$ 15,770,087	\$ 15,930,487	\$ 160,400	5.0 %
System Administration	14,348,417	11,955,417	78,130,617	66,175,200	553.5 %
Total State Appropriations	\$ 692,872,652	\$ 760,346,852	\$ 841,139,152	80,792,300	10.6 %

University of Tennessee System
FY 2022-23 Revised Budget
State Appropriations Five Year History
Unrestricted Current Educational and General Funds

		FY 2018-19		FY 2019-20		FY 2020-21		FY 2021-22		FY 2022-23	Change	
		Actual		Actual		Actual		Actual		Revised	FY 2018-19 to FY 2022-23	
											Amount	%
STATE APPROPRIATIONS												
Chattanooga	\$	55,430,905	\$	59,726,805	\$	60,975,006	\$	64,737,706	\$	74,265,805	\$	18,834,900 34.0 %
Knoxville												
<i>Knoxville Campus</i>	\$	232,311,655	\$	249,914,955	\$	252,727,556	\$	268,413,955	\$	312,140,455	\$	79,828,800 34.4 %
<i>Space Institute</i>		9,132,803		9,380,503		9,471,203		9,756,703		10,250,303		1,117,500 12.2 %
<i>AgResearch</i>		30,008,688		31,206,388		31,563,388		32,602,388		34,286,088		4,277,400 14 %
<i>Extension</i>		36,651,817		38,387,017		38,919,517		42,391,515		44,897,517		8,245,700 23 %
<i>College of Veterinary Medicine</i>		21,236,259		22,518,259		22,951,258		24,454,559		29,750,259		8,514,000 40 %
Subtotal Knoxville	\$	329,341,222	\$	351,407,122	\$	355,632,922		377,619,120		431,324,622		101,983,400 31.0 %
Martin	\$	34,410,197	\$	36,452,197	\$	35,718,897	\$	37,389,697	\$	42,642,197	\$	8,232,000 23.9 %
UT Southern							\$	6,230,000	\$	5,761,900	\$	5,761,900 0.9 %
Health Science Center		154,589,424		162,456,024		165,262,724		177,539,024		193,083,524		38,494,100 24.9 %
Institute for Public Service												
<i>Institute for Public Service</i>	\$	5,929,385	\$	6,124,885	\$	6,178,685	\$	6,832,285	\$	7,097,285	\$	1,167,900 19.7 %
<i>Municipal Technical Advisory Service</i>		3,535,751		3,715,551		3,789,751		3,972,451		4,278,451		742,700 21.0 %
<i>County Technical Assistance Service</i>		3,056,451		3,205,751		3,263,250		3,397,852		3,654,051		597,600 19.6 %
<i>Tennessee Language Center</i>		665,600		719,900		748,000		806,100		900,700		235,100 35.3 %
Subtotal Institute for Public Service		13,187,187		13,766,087		13,979,686		15,008,688		15,930,487		2,743,300 20.8 %
System Administration	\$	5,654,017	\$	16,109,917	\$	6,180,617	\$	14,348,417	\$	78,130,617	\$	72,476,600 1,281.9 %
Total State Appropriations	\$	592,612,952	\$	639,918,152	\$	637,749,852	\$	692,872,652	\$	841,139,152	\$	248,526,200 41.9 %

University of Tennessee System

FY 2022-23 Revised Budget

Auxiliary Enterprises

Unrestricted Auxiliary Current Funds Revenues, Expenditures and Transfers

	FY 2021-22 Actual	FY 2022-23 Original	FY 2022-23 Revised	Original to Revised	
				Amount	%
HOUSING					
Revenues	\$ 96,634,015	\$ 91,757,326	\$ 92,137,195	\$ 379,869	0.4
Expenditures and Transfers					
Expenditures	\$ 49,333,144	\$ 57,849,058	\$ 62,715,935	\$ 4,866,877	8.4
Mandatory Transfers	21,572,926	24,185,811	23,958,054	(227,757)	(0.9)
Non-Mandatory Transfers	24,913,065	7,403,321	5,463,321	(1,940,000)	(26.2)
Total Expenditures and Transfers	\$ 95,819,135	\$ 89,438,190	\$ 92,137,310	\$ 2,699,120	3.0
Fund Balance Addition/(Reduction)	\$ 814,880	\$ 2,319,136	(115)	\$ (2,319,251)	(100.0)
FOOD SERVICE					
Revenues	\$ 16,266,636	\$ 13,291,868	\$ 14,323,621	\$ 1,031,753	7.8
Expenditures and Transfers					
Expenditures	\$ 6,346,359	\$ 5,911,431	\$ 6,121,819	\$ 210,388	3.6
Mandatory Transfers	4,358,283	7,324,309	7,324,309		
Non-Mandatory Transfers	970,462	1,020,813	916,958	(103,855)	(10.2)
Total Expenditures and Transfers	\$ 11,675,104	\$ 14,256,553	\$ 14,363,086	\$ 106,533	0.7
Fund Balance Addition/(Reduction)	\$ 4,591,532	\$ (964,685)	(39,465)	\$ 925,220	95.9
BOOKSTORES					
Revenues	\$ 28,627,747	\$ 25,354,943	\$ 25,354,943		
Expenditures and Transfers					
Expenditures	\$ 24,989,510	\$ 24,371,227	\$ 24,393,410	\$ 22,183	0.1
Mandatory Transfers	-	109,418	109,418		
Non-Mandatory Transfers	1,454,755	924,122	852,115	(72,007)	(7.8)
Total Expenditures and Transfers	\$ 26,444,265	\$ 25,404,767	\$ 25,354,943	\$ (49,824)	(0.2)
Fund Balance Addition/(Reduction)	\$ 2,183,483	\$ (49,824)		\$ 49,824	100.0
PARKING					
Revenues	\$ 16,861,723	\$ 17,353,971	\$ 17,353,971		
Expenditures and Transfers					
Expenditures	\$ 8,138,493	\$ 10,368,910	\$ 10,368,910		
Mandatory Transfers	5,543,431	6,168,460	6,168,460		
Non-Mandatory Transfers	10,245,708	816,601	816,601		
Total Expenditures and Transfers	\$ 23,927,632	\$ 17,353,971	\$ 17,353,971		
Fund Balance Addition/(Reduction)	\$ (7,065,909)				
ATHLETICS					
Revenues	\$ 149,678,844	\$ 164,032,392	\$ 165,447,814	\$ 1,415,422	0.9
Expenditures and Transfers					
Expenditures	\$ 139,144,806	\$ 146,201,274	\$ 147,616,696	\$ 1,415,422	1.0
Mandatory Transfers	11,086,298	11,972,652	11,972,652		
Non-Mandatory Transfers	(1,484,428)	5,858,466	5,858,466		
Total Expenditures and Transfers	\$ 148,746,676	\$ 164,032,392	\$ 165,447,814	\$ 1,415,422	0.9
Fund Balance Addition/(Reduction)	\$ 932,168				
OTHER					
Revenues	\$ 6,711,137	\$ 3,150,249	\$ 3,150,249		
Expenditures and Transfers					
Expenditures	\$ 6,385,021	\$ 3,558,607	\$ 3,536,591	\$ (22,016)	(0.0)
Mandatory Transfers	568,022	568,022	568,022		
Non-Mandatory Transfers	(11,588,061)	1,345,636	(954,364)	(2,300,000)	(1.7)
Total Expenditures and Transfers	\$ (4,635,018)	\$ 5,472,265	\$ 3,150,249	\$ (2,322,016)	(0.4)
Fund Balance Addition/(Reduction)	\$ 11,346,155	\$ (2,322,016)			
TOTAL					
Revenues	\$ 314,780,102	\$ 314,940,749	\$ 317,767,793	\$ 2,827,044	0.0
Expenditures and Transfers					
Expenditures	\$ 234,337,332	\$ 248,260,507	\$ 254,753,361	\$ 6,492,854	0.0
Mandatory Transfers	43,128,960	50,328,672	50,100,915	(227,757)	(0.0)
Non-Mandatory Transfers	24,511,501	17,368,959	12,953,097	(4,415,862)	(0.3)
Total Expenditures and Transfers	\$ 301,977,793	\$ 315,958,138	\$ 317,807,373	\$ 1,849,235	0.0
Fund Balance Addition/(Reduction)	\$ 12,802,308	\$ (1,017,389)	(39,580)		

University of Tennessee System
FY 2022-23 Revised Budget Summary
Athletics Total (Page 1 of 2)
Unrestricted and Restricted Current Funds

4.2

	FY 2021-22	FY 2022-23	FY 2022-23	Change	
	Actual	Original	Revised	Original to Revised	
				Amount	%
TOTAL ATHLETICS					
Revenues					
General Funds	\$ 20,126,716	\$ 20,728,233	\$ 19,064,708	\$ (1,663,525)	-8.0%
Student Fees for Athletics	8,459,907	8,394,663	8,394,663		0.0%
Ticket Sales	35,527,176	38,278,383	38,278,383		0.0%
Gifts	38,424,625	51,508,656	51,508,656		0.0%
Other	86,781,086	81,922,581	84,215,505	2,292,924	2.8%
Total Revenues	<u>\$ 189,319,511</u>	<u>\$ 200,832,516</u>	<u>\$ 201,461,915</u>	<u>\$ 629,399</u>	<u>0.3%</u>
Expenditures and Transfers					
Salaries and Benefits	\$ 75,775,417	\$ 77,181,044	\$ 79,136,551	\$ 1,955,507	2.5%
Travel	15,668,386	15,699,314	15,954,593	255,279	1.6%
Student Aid	29,584,635	33,836,640	33,846,380	9,740	0.0%
Other Operating	57,262,705	54,103,752	53,421,882	(681,870)	-1.3%
Subtotal Expenditures	<u>\$ 178,291,143</u>	<u>\$ 180,820,750</u>	<u>\$ 182,359,406</u>	<u>\$ 1,538,656</u>	<u>0.9%</u>
Debt Service Transfers	11,354,482	12,244,043	12,244,043		0.0%
Other Transfers	(1,484,428)	6,858,466	6,858,466		0.0%
Total Expenditures and Transfers	<u>\$ 188,161,198</u>	<u>\$ 199,923,259</u>	<u>\$ 201,461,915</u>	<u>\$ 1,538,656</u>	<u>0.8%</u>
Fund Balance Addition / (Reduction)	\$ 1,158,313	\$ 909,257			
KNOXVILLE					
Revenues					
General Funds					
Student Fees for Athletics	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000		
Ticket Sales	34,585,530	37,173,360	37,173,360		
Gifts	34,343,219	48,858,656	48,858,656		
Other	80,906,247	77,997,876	79,413,298	\$ 1,415,422	1.8%
Total Revenues	<u>\$ 150,834,996</u>	<u>\$ 165,029,892</u>	<u>\$ 166,445,314</u>	<u>\$ 1,415,422</u>	<u>0.9%</u>
Expenditures and Transfers					
Salaries and Benefits	\$ 60,862,387	\$ 63,432,096	\$ 64,847,518	\$ 1,415,422	2.2%
Travel	12,889,811	13,646,841	13,646,841		
Student Aid	17,926,315	21,295,167	21,295,167		
Other Operating	48,396,301	47,824,670	47,824,670		
Subtotal Expenditures	<u>\$ 140,074,813</u>	<u>\$ 146,198,774</u>	<u>\$ 147,614,196</u>	<u>\$ 1,415,422</u>	<u>1.0%</u>
Debt Service Transfers	11,086,298	11,972,652	11,972,652		
Other Transfers	(1,484,428)	6,858,466	6,858,466		
Total Expenditures and Transfers	<u>\$ 149,676,683</u>	<u>\$ 165,029,892</u>	<u>\$ 166,445,314</u>	<u>\$ 1,415,422</u>	<u>0.9%</u>
Fund Balance Addition / (Reduction)	\$ 1,158,313				
CHATTANOOGA					
Revenues					
General Funds	\$ 8,672,566	\$ 9,145,240	\$ 8,435,197	\$ (710,043)	-7.8%
Student Fees for Athletics	5,433,242	5,334,663	5,334,663		
Ticket Sales	803,128	960,023	960,023		
Gifts	2,389,699	2,000,000	2,000,000		
Other	3,163,557	1,855,000	1,855,000		
Total Revenues	<u>\$ 20,462,193</u>	<u>\$ 19,294,926</u>	<u>\$ 18,584,883</u>	<u>\$ (710,043)</u>	<u>-3.7%</u>
Expenditures and Transfers					
Salaries and Benefits	\$ 8,420,489	\$ 7,713,639	\$ 7,875,133	\$ 161,494	2.1%
Travel	1,361,310	1,369,082	1,369,082		
Student Aid	5,612,206	6,081,894	6,081,894		
Other Operating	4,905,733	3,960,311	3,088,774	(871,537)	-22.0%
Subtotal Expenditures	<u>\$ 20,299,738</u>	<u>\$ 19,124,926</u>	<u>\$ 18,414,883</u>	<u>\$ (710,043)</u>	<u>-3.7%</u>
Debt Service Transfers	162,455	170,000	170,000		
Other Transfers					
Total Expenditures and Transfers	<u>\$ 20,462,193</u>	<u>\$ 19,294,926</u>	<u>\$ 18,584,883</u>	<u>\$ (710,043)</u>	<u>-3.7%</u>
Fund Balance Addition / (Reduction)					

Includes unrestricted and restricted funds. Other revenue sources include NCAA conference income, tournament income, program sales, concessions, parking, broadcasting, television, radio, internet, endowments, investments, royalties, advertisements, sponsorships, game guarantees, licensing fees, and sports camps.

University of Tennessee System
FY 2022-23 Revised Budget Summary
Athletics Total (Page 2 of 2)
Unrestricted and Restricted Current Funds

	FY 2021-22 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
MARTIN					
Revenues					
General Funds	\$ 7,792,959	\$ 7,038,419	\$ 6,788,798	\$ (249,621)	-3.5%
Student Fees for Athletics	2,026,665	2,060,000	2,060,000		
Ticket Sales	132,377	140,000	140,000		
Gifts	1,684,000	650,000	650,000		
Other	2,347,275	1,870,686	2,724,449	853,763	45.6%
Total Revenues	<u>\$ 13,983,276</u>	<u>\$ 11,759,105</u>	<u>\$ 12,363,247</u>	<u>\$ 604,142</u>	<u>5.1%</u>
Expenditures and Transfers					
Salaries and Benefits	\$ 5,032,800	\$ 4,609,447	\$ 4,751,387	\$ 141,940	3.1%
Travel	1,105,827	462,534	732,318	269,784	58.3%
Student Aid	4,542,876	4,952,519	4,952,519		
Other Operating	3,196,043	1,633,214	1,825,632	192,418	11.8%
Subtotal Expenditures	\$ 13,877,546	\$ 11,657,714	\$ 12,261,856	\$ 604,142	5.2%
Debt Service Transfers	105,730	101,391	101,391		
Other Transfers					
Total Expenditures and Transfers	<u>\$ 13,983,276</u>	<u>\$ 11,759,105</u>	<u>\$ 12,363,247</u>	<u>\$ 604,142</u>	<u>5.1%</u>
Fund Balance Addition / (Reduction)					
SOUTHERN					
Revenues					
General Funds	\$ 3,661,191	\$ 4,213,698	\$ 3,840,713	\$ (372,985)	-8.9%
Student Fees for Athletics					
Ticket Sales	6,141	5,000	5,000		
Gifts	7,707				
Other	364,007	207,200	222,758	15,558	7.5%
Total Revenues	<u>\$ 4,039,046</u>	<u>\$ 4,425,898</u>	<u>\$ 4,068,471</u>	<u>\$ (357,427)</u>	<u>-8.1%</u>
Expenditures and Transfers					
Salaries and Benefits	\$ 1,459,742	\$ 1,461,509	\$ 1,662,513	\$ 201,004	13.8%
Travel	311,438	220,857	206,352	(14,505)	-6.6%
Student Aid	1,503,238	1,516,800	1,516,800		
Other Operating	764,628	544,218	682,806	138,588	25.5%
Subtotal Expenditures	\$ 4,039,046	\$ 3,743,384	\$ 4,068,471	\$ 325,087	8.7%
Debt Service Transfers					
Other Transfers					
Total Expenditures and Transfers	<u>\$ 4,039,046</u>	<u>\$ 3,743,384</u>	<u>\$ 4,068,471</u>	<u>\$ 325,087</u>	<u>8.7%</u>
Fund Balance Addition / (Reduction)					
		\$ 682,514			

Includes unrestricted and restricted funds. Other revenue sources include NCAA conference income, tournament income, program sales, concessions, parking, broadcasting, television, radio, internet, endowments, investments, royalties, advertisements, sponsorships, game guarantees, licensing fees, and sports camps.

University of Tennessee System

FY 2022-23 Revised Budget Positions

All Full-time and Part-time Positions (No Students)

UNRESTRICTED EDUCATION AND GENERAL (E&G)

Budget Unit	Faculty	Administrative	Professional	Cler/Tech/Maint	Total
Chattanooga	549	162	349	334	1,394
Knoxville	1,843	407	1,155	1,656	5,061
Martin	329	72	139	283	822
Space Institute	15	10	25	41	92
Health Science Center	692	147	326	947	2,112
UT Southern	53	19	38	41	150
<u>Institute of Agriculture</u>					
Agricultural Experiment Station	98	18	80	117	313
UT Extension	53	19	319	242	633
Veterinary Medicine	114	15	39	258	425
Sub-total Institute of Agriculture	265	51	438	617	1,371
<u>Public Service Units</u>					
Institute for Public Service		5	28	13	46
MTAS		2	36	9	47
CTAS		1	32	5	38
TLC (Tennessee Language Center)		1	14	6	21
Sub-total Public Service Units		10	111	32	153
System Administration	1	73	172	71	316
Total Unrestricted E&G	3,747	950	2,753	4,021	11,471

AUXILIARIES

	Administrative	Professional	Cler/Tech/Maint	Total
Chattanooga	19	16	61	96
Knoxville	71	226	480	777
Martin	2	10	32	44
Space Institute			3	3
Health Science Center		5	25	30
UT Southern			2	2
Total Auxiliaries	92	256	603	951

RESTRICTED EDUCATION AND GENERAL (E&G)

	Faculty	Administrative	Professional	Cler/Tech/Maint	Total
Chattanooga	22	10	33	34	98
Knoxville	103	17	334	121	575
Martin	2	2	24	11	38
Space Institute	5		6		11
Health Science Center	713	30	303	498	1,543
UT Southern	2	1	2	1	6
<u>Institute of Agriculture</u>					
Agricultural Experiment Station	4	1	9	17	30
UT Extension	12	0	185	237	434
Veterinary Medicine	0		3	3	6
Sub-total Institute of Agriculture	15	1	197	257	470
<u>Public Service Units</u>					
Institute for Public Service			23		23
MTAS			3		3
CTAS				1	1
TLC			1		1
Sub-total Public Service Units			27	1	28
UWA			2		2
Total Restricted E&G	862	61	926	922	2,771
TOTAL UNIVERSITY POSITIONS	4,609	1,103	3,936	5,546	15,194

University of Tennessee System

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 860,945,260	\$ 866,823,031	\$ 868,803,799	\$ 1,980,768	0.2 %
State Appropriations	692,872,652	760,346,852	841,138,852	80,792,000	10.6 %
Grants & Contracts	65,896,545	59,131,617	59,803,427	671,810	1.1 %
Sales & Service	73,281,000	69,691,501	71,006,519	1,315,018	1.9 %
Other Sources	70,005,617	65,287,848	67,793,490	2,505,642	3.8 %
Total Revenues	\$ 1,763,001,073	\$ 1,821,280,849	\$ 1,908,546,087	\$ 87,265,238	4.8 %
Expenditures and Transfers					
Instruction	\$ 553,644,179	\$ 670,756,059	\$ 686,720,187	\$ 15,964,128	2.4 %
Research	165,037,772	146,576,654	180,688,028	34,111,374	23.3 %
Public Service	87,759,408	100,102,642	107,530,914	7,428,272	7.4 %
Academic Support	196,364,494	237,178,038	249,915,120	12,737,082	5.4 %
Student Services	117,311,075	120,910,263	126,275,365	5,365,102	4.4 %
Institutional Support	191,232,321	215,998,942	208,114,379	(7,884,563)	(3.7) %
Operation & Maintenance of Plant	159,279,408	174,205,479	172,142,748	(2,062,731)	(1.2) %
Scholarships & Fellowships	153,464,168	150,953,067	152,471,486	1,518,419	1.0 %
Subtotal Expenditures	\$ 1,624,092,826	\$ 1,816,681,144	\$ 1,883,858,227	\$ 67,177,083	3.7 %
Mandatory Transfers	14,225,791	17,488,890	16,567,175	(921,715)	(5.3) %
Non-Mandatory Transfers	136,326,936	(11,592,513)	10,421,379	22,013,892	189.9 %
Total Expenditures & Transfers	\$ 1,774,645,553	\$ 1,822,577,521	\$ 1,910,846,781	\$ 88,269,260	4.8 %
Fund Balance Addition/(Reduction)	\$ (11,644,480)	\$ (1,296,672)	\$ (2,300,694)		
AUXILIARIES					
Revenues					
	\$ 314,780,102	\$ 314,940,749	\$ 317,767,793	\$ 2,827,044	0.9 %
Expenditures and Transfers					
Expenditures	234,337,332	248,260,507	254,753,361	6,492,854	2.6 %
Mandatory Transfers	43,128,960	50,328,672	50,100,915	(227,757)	(0.5) %
Non-Mandatory Transfers	24,511,501	17,368,959	12,953,097	(4,415,862)	(25.4) %
Total Expenditures & Transfers	\$ 301,977,793	\$ 315,958,138	\$ 317,807,373	\$ 1,849,235	0.6 %
Fund Balance Addition/(Reduction)	\$ 12,802,308	\$ (1,017,389)	\$ (39,580)		
TOTALS					
Revenues					
	\$ 2,077,781,175	\$ 2,136,221,598	\$ 2,226,313,880	\$ 90,092,282	4.2 %
Expenditures and Transfers					
Expenditures	\$ 1,858,430,159	\$ 2,064,941,651	\$ 2,138,611,588	\$ 73,669,937	3.6 %
Mandatory Transfers	57,354,751	67,817,562	66,668,090	(1,149,472)	(1.7) %
Non-Mandatory Transfers	160,838,437	5,776,446	23,374,476	17,598,030	304.7 %
Total Expenditures & Transfers	\$ 2,076,623,347	\$ 2,138,535,659	\$ 2,228,654,154	\$ 90,118,495	4.2 %
Fund Balance Addition/(Reduction)	\$ 1,157,828	\$ (2,314,061)	\$ (2,340,274)		

University of Tennessee System
FY2022-2023 Revised Budget (Recurring Budget)
Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022	FY 2022-23	FY 2022-23	Change	
	Actual	Original	Revised	Original to Revised	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 860,945,260	\$ 867,102,447	\$ 866,880,713	\$ (221,734)	- %
State Appropriations	692,872,652	755,986,052	756,968,052	982,000	0.1 %
Grants & Contracts	65,896,545	53,506,617	54,178,427	671,810	1.3 %
Sales & Service	73,281,000	69,691,501	70,099,417	407,916	0.6 %
Other Sources	70,005,617	65,287,848	66,773,478	1,485,630	2.3 %
Total Revenues	\$ 1,763,001,073	\$ 1,811,574,465	\$ 1,814,900,087	\$ 3,325,622	0.2 %
Expenditures and Transfers					
Instruction	\$ 553,644,179	\$ 666,210,301	\$ 666,859,254	\$ 648,953	0.1 %
Research	165,037,772	145,268,016	145,793,930	525,914	0.4 %
Public Service	87,759,408	99,511,697	103,649,599	4,137,902	4.2 %
Academic Support	196,364,494	236,763,926	236,380,865	(383,061)	(0.2) %
Student Services	117,311,075	120,359,399	120,946,425	587,026	0.5 %
Institutional Support	191,232,321	210,733,809	208,950,675	(1,783,134)	(0.8) %
Operation & Maintenance of Plant	159,279,408	177,224,678	178,294,852	1,070,174	0.6 %
Scholarships & Fellowships	153,464,168	147,678,867	147,678,867		
Subtotal Expenditures	\$ 1,624,092,826	\$ 1,803,750,693	\$ 1,808,554,467	\$ 4,803,774	0.3 %
Mandatory Transfers	14,225,791	14,524,514	14,524,514		
Non-Mandatory Transfers	136,326,936	(4,191,736)	(4,089,031)	102,705	2.5 %
Total Expenditures & Transfers	\$ 1,774,645,553	\$ 1,814,083,471	\$ 1,818,989,950	\$ 4,906,479	0.3 %
Fund Balance Addition/(Reduction)	\$ (11,644,480)	\$ (2,509,006)	\$ (4,089,863)		
AUXILIARIES					
Revenues	\$ 314,780,102	\$ 314,940,749	\$ 317,967,793	\$ 3,027,044	1.0 %
Expenditures and Transfers					
Expenditures	234,337,332	248,060,439	254,553,293	6,492,854	2.6 %
Mandatory Transfers	43,128,960	50,528,740	50,300,983	(227,757)	(0.5) %
Non-Mandatory Transfers	24,511,501	17,368,959	14,411,997	(2,956,962)	(17.0) %
Total Expenditures & Transfers	\$ 301,977,793	\$ 315,958,138	\$ 319,266,273	\$ 3,308,135	1.0 %
Fund Balance Addition/(Reduction)	\$ 12,802,308	\$ (1,017,389)	\$ (1,298,480)		
TOTALS					
Revenues	\$ 2,077,781,175	\$ 2,126,515,214	\$ 2,132,867,880	\$ 6,352,666	0.3 %
Expenditures and Transfers					
Expenditures	\$ 1,858,430,159	\$ 2,051,811,132	\$ 2,063,107,760	\$ 11,296,628	0.6 %
Mandatory Transfers	57,354,751	65,053,254	64,825,497	(227,757)	(0.4) %
Non-Mandatory Transfers	160,838,437	13,177,223	10,322,966	(2,854,257)	(21.7) %
Total Expenditures & Transfers	\$ 2,076,623,347	\$ 2,130,041,609	\$ 2,138,256,223	\$ 8,214,614	0.4 %
Fund Balance Addition/(Reduction)	\$ 1,157,828	\$ (3,526,395)	\$ (5,388,343)		

Chattanooga

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 128,578,658	\$ 127,968,340	\$ 129,226,500	\$ 1,258,160	1.0 %
State Appropriations	64,737,706	73,252,805	74,265,805	1,013,000	1.4 %
Grants & Contracts	1,479,796	1,049,400	1,479,400	430,000	41.0 %
Sales & Service	5,972,319	4,841,672	4,841,672		
Other Sources	247,232	269,500	257,800	(11,700)	(4.3) %
Total Revenues	\$ 201,015,711	\$ 207,381,717	\$ 210,071,177	\$ 2,689,460	1.3 %
Expenditures and Transfers					
Instruction	\$ 76,898,389	\$ 92,599,532	\$ 92,528,499	\$ (71,033)	(0.1) %
Research	5,063,917	5,817,526	5,948,087	130,561	2.2 %
Public Service	2,123,716	2,822,117	2,756,343	(65,774)	(2.3) %
Academic Support	19,836,957	21,358,323	23,698,308	2,339,985	11.0 %
Student Services	29,960,525	30,082,955	31,954,196	1,871,241	6.2 %
Institutional Support	14,432,422	15,684,463	15,820,378	135,915	0.9 %
Operation & Maintenance of Plant	19,344,828	20,523,417	20,748,226	224,809	1.1 %
Scholarships & Fellowships	18,467,581	20,236,586	20,244,986	8,400	
Subtotal Expenditures	\$ 186,128,335	\$ 209,124,919	\$ 213,699,023	\$ 4,574,104	2.2 %
Mandatory Transfers	3,032,800	4,663,880	3,742,165	(921,715)	(19.8) %
Non-Mandatory Transfers	12,160,553	(6,407,082)	(7,370,011)	(962,929)	(15.0) %
Total Expenditures & Transfers	\$ 201,321,688	\$ 207,381,717	\$ 210,071,177	\$ 2,689,460	1.3 %
Fund Balance Addition/(Reduction)	\$ (305,977)				
AUXILIARIES					
Revenues	\$ 20,975,890	\$ 23,152,232	\$ 23,152,232		
Expenditures and Transfers					
Expenditures	12,876,884	15,481,247	15,481,247		
Mandatory Transfers	5,245,111	5,753,253	5,525,496	(227,757)	(4.0) %
Non-Mandatory Transfers	2,664,557	1,917,732	2,145,489	227,757	11.9 %
Total Expenditures & Transfers	\$ 20,786,552	\$ 23,152,232	\$ 23,152,232		
Fund Balance Addition/(Reduction)	\$ 189,338				
TOTALS					
Revenues	\$ 221,991,601	\$ 230,533,949	\$ 233,223,409	\$ 2,689,460	1.2 %
Expenditures and Transfers					
Expenditures	\$ 199,005,219	\$ 224,606,166	\$ 229,180,270	\$ 4,574,104	2.0 %
Mandatory Transfers	8,277,911	10,417,133	9,267,661	(1,149,472)	(11.0) %
Non-Mandatory Transfers	14,825,110	(4,489,350)	(5,224,522)	(735,172)	(16.4) %
Total Expenditures & Transfers	\$ 222,108,240	\$ 230,533,949	\$ 233,223,409	\$ 2,689,460	1.2 %
Fund Balance Addition/(Reduction)	\$ (116,639)				

Knoxville

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 568,176,428	\$ 578,841,383	\$ 579,881,591	\$ 1,040,208	0.2 %
State Appropriations	377,619,120	420,242,522	431,324,622	11,082,100	2.6 %
Grants & Contracts	40,642,686	34,231,795	34,231,795		
Sales & Service	43,577,127	39,987,890	40,290,071	302,181	0.8 %
Other Sources	24,940,814	25,764,719	25,175,441	(589,278)	(2.3) %
Total Revenues	\$ 1,054,956,175	\$ 1,099,068,309	\$ 1,110,903,520	\$ 11,835,211	1.1 %
Expenditures and Transfers					
Instruction	\$ 310,433,657	\$ 379,884,397	\$ 403,985,536	\$ 24,101,139	6.3 %
Research	132,646,944	128,053,392	147,691,229	19,637,837	15.3 %
Public Service	60,772,253	69,479,605	76,550,670	7,071,065	10.2 %
Academic Support	103,160,546	142,534,162	145,622,055	3,087,893	2.2 %
Student Services	60,396,776	64,463,463	65,186,078	722,615	1.1 %
Institutional Support	67,725,966	76,595,448	76,496,879	(98,569)	(0.1) %
Operation & Maintenance of Plant	90,522,516	102,612,436	104,007,018	1,394,582	1.4 %
Scholarships & Fellowships	114,122,599	106,598,037	107,932,551	1,334,514	1.3 %
Subtotal Expenditures	\$ 939,781,257	\$ 1,070,220,940	\$ 1,127,472,016	\$ 57,251,076	5.3 %
Mandatory Transfers	5,014,502	5,910,624	5,910,624		
Non-Mandatory Transfers	109,923,705	22,423,205	(22,590,308)	(45,013,513)	(200.7) %
Total Expenditures & Transfers	\$ 1,054,719,464	\$ 1,098,554,769	\$ 1,110,792,332	\$ 12,237,563	1.1 %
Fund Balance Addition/(Reduction)	\$ 236,711	\$ 513,540	\$ 111,188		
AUXILIARIES					
Revenues					
	\$ 277,431,363	\$ 274,171,267	\$ 277,091,778	\$ 2,920,511	1.10 %
Expenditures and Transfers					
Expenditures	209,350,744	220,329,466	226,553,852	6,224,386	2.8 %
Mandatory Transfers	35,410,987	41,690,943	41,690,943		
Non-Mandatory Transfers	20,119,655	12,150,858	8,846,983	(3,303,875)	(27.2) %
Total Expenditures & Transfers	\$ 264,881,386	\$ 274,171,267	\$ 277,091,778	\$ 2,920,511	1.1 %
Fund Balance Addition/(Reduction)	\$ 12,549,977				
TOTALS					
Revenues					
	\$ 1,332,387,538	\$ 1,373,239,576	\$ 1,387,995,298	\$ 14,755,722	1.1 %
Expenditures and Transfers					
Expenditures	\$ 1,149,132,001	\$ 1,290,550,406	\$ 1,354,025,868	\$ 63,475,462	4.9 %
Mandatory Transfers	40,425,489	47,601,567	47,601,567		
Non-Mandatory Transfers	130,043,360	34,574,063	(13,743,325)	(48,317,388)	(139.8) %
Total Expenditures & Transfers	\$ 1,319,600,850	\$ 1,372,726,036	\$ 1,387,884,110	\$ 15,158,074	1.1 %
Fund Balance Addition/(Reduction)	\$ 12,786,688	\$ 513,540	\$ 111,188		

Knoxville includes UTK Campus, UT Space Institute, AgResearch, Extension, and College of Veterinary Medicine

Martin

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 65,379,124	\$ 60,705,977	\$ 60,888,377	\$ 182,400	0.3 %
State Appropriations	37,389,697	42,031,797	42,642,197	610,400	1.5 %
Grants & Contracts	272,224	241,400	241,400		
Sales & Service	4,030,257	3,727,096	4,580,859	853,763	22.9 %
Other Sources	750,034	747,440	749,440	2,000	0.3 %
Total Revenues	\$ 107,821,335	\$ 107,453,710	\$ 109,102,273	\$ 1,648,563	1.5 %
Expenditures and Transfers					
Instruction	\$ 44,565,187	\$ 45,746,545	\$ 47,757,830	\$ 2,011,285	4.4 %
Research	88,718	86,457	89,157	2,700	3.1 %
Public Service	564,600	841,913	1,037,365	195,452	23.2 %
Academic Support	10,214,667	10,119,283	11,767,864	1,648,581	16.3 %
Student Services	16,031,096	14,581,927	16,242,877	1,660,950	11.4 %
Institutional Support	8,362,983	9,050,010	9,908,361	858,351	9.5 %
Operation & Maintenance of Plant	10,875,315	11,284,844	11,669,429	384,585	3.4 %
Scholarships & Fellowships	12,957,232	14,429,610	14,461,640	32,030	0.2 %
Subtotal Expenditures	\$ 103,659,798	\$ 106,140,589	\$ 112,934,523	\$ 6,793,934	6.4 %
Mandatory Transfers	547,660	547,909	547,909		
Non-Mandatory Transfers	2,386,945	765,212	(4,380,159)	(5,145,371)	(672.4) %
Total Expenditures & Transfers	\$ 106,594,403	\$ 107,453,710	\$ 109,102,273	\$ 1,648,563	1.5 %
Fund Balance Addition/(Reduction)	\$ 1,226,932				
AUXILIARIES					
Revenues	\$ 10,282,594	\$ 10,567,896	\$ 10,567,896		
Expenditures and Transfers					
Expenditures	\$ 7,164,588	\$ 7,203,883	\$ 7,084,727	(119,156)	(1.7) %
Mandatory Transfers	1,983,146	2,363,644	2,363,644		
Non-Mandatory Transfers	1,142,008	1,000,369	1,119,525	119,156	11.9 %
Total Expenditures & Transfers	\$ 10,289,742	\$ 10,567,896	\$ 10,567,896		
Fund Balance Addition/(Reduction)	\$ (7,148)				
TOTALS					
Revenues	\$ 118,103,930	\$ 118,021,606	\$ 119,670,169	\$ 1,648,563	1.4 %
Expenditures and Transfers					
Expenditures	110,824,387	113,344,472	120,019,250	6,674,778	5.9 %
Mandatory Transfers	2,530,806	2,911,553	2,911,553		
Non-Mandatory Transfers	3,528,953	1,765,581	(3,260,634)	(5,026,215)	(284.7) %
Total Expenditures & Transfers	\$ 116,884,146	\$ 118,021,606	\$ 119,670,169	\$ 1,648,563	1.4 %
Fund Balance Addition/(Reduction)	\$ 1,219,784				

Southern

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 9,113,005	\$ 8,427,396	\$ 8,427,396		
State Appropriations	6,230,000	5,469,100	5,761,900	\$ 292,800	5.4 %
Grants & Contracts	1,720				
Sales & Service	368,747	79,000	142,160	63,160	79.9 %
Other Sources	3,453,761	690,000	690,000		
Total Revenues	\$ 19,167,234	\$ 14,665,496	\$ 15,021,456	\$ 355,960	2.4 %
Expenditures and Transfers					
Instruction	\$ 4,668,282	\$ 4,428,567	\$ 4,527,050	\$ 98,483	2.2 %
Research					
Public Service	2,226	94,958	125,806	30,848	32.5 %
Academic Support	1,566,930	2,089,608	2,215,217	125,609	6.0 %
Student Services	4,125,156	4,344,912	4,751,688	406,776	9.4 %
Institutional Support	2,190,199	2,345,136	2,253,263	(91,873)	(3.9) %
Operation & Maintenance of Plant	1,372,220	1,716,772	1,711,711	(5,061)	(0.3) %
Scholarships & Fellowships	2,266,458	2,528,003	2,528,003		
Subtotal Expenditures	\$ 16,191,472	\$ 17,547,956	\$ 18,112,738	\$ 564,782	3.2 %
Mandatory Transfers					
Non-Mandatory Transfers	3,292,188	(2,903,100)	(2,900,000)	3,100	0.1 %
Total Expenditures & Transfers	\$ 19,483,660	\$ 14,644,856	\$ 15,212,738	\$ 567,882	3.9 %
Fund Balance Addition/(Reduction)	\$ (316,427)	\$ 20,640	\$ (191,282)		
AUXILIARIES					
Revenues					
	\$ 3,023,337	\$ 3,046,071	\$ 2,846,071	\$ (200,000)	(6.60) %
Expenditures and Transfers					
Expenditures	1,784,090	1,413,060	1,694,151	281,091	19.9 %
Mandatory Transfers	321,200	350,400	350,400		
Non-Mandatory Transfers	886,598	2,300,000	841,100	(1,458,900)	(63.4) %
Total Expenditures & Transfers	\$ 2,991,888	\$ 4,063,460	\$ 2,885,651	\$ (1,177,809)	(29.0) %
Fund Balance Addition/(Reduction)	\$ 31,449	\$ (1,017,389)	\$ (39,580)		
TOTALS					
Revenues					
	\$ 22,190,571	\$ 17,711,567	\$ 17,867,527	\$ 155,960	0.9 %
Expenditures and Transfers					
Expenditures	\$ 17,975,563	\$ 18,961,016	\$ 19,806,889	\$ 845,873	4.5 %
Mandatory Transfers	321,200	350,400	350,400		
Non-Mandatory Transfers	4,178,786	(603,100)	(2,058,900)	(1,455,800)	(241.4) %
Total Expenditures & Transfers	\$ 22,475,549	\$ 18,708,316	\$ 18,098,389	\$ (609,927)	(3.3) %
Fund Balance Addition/(Reduction)	\$ (284,977)	\$ (996,749)	\$ (230,862)		

Health Science Center

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees	\$ 89,698,044	\$ 90,879,935	\$ 90,379,935	\$ (500,000)	(0.6) %
State Appropriations	177,539,024	191,625,124	193,083,524	1,458,400	0.8 %
Grants & Contracts	22,801,113	23,054,407	23,296,217	241,810	1.0 %
Sales & Service	19,332,550	21,055,843	21,151,757	95,914	0.5 %
Other Sources	809,566	1,089,920	1,089,920		
Total Revenues	\$ 310,180,297	\$ 327,705,229	\$ 329,001,353	\$ 1,296,124	0.4 %
Expenditures and Transfers					
Instruction	\$ 117,078,664	\$ 148,097,018	\$ 137,921,272	\$ (10,175,746)	(6.9) %
Research	27,238,193	12,619,279	26,959,555	14,340,276	113.6 %
Public Service	455,198	600,142	1,095,155	495,013	82.5 %
Academic Support	61,319,740	60,815,284	66,341,937	5,526,653	9.1 %
Student Services	6,797,521	7,437,006	8,140,526	703,520	9.5 %
Institutional Support	38,507,662	42,212,294	36,531,079	(5,681,215)	(13.5) %
Operation & Maintenance of Plant	36,417,803	37,468,010	33,406,364	(4,061,646)	(10.8) %
Scholarships & Fellowships	5,650,297	7,160,831	7,304,306	143,475	2.0 %
Subtotal Expenditures	\$ 293,465,079	\$ 316,409,864	\$ 317,700,194	\$ 1,290,330	0.4 %
Mandatory Transfers	5,518,140	6,249,876	6,249,876		
Non-Mandatory Transfers	7,977,341	5,045,489	5,051,296	5,807	0.1 %
Total Expenditures & Transfers	\$ 306,960,560	\$ 327,705,229	\$ 329,001,366	\$ 1,296,137	0.4 %
Fund Balance Addition/(Reduction)	\$ 3,219,738		\$ (13)		
AUXILIARIES					
Revenues					
	\$ 3,066,917	\$ 4,003,283	\$ 4,109,816	\$ 106,533	2.7 %
Expenditures and Transfers					
Expenditures	3,161,026	3,832,851	3,939,384	\$ 106,533	2.8 %
Mandatory Transfers	168,516	170,432	170,432		
Non-Mandatory Transfers	(301,317)				
Total Expenditures & Transfers	\$ 3,028,225	\$ 4,003,283	\$ 4,109,816	\$ 106,533	2.7 %
Fund Balance Addition/(Reduction)	\$ 38,692				
TOTALS					
Revenues					
	\$ 313,247,214	\$ 331,708,512	\$ 333,111,169	\$ 1,402,657	0.4 %
Expenditures and Transfers					
Expenditures	\$ 296,626,104	\$ 320,242,715	\$ 321,639,578	\$ 1,396,863	0.4 %
Mandatory Transfers	5,686,656	6,420,308	6,420,308		
Non-Mandatory Transfers	7,676,024	5,045,489	5,051,296	5,807	0.1 %
Total Expenditures & Transfers	\$ 309,988,784	\$ 331,708,512	\$ 333,111,182	\$ 1,402,670	0.4 %
Fund Balance Addition/(Reduction)	\$ 3,258,430		\$ (13)		

Institute for Public Service

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees					
State Appropriations	\$ 15,008,688	\$ 15,770,087	\$ 15,930,487	\$ 160,400	1.0 %
Grants & Contracts	699,005	554,615	554,615		
Sales & Service					
Other Sources	12,434,003	12,904,769	12,904,769		%
Total Revenues	<u>\$ 28,141,696</u>	<u>\$ 29,229,471</u>	<u>\$ 29,389,871</u>	<u>\$ 160,400</u>	<u>0.5 %</u>
Expenditures and Transfers					
Instruction					
Research					
Public Service	\$ 23,841,414	\$ 26,263,907	\$ 25,965,575	\$ (298,332)	(1.1) %
Academic Support	265,655	261,378	269,739	8,361	3.2 %
Student Services					
Institutional Support	600,676	786,859	728,643	(58,216)	(7.4) %
Operation & Maintenance of Plant					
Scholarships & Fellowships					
Subtotal Expenditures	<u>\$ 24,707,745</u>	<u>\$ 27,312,144</u>	<u>\$ 26,963,957</u>	<u>\$ (348,187)</u>	<u>(1.3) %</u>
Mandatory Transfers					
Non-Mandatory Transfers	3,353,661	1,982,825	2,419,503	436,678	22.0 %
Total Expenditures & Transfers	<u>\$ 28,061,406</u>	<u>\$ 29,294,969</u>	<u>\$ 29,383,460</u>	<u>\$ 88,491</u>	<u>0.3 %</u>
Fund Balance Addition/(Reduction)	<u>\$ 80,290</u>	<u>\$ (65,498)</u>	<u>\$ 6,411</u>		

System Administration

FY2022-2023 Revised Budget

Unrestricted Current Funds Revenues, Expenditures, and Transfers

	FY 2022 Actual	FY 2022-23 Original	FY 2022-23 Revised	Change Original to Revised	
				Amount	%
EDUCATIONAL AND GENERAL					
Revenues					
Tuition & Fees					
State Appropriations	\$ 14,348,417	\$ 11,955,417	\$ 78,130,317	\$ 66,174,900	553.5 %
Grants & Contracts					
Sales & Service					
Other Sources	27,370,208	23,821,500	26,926,120	3,104,620	13.0 %
Total Revenues	\$ 41,718,625	\$ 35,776,917	\$ 105,056,437	\$ 69,279,520	193.6 %
Expenditures and Transfers					
Instruction					
Research					
Public Service					
Academic Support					
Student Services					
Institutional Support	\$ 59,412,413	\$ 69,324,732	\$ 66,375,776	\$ (2,948,956)	(4.3) %
Operation & Maintenance of Plant	746,727	600,000	600,000		
Scholarships & Fellowships					
Subtotal Expenditures	\$ 60,159,140	\$ 69,924,732	\$ 66,975,776	\$ (2,948,956)	(4.2) %
Mandatory Transfers	112,689	116,601	116,601		
Non-Mandatory Transfers	(2,767,457)	(32,499,062)	40,191,058	72,690,120	223.7 %
Total Expenditures & Transfers	\$ 57,504,372	\$ 37,542,271	\$ 107,283,435	\$ 69,741,164	185.8 %
Fund Balance Addition/(Reduction)	\$ (15,785,747)	\$ (1,765,354)	\$ (2,226,998)		

University of Tennessee FY 2022-23 Revised Budget

Appendix: Accounting and Budget Terminology

4.2

Current Funds

Current funds are available to the university for use in achieving any of its authorized institutional purposes. They include revenues generated by or appropriated for current operations as well as carryovers from previous years set aside for current operations. These funds may be either unrestricted or restricted:

- **Unrestricted** – funds which the university retains full control of their use, or
- **Restricted** – funds which are externally restricted and may be used only in accordance with the purposes established by the provider

Current Fund Categories

There are two categories of current funds used by UT:

- **Educational and General** – consists of all core functions of the university necessary to support the teaching, research, and public service missions of the university
- **Auxiliary Enterprises** – self-supporting enterprises which furnish services to students, faculty, and staff. Examples include housing, bookstores, food service, and UT Knoxville Men's Athletics.

Current Fund Revenue Sources

- **Tuition and Fees** – funds collected from students for educational purposes
- **Appropriations** – primarily funding received from the State of Tennessee to support current operations of the university. Appropriations may also be received from the federal government and from local (city and county) governments.
- **Grants and Contracts** – funds received from governmental (federal, state, local) or non-governmental (private organizations or individuals) entities resulting from grants or contracts entered into to furnish goods or services.
- **Sales and Services of Educational Activities** – revenues from the sale of goods or services related to educational activities. Examples include the sale of literary publications, testing services, the sale of agricultural products, theater revenues, clinical services, and band and sports camps.
- **Other Revenues** – revenues not included in the above classifications. Includes gifts from private organizations or individuals investment income, income from endowments (funds which principal must be maintained inviolate but which interest income may be expended) not dedicated to a specific expenditure, miscellaneous rentals and sales, and conference revenues.

University of Tennessee FY 2022-23 Revised Budget

Accounting and Budget Terminology (continued)

4.2

Functional Area Expenditure Categories

- **Instruction** – expenses for activities that are part of an institution’s instruction program. Expenses for credit and noncredit courses; academic, vocational, and technical instruction; and regular, special, and extension sessions should be included.
- **Research** – expenses for activities specifically organized to produce research, whether commissioned by an agency external to the institution or separately budgeted by an organizational unit within the institution.
- **Public Service** – expenses for activities established primarily to provide non instructional services beneficial to individuals and groups external to the institution. Such activities include community service programs and cooperative extension services.
- **Academic Support** – expenses to provide support for the university’s primary mission of instruction, research, and public service; includes libraries, academic computing support, museums, and academic administration.
- **Student Services** – expenses incurred for offices of admissions and the registrar and activities with the primary purpose of contributing to students’ emotional and physical well-being and intellectual, cultural, and social development outside the context of the formal instruction program. It includes expenses for student activities, cultural events, student newspapers, intramural athletics, student organizations, intercollegiate athletics (if the program is not operated as an auxiliary enterprise), counseling and career guidance (excluding informal academic counseling by the faculty), student aid administration, and student health service (if not operated as an auxiliary enterprise).
- **Institutional Support** – expenses related to executive management, fiscal operations, legal services, personnel services, administrative computing, and contractual payments to the UT Foundation, Inc. for the provision of alumni and development programs.
- **Operation and Maintenance of Physical Plant** – expenses for the operation and maintenance of buildings and grounds, utilities, custodial services, and campus security.
- **Scholarships and Fellowships** – expenses for aid to students in the form of monetary grants resulting from selection by the institution or from an entitlement program.

Transfers

- **Mandatory** – transfers from current funds to another fund group arising from a legal binding agreement, primarily the retirement of debt obligations for buildings.
- **Non-mandatory** – transfers from current funds to another fund group made at the discretion of the university. Examples include the setting aside of funds for the renewal or replacement of equipment, funding institutional match requirements for construction projects, and building long term reserves for future contingencies.

University of Tennessee FY 2022-23 Revised Budget

Accounting and Budget Terminology (continued)

4.2

Natural Classification Expenditure Categories

Expenditure categories reflecting type of good or service: salaries, fringe benefits, non-personnel operating expense, equipment, scholarships, fellowships, utilities, supplies, and contractual services.

Unrestricted Net Assets

Funds designated or reserved for specific purposes such as working capital, revolving funds, encumbrances, and reappropriations. A portion of these funds are maintained as unallocated funds at a level that falls within a certain percent range of total expenditures and transfers.

- **Working capital** – provides sufficient liquidity to fund accounts receivable, inventories, and petty cash. These are required by state regulations and are considered non-expendable during the fiscal year.
- **Revolving funds** – fund balances tied to revenue-generating units (e.g., service centers, motor pools, conference centers, medical clinics) and university wide cost-distribution models (e.g., unemployment compensation, workers compensation liabilities, claims liabilities, etc.).
- **Encumbrances** – funds carried over for commitments for purchases of goods and services that were not received before the close of the fiscal year. They are fully expended during the fiscal year.
- **Reappropriations** – funds carried forward for specific programs and initiatives. The most common example is a project that was planned for the previous fiscal year but delayed until the next fiscal year. Most reappropriations are fully expended during the current year.
- **Unallocated Reserves** – are contingency funds used to respond to fluctuations in revenues and expenditures. The unallocated reserve for E&G operations is limited to 2% to 5% of total expenditures and transfers; the auxiliary target range is 3% to 5% of expenditures and transfers.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

AGENDA ITEM SUMMARY

Meeting Date: February 23, 2023

Item: **Revenue/Institutionally Funded Capital Projects, FY 2023-24**

Type: Action

Presenter: William (Bill) C. Rhodes III
Chair, Finance and Administration Committee

Background Information

In June 2022, the Board approved a list of revenue/institutionally funded projects for FY 2023-24. Since such time, additional projects have been identified by campuses past the initial FY 2023-24 budget submittal date. Due to the State budget process, such project requests must be in the annual capital budget in order to seek State Building Commission approval for design and construction during FY 2023-24. As such, the administration has prepared the list for inclusion in the FY 2023-24 State of Tennessee Budget Document, as amendments to the Governor's Budget.

The administration is presenting nine (9) additional revenue/institutionally funded projects for FY 2023-24, totaling \$156,911,000. More information on these projects is included in the attached schedule. The list consists of projects that have been fully programmed and are ready for design, as well as conceptual projects that will be master planned and programmed during the upcoming fiscal year.

Additionally, the administration is proposing the removal of three revenue/institutionally funded projects for FY 2023-24, totaling \$78,350,000. These projects include the UTIA Fusion Center (\$62,500,000), Meat Science Lab Facility (\$12,500,000), and NextGen Broiler Facility (\$3,350,000). As UTIA is not the lead agency on the Fusion Center, the University does not need to disclose this project. With regard to the last two projects, UTIA is seeking American Rescue Plan (ARP) funding. ARP funding is separately disclosed in the Governor's budget.

The administration has prepared the attached schedule for inclusion in the FY 2023-24 State of Tennessee Budget Document, as amendments to the Governor's Budget. Legislation approval is required even though no state funds are being requested for these projects.

Board Action

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



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

Resolved:

The Board of Trustees hereby:

1. Approves Amendment No. 1 to Revenue/Institutionally Funded Projects (FY 2023-24), a copy of which Amendment shall be attached to this resolution after adoption, reflecting nine (9) additional capital projects and the removal of three (3) capital projects previously approved in June 2022;
2. Authorizes the administration to take such action is necessary to submit the additional revenue/institutionally funded projects for FY 2023-24 to state government and update all lists, schedules or other documents to reflect the changes set forth in the Amendment;
3. Authorizes the administration to enter into contracts for design and construction of the FY 2023-24 projects within available funds;
4. Authorizes the administration to enter into contracts for design and construction associated with revenue/institutionally funded projects subsequently identified before or during FY 2023-24, subject to the President's approval and subject to any subsequently identified projects being reported to the Board of Trustees at its next regularly scheduled meeting; and
5. Approves the granting of any easements, licenses, disposals of utilities, rights of entry, and rights of way necessary for FY 2023-24 revenue/institutionally funded capital projects.

Further, the proper officers of the University be and hereby are authorized to make any and all such actions as may be required or which they may deem necessary or appropriate in order to accomplish the foregoing.

Amendment No. 1 to Revenue/Institutionally Funded Projects (FY2023-24)

				Funding Source						
SPA	Project	Project Description**	Project Cost	TSSBA	Gifts	Auxiliary	Gift in Place	Grant	Plant Funds	Other
1	UTK	Communication & Student Services Bldg Renovations	Renovation of various areas of the Student Services and Communications Building for the College of Communication and Information including room reconfiguration, building systems repairs and upgrades, patio improvements and all related work to complete the project.	\$ 15,376,000		\$ 3,660,807			\$ 11,715,193	
2	UTK	Conference Center Upgrades	Upgrades of the Conference Center including general building system maintenance needs, exterior structural and envelope repairs, improvements to interior areas throughout the building, and all related work to complete the project.	\$3,835,000					\$3,835,000	
3	UTK	Elevator Upgrades	Upgrades and repairs to Education & General building elevators as needed across campus. Includes all related work to complete the project.	\$5,000,000					\$5,000,000	
4	UTK	Haslam College of Business Interim Renovations	Renovations of the Haslam Business Building and Stokely Management Center as needed to accommodate college needs with changes in enrollment and space requirements. Includes minor building system and room modifications while updating finishes and other building amenities. Includes all related work to complete the project.	\$5,000,000					\$5,000,000	
5	UTK	HVAC Upgrades	Upgrades and repairs of mechanical systems in Education and General buildings across campus as needed. Includes all related work to complete the project.	\$5,000,000					\$5,000,000	
6	UTK	Intramural Fields Renovation	Improvements to the intramural field site including new support building, site field and general space upgrades, site infrastructure maintenance and improved amenities. Includes all related work to complete the project.	\$5,000,000					\$5,000,000	
7	UTK	Parking Garage	Construction of a new parking garage. Includes all related work to complete the project.	\$62,700,000	\$62,700,000					
8	UTK	Student Union Renovations	Renovations of the Student Union to enhance the dining and student services areas. Includes all related work to complete the project.	\$5,000,000		\$1,500,000			\$3,500,000	
9	UTM	Residence Hall	Construction of a new residential complex, replacing Browning Hall and Ellington Hall. Includes demolition of both Browning and Ellington Hall and all related work to complete the project.	\$50,000,000	\$49,000,000	\$1,000,000				
Subtotal				\$ 156,911,000	\$ 111,700,000	\$ -	\$ 6,160,807	\$ -	\$ -	\$ 39,050,193

Amendment No. 1 to Revenue/Institutionally Funded Projects (FY2023-24)

					Funding Source						
	SPA	Project	Project Description**	Project Cost	TSSBA	Gifts	Auxiliary	Gift In Place	Grant	Plant Funds	Other
10	UTIA	REMOVE - Fusion Center	Construction of an educational facility focusing on food security and urban food production. Includes site work for outdoor education and all related work to complete the project.	\$ (62,500,000)		\$ (42,500,000)			\$ (20,000,000)		
11	UTIA	REMOVE - Meat Science Lab Facility	Construction of a meat processing facility, including renovation and an addition to the Johnson Research and Teaching Unit Facility. Includes all related work to complete the project.	\$ (12,500,000)					\$ (12,500,000)		
12	UTIA	REMOVE - NextGen Broiler Facility	Construction of facilities and site infrastructure for broiler production, includes all related work to complete the project.	\$ (3,350,000)					\$ (3,350,000)		
Subtotal				\$ (78,350,000)	\$ -	\$ (42,500,000)	\$ -	\$ -	\$ (35,850,000)	\$ -	\$ -
Total Net Changes				\$ 78,561,000	\$ 111,700,000	\$ (42,500,000)	\$ 6,160,807	\$ -	\$ (35,850,000)	\$ 39,050,193	\$ -



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

AGENDA ITEM SUMMARY

Meeting Date: February 23, 2023

Item: **Proposed FY 2023-24 Non-Resident Tuition, UTC**

Type: Action

Presenter: William (Bill) C. Rhodes III
Chair, Finance and Administration Committee

Background Information

Currently, the University of Tennessee at Chattanooga (UTC) assesses two different tuition rates to non-resident undergraduate students. The rate for students from bordering states and South Carolina (referred to herein as the “Border” rate) is roughly half of that assessed to students from other states. UTC’s administration proposes extending the reduced Border rate to all out-of-state undergraduate students, establishing it as the new “Non-Resident Tuition” rate. This action is expected to improve UTC’s competitive position beyond the southeast, along with simplifying UTC’s current pricing model. While tuition and fee adjustments are generally presented annually in conjunction with the proposed operating budget, UTC is seeking approval at this time in order to reflect this change in its marketing materials, advertising, and recruitment efforts in advance of Fall 2023.

Additionally, it should be noted that non-resident students from certain counties in north Georgia and Alabama also receive a tuition discount equivalent to 50% of the current Border rate (the “Regional Discount”). The Regional Discount would continue to apply for those who qualify. Further, no changes are being requested with respect to the Maintenance Fee or the Mandatory Fees. More information on the proposed standardization of the Non-Resident Tuition Rate is set forth in Appendix 1.

Board Action

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

Resolved: The Board of Trustees hereby approves the establishment of a single, non-resident tuition rate in the amount of \$8,064 for FY 2023-24 for the University of Tennessee at Chattanooga, as presented in the meeting materials.

Appendix 1

4.2

Chattanooga				
FY 2023-24 Annual Tuition and Fees				
Fall and Spring Semesters				
Out-of-State Undergraduates				
	FY 2022-23	FY 2023-24	CHANGE	
			Amount	Percent
OUT-OF-STATE				
Maintenance Fee	\$ 7,992	\$ 7,992	\$ -	0.0%
Non-Resident Tuition	16,118	8,064	(8,054)	-50.0%
Total Out-of-State Tuition	24,110	16,056	(8,054)	-33.4%
Mandatory Fees	1,856	1,856	-	0.0%
Total Out-of-State Tuition and Fees	\$ 25,966	\$ 17,912	\$ (8,054)	-31.0%
TN BORDERING STATE (Plus S.C.)				
Maintenance Fee	\$ 7,992	<i>Discontinue</i>		
Non-Resident Tuition	8,064			
Total Out-of-State Tuition	16,056			
Mandatory Fees	1,856			
Total Out-of-State Tuition and Fees	\$ 17,912			
GEORGIA AND ALABAMA COUNTIES ELIGIBLE FOR REGIONAL TUITION DISCOUNT				
Maintenance Fee	\$ 7,992	\$ 7,992	\$ -	0.0%
Non-Resident Tuition	8,064	8,064	-	0.0%
Regional Tuition Discount	(4,032)	(4,032)	-	0.0%
Net Out-of-State Tuition	12,024	12,024	-	0.0%
Mandatory Fees	1,856	1,856	-	0.0%
Net Out-of-State Tuition and Fees	\$ 13,880	\$ 13,880	\$ -	0.0%



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

AGENDA ITEM SUMMARY

Meeting Date: February 23, 2023

Item: **Proposed FY 2023-24 Tuition Levels, UTHSC**

Type: Action

Presenter: William (Bill) C. Rhodes III
Chair, Finance and Administration Committee

Background Information

As standard with its regular practice, the UT Health Science Center (UTHSC) is presenting its proposed FY 2023-24 tuition levels at this meeting. Although the academic year for the other campuses begins in the fall, UTHSC's academic year begins on July 1, 2023. As such, waiting until the June meeting of the Committee and the Board for tuition approval creates a challenge for the campus, which needs to have financial plans in place for UTHSC students before the academic year begins.

UTHSC's administration is recommending two actions to ensure affordability and improve its ability to attract high quality out-of-state students for selected programs:

1. Tuition Rates. No change to tuition for the upcoming fiscal year. A schedule of proposed FY 2023-24 tuition levels for all programs is attached.
2. Regional Tuition Discount. Expanding the boundary of its regional tuition discount areas from 50 miles to 250 miles for the following programs: (i) B.S. in Nursing; (ii) B.S. in Dental Hygiene; (iii) Master of Occupational Therapy; (iv) Masters in Pharmacology; (v) B.S. in Medical Lab Sciences; (vi) M.S. in Clinical Lab Sciences; (vii) M.S. in Cytopathology; and (viii) Doctor of Physical Therapy. Non-resident students from within these areas would receive discounts equivalent to 75% of the program's approved out-of-state tuition rate.

Board Action

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



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

4.2

Resolved:

The Board of Trustees hereby approves the FY 2023-24 tuition rates for the UT Health Science Center as presented in the meeting materials, which shall be attached to this resolution following adoption.

Further, the Board of Trustees authorizes the expansion of the boundary of the regional tuition discount areas from 50 miles to 250 miles for the following programs: (i) B.S. in Nursing; (ii) B.S. in Dental Hygiene; (iii) Master of Occupational Therapy; (iv) Masters in Pharmacology; (v) B.S. in Medical Lab Sciences; (vi) M.S. in Clinical Lab Sciences; (vii) M.S. in Cytopathology; and (viii) Doctor of Physical Therapy. Non-resident students from within such area shall receive a discount equivalent to 75% of the program's approved out-of-state tuition rate.

Health Science Center

FY 2023-24 Annual Tuition and Fees

Tuition

4.2

	FY 2022-23	FY 2023-24	CHANGE	
			Amount	Percent
IN-STATE				
Graduate Health Sciences	\$ 10,894	\$ 10,894	\$ -	0.0%
MS Pharmacology	16,712	16,712	0	0.0%
Medicine				
Doctor of Medicine	34,566	34,566	0	0.0%
Physician Assistant	22,924	22,924	0	0.0%
MS Forensic Dentistry	13,500	13,500	0	0.0%
Dentistry				
General DDS	30,388	30,388	0	0.0%
Transitional DDS	73,028	73,028	0	0.0%
Dental Hygiene Bachelor of Science	9,988	9,988		
Pharmacy	22,370	22,370	0	0.0%
Nursing				
Bachelors	12,705	12,705		
Graduate	18,698	18,698	0	0.0%
Health Professions				
<u>Bachelor of Science</u>				
Medical Technology	7,990	7,990	0	0.0%
Audiology & Speech Pathology *	-----	-----	-----	-----
Masters in Cytopathology Practice	9,900	9,900	0	0.0%
DPT / MOT	13,814	13,814	0	0.0%
Dr. Audiology / MS Speech Path	18,820	18,820	0	0.0%
MS Clin Lab Sci	10,068	10,068	0	0.0%
OUT-OF-STATE				
Graduate Health Sciences	\$ 16,542	\$ 16,542	\$ -	0.0%
MS Pharmacology	25,140	25,140	0	0.0%
Medicine				
Doctor of Medicine	51,850	51,850	0	0.0%
Physician Assistant	38,962	38,962	0	0.0%
MS Forensic Dentistry	18,500	18,500	0	0.0%
Dentistry				
General DDS	69,148	69,148	0	0.0%
Transitional DDS	73,028	73,028	0	0.0%
Dental Hygiene Bachelor of Science	19,976	19,976	0	0.0%
Pharmacy	27,374	27,374	0	0.0%
Nursing				
Bachelors	36,930	36,930		0.0%
Graduate	43,538	43,538	0	0.0%
Health Professions				
<u>Bachelor of Science</u>				
Medical Technology	12,000	12,000	0	0.0%
Audiology & Speech Pathology *	-----	-----	-----	-----
Masters in Cytopathology Practice	14,400	14,400	0	0.0%
DPT / MOT	31,796	31,796	0	0.0%
Dr. Audiology / MS Speech Path	43,396	43,396	0	0.0%
MS Clin Lab Sci	14,400	14,400	0	0.0%

* **Bachelor of Audiology & Speech Pathology**

This is a joint degree with UTK where UTHSC will teach the 4th year of the Bachelor's program but charge the UTK tuition rate.

University Fees are set by the Board of Trustees and are subject to change at any regular or called meeting of the Board.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

5

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Master Plan, UTC**

Type: Action

Presenter: Steven R. Angle, Chancellor, UT Chattanooga

Background Information

The last campus master plan for the University of Tennessee at Chattanooga (UTC) was developed in 2012. The Tennessee Higher Education Commission requires a new campus master plan be completed at least once every ten years. With the approval of the State Building Commission, the University engaged DLR Group to develop a campus master plan ("Master Plan") for UTC.

The proposed Master Plan will support the implementation of UTC's strategic and academic plans and addresses the physical needs of the campus in the context of student focused studying, gathering, dining, and recreation facilities, as well as statewide higher education goals and policies. The plan includes the following:

- Enrollment projections over the ten-year planning timeframe;
- Space needs assessment to identify gaps and surpluses by space type;
- Need for new facilities and improvements to existing facilities, open space, and circulation;
- Housing demand, amenities, and student life needs;
- An implementation plan that includes short-, mid-, and long-term projects; and
- Planning boundary and potential partnerships.

The attached Executive Summary provides an overview of the key components of the Master Plan. Subject to approval by the Board of Trustees, the University will seek all required State approvals.

Board Action

The Chair will call for a motion to adopt the following resolution.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

Resolved:

The Board of Trustees hereby approves the proposed campus master plan ("Master Plan") for the University of Tennessee at Chattanooga, as described in the Executive Summary presented in the meeting materials, a copy of which shall be attached to this resolution following adoption.

Further, the proper officers of the University are authorized to seek any state approvals as may be required pertaining to the Master Plan.



 THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

UTC CAMPUS MASTER PLAN

 **DLR**GROUP

FINAL DRAFT FEBRUARY 10, 2023
SBC PROJECT NO. 540/005-01-2019

CONSULTANT TEAM

DLR Group, Campus Planning

Franklin Architects, Local Architect

Comprehensive Facilities Planning, Inc., Space Needs Assessment

Wachalski Advisory, Student Life

Barge Design, Landscape Architect

March Adams, Mechanical Engineering

Connico, Cost Estimator

Smith Gee Studio, Community Consultant

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We are
CHATTANOOGA'S
UNIVERSITY

OUR JOURNEY TO EXCELLENCE

The University of Tennessee at Chattanooga, located in the heart of a city nationally recognized for its entrepreneurial culture and outdoor recreational activities, offers 47 baccalaureate degrees with 98 program concentrations; 19 certificate programs; 22 master's programs with 43 program concentrations; an education specialist program with three program concentrations; and six doctoral degrees with nine program concentrations.

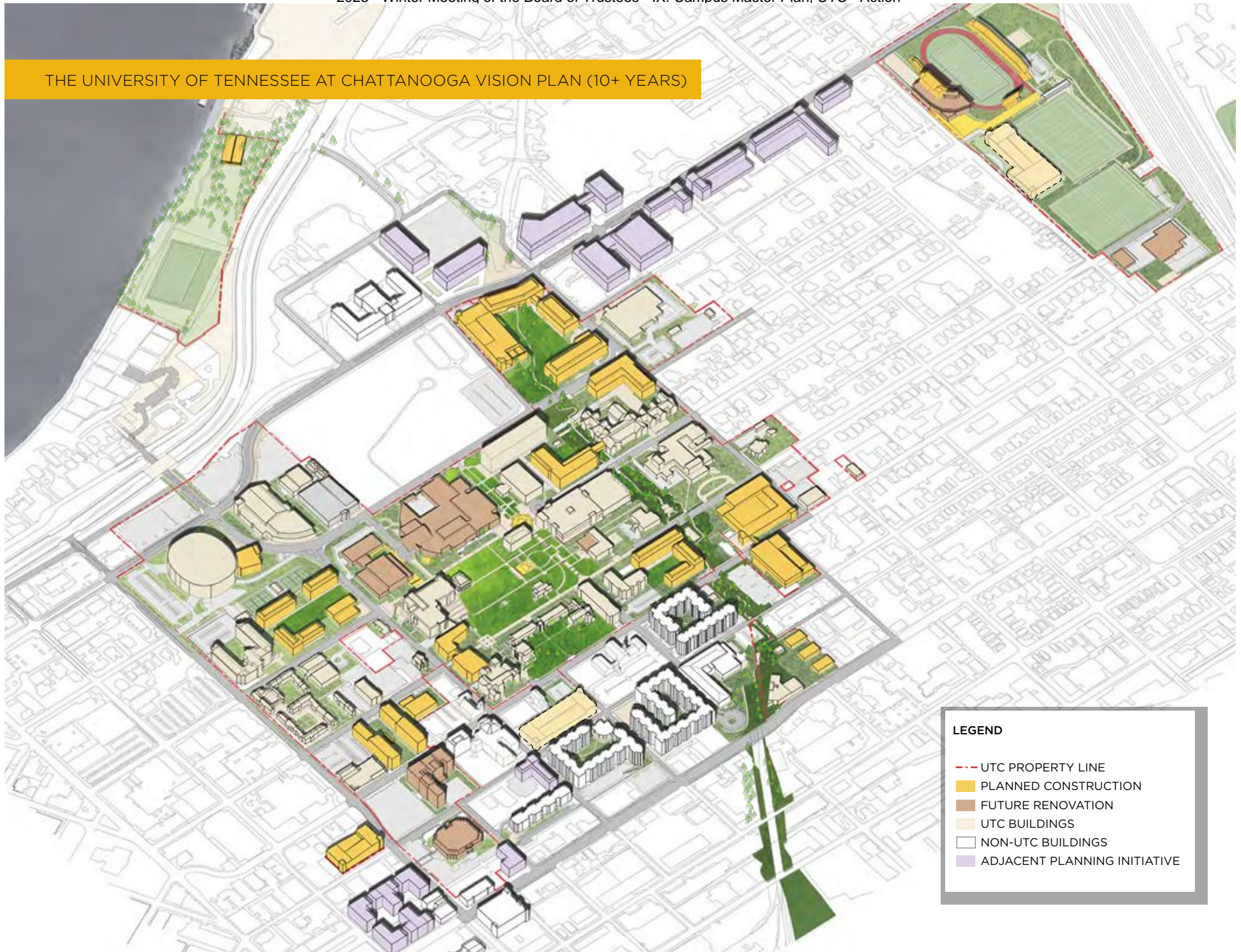
UTC and the city have connected to build partnerships that enrich student learning and growth while meeting workforce development needs. UTC has been recognized with the Community Engagement Classification by the Carnegie Foundation for the Advancement of Teaching, a national designation exemplifying the extraordinary alliances faculty, staff and students continue to foster within the community and beyond.

The University continues to evolve and adapt to the changing needs of businesses and students. New programs include the Bachelor of Applied Leadership, a fully online bachelor's degree program for students with previous college, military or work experience who want to complete their undergraduate degrees; the Bachelor of Applied Science in Mechatronics, which enables students to work hands-on with robots and prepare for opportunities in this rapidly expanding field; and the Bachelor of Applied Science in Information Technology in Cybersecurity, which will prepare students to assess the security needs of computer and network systems and recommend safeguard solutions. The programs are aligned with the needs of our community and state for educated professionals in these areas.

Students at UTC participate in innovative, diverse learning experiences inside and outside the classroom. These experiences include, internships in the region, capstone projects that have a lasting impact, life-changing study abroad programs, and cutting-edge research both on and off campus. Student life is vibrant, engaging and supplemented by a seemingly infinite number of off-campus adventures in the greater Chattanooga community.

DR. STEVEN R. ANGLE, UTC CHANCELLOR

THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA VISION PLAN (10+ YEARS)



INTRODUCTION

The UTC Campus Master Plan Update is an ambitious, yet realistic, shared vision that will guide the physical development of UTC over the next decade and beyond.

This Plan furthers the University's long-standing mission and documents the vision for the physical campus environment. It outlines decisions regarding the prioritization of needs, including the analysis and assessment that ground recommendations for the physical campus environment, which address land use, open space, infrastructure, and circulation.

The purpose of the Campus Master Plan Update is to:

- Craft a vision for the future that aligns with the strategic direction of the University.
- Create a guide for physical development over time.
- Establish a basis for informed decision-making going forward.
- Strengthen relationships across the campus and within the community.
- Provide a road map and tools for implementation.

Planning is an ongoing process, and a flexible framework must be in place that can respond to current and future needs. While the goals, principles, and values of the Master Plan may remain consistent over time, the physical implementation of these may need to evolve to meet any unanticipated changes. The Campus Master Plan Update is developed with the intent to be adaptable to the changing needs of the institution.

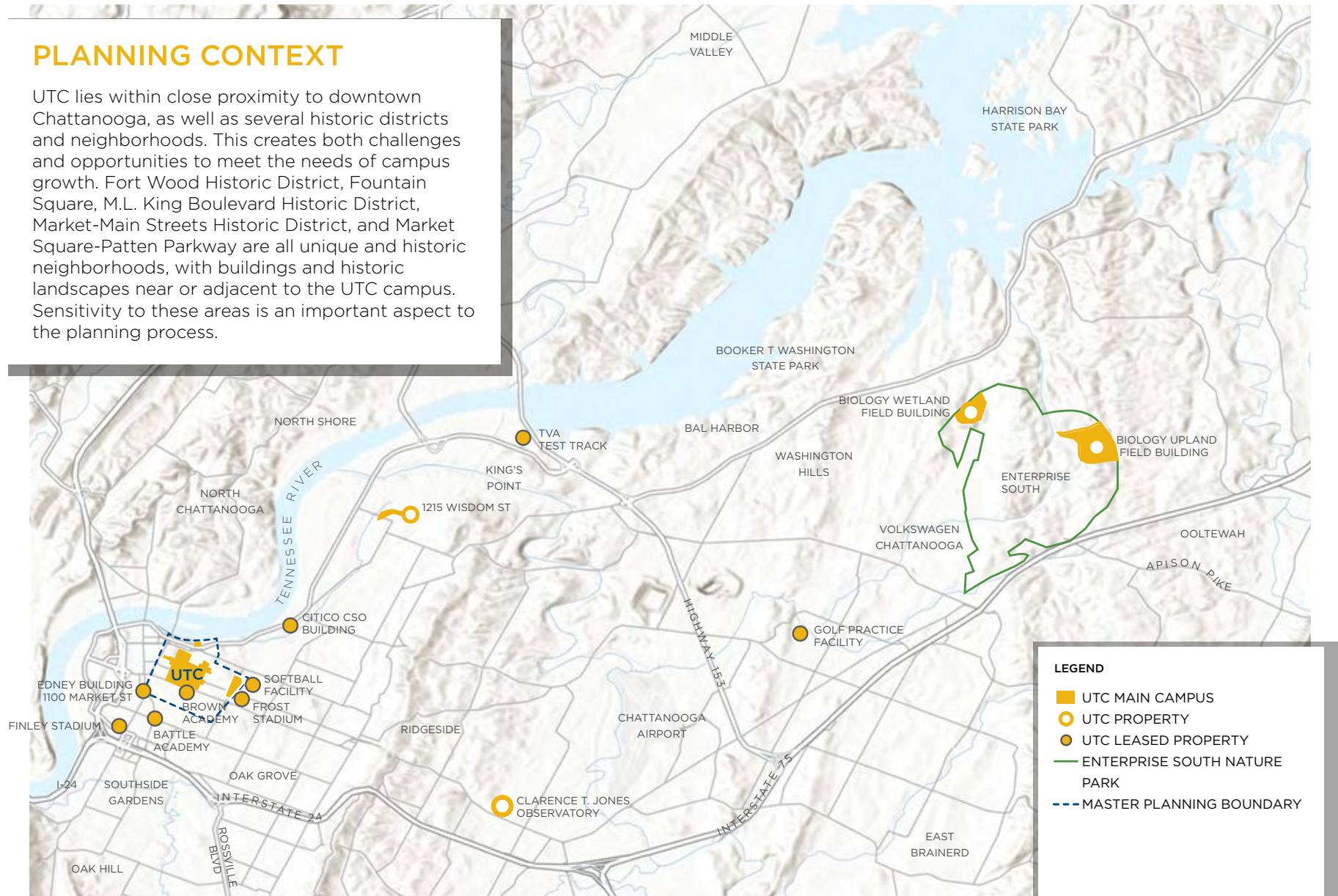
ALIGNMENT WITH THE CITY OF CHATTANOOGA

RELEVANT GOALS OF THE CITY OF CHATTANOOGA'S ONE CHATTANOOGA PLAN THAT SUPPORT THE UTC CAMPUS MASTER PLAN UPDATE:

- **Build a universal path to early learning**
- expanding access to early learning programs for all families
- **Ensure affordable housing choices for all Chattanoogaans** - including the expansion of supportive housing resources available to end chronic homelessness
- **Improve local infrastructure + public transit** - composing long-term maintenance plans and investing in sustainable and resilient infrastructure
- **Build a competitive regional economy**
- growing household incomes for all Chattanoogaans
- **Close the gaps in public health**
- addressing racial + economic disparities in public health outcomes
- **Provide responsive and effective local government** - increasing opportunities for residents to engage with local government

PLANNING CONTEXT

UTC lies within close proximity to downtown Chattanooga, as well as several historic districts and neighborhoods. This creates both challenges and opportunities to meet the needs of campus growth. Fort Wood Historic District, Fountain Square, M.L. King Boulevard Historic District, Market-Main Streets Historic District, and Market Square-Patten Parkway are all unique and historic neighborhoods, with buildings and historic landscapes near or adjacent to the UTC campus. Sensitivity to these areas is an important aspect to the planning process.



REGIONAL CONTEXT & PRESENCE

CAMPUS PLANNING PROCESS

A successful plan is only built with critical input from students, faculty, staff, administrators, and community members. Through an extensive engagement strategy, the planning team met with the campus and community throughout the planning process.

Workshops were held for input from the Campus Master Plan Update committees, campus community, and the regional community.

The primary goal of the workshops was to receive input, feedback, and direction to drive the planning process. Stakeholders included students, staff, faculty, administrators, partner organizations, and neighbors.



PLANNING ALIGNMENT

The Campus Master Plan Update is the physical manifestation of the UTC Strategic Plan and the academic mission of the University.

Following the UTC Strategic Plan for 2021-2025, the Master Plan Update aligns with the objectives, strategies and tactics outlined in the Strategic Plan.



Teaching and Learning: UTC will transform the lives of our students and the futures of our region by increasing access to a distinctive model of education, grounded in the liberal arts and tied closely to workforce opportunities.



Diversity and Inclusion: UTC will respond to the needs of students and our region by modeling inclusive excellence through diverse representation and aligned benchmark indicators.



Research and Innovation: UTC will impact our community and enhance the educational experience of our students by sustaining the scholarly, creative and entrepreneurial activity of our faculty and students.



Stewardship and Resources: UTC will ensure the sustainability of our institution and the vitality of our students, faculty, staff and community by excelling in resource development and stewardship.

UTC STRATEGIC PLAN

VISION

We engage students, inspire change and enrich community

MISSION

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff, embracing diversity and inclusion, inspiring positive change and enriching and sustaining our community

VALUES

- We believe that students are the reason our institution exists.
- We affirm the essential function of a liberal arts education.
- We commit to transformational engagement with our community.
- We nurture a culture of creativity, scholarship and innovation.
- We embrace diversity and inclusion.
- We pursue excellence in all that we do.
- We live with integrity and civility.

CAMPUS MASTER PLAN UPDATE **GOALS AND OBJECTIVES**

Achieving the vision set forth in the Strategic Plan will require changes to the physical campus.

The UTC Campus Master Plan Update serves as a blueprint for rational building expansions and site improvements that preserve and renew existing facilities and reinforce the positive aspects of the campus. The following goals of the Campus Master Plan Update guided the development of the plan:

01

Provide equity in amenities and experience throughout the campus including dining, recreation, study and gathering

02

Increase the number of beds on campus to align with enrollment projections and demand

03

Complete north-south pedestrian connections to anchor and connect major student and academic programs

04

Incorporate flexible and interdisciplinary space into new buildings and major renovations for both instruction and research

05

Address future space needs within UTC's existing campus property with a focus on flexibility, optimization, infill and density

MASTER PLAN COMPONENTS



ENROLLMENT

Projections with a timeline of five to 10 years, supported by demographics and history for consideration in the development of the annual capital budget.



FACILITIES CONDITION

High-level conditions and areas for further evaluation, including recommended actions to maintain and upgrade facilities programs.



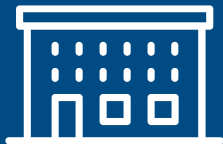
LAND ACQUISITION

Full inventory of land by ownership and priority land acquisitions or disposal.



INFRASTRUCTURE

General condition and age of existing infrastructure systems, including comparison between current demand and current capacity with future demand.



HOUSING & DINING

Replacement and reconfiguration of existing housing and dining facilities, student centers and related student service facilities.



SECURITY

Consideration for site security, campus access and access to buildings, recreation / athletic fields and related public areas.



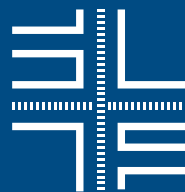
ONGOING CAPITAL IMPROVEMENT PLANS

Near term five year plan including capital outlay, capital maintenance, and major disclosed projects.



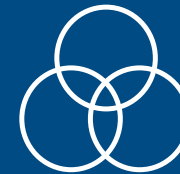
SPACE NEEDS

E&G space inventory and analysis based on THEC Space Guidelines, plus alternative analysis based on national standards and best practices to determine future space needs.



SITE CONSIDERATIONS

Site plans analyzing existing relationships between campus systems and features, including parking. Proposed improvements to address deficiencies.



DESIGN GUIDELINES

Major campus design objectives articulate and address approaches to implementing outcomes through architecture, landscape design, and historic preservation.



STUDENT SERVICES

Considerations for one-stop-shops to support student needs and related items of student interest, including housing, dining and recreation.



ATHLETICS & RECREATION

Improvements to existing athletic, intramural and recreational facilities, as well as facilities for student wellbeing.



IMPLEMENTATION & COST

Prioritization of all recommended projects per near/mid/long term phasing to support the development of the annual capital budget.

MASTER PLAN GUIDELINES AND COMPONENTS

The Tennessee Higher Education Commission (THEC) coordinates and supports the efforts of higher education institutions throughout the State of Tennessee. THEC has established guidelines for master planning at the institution level. The guidelines outline each of the components that are required within the plan. Overall, Master Plans should address physical needs in the context of student retention and success, as well as statewide higher education goals and policies.

THEC Guidelines include Space Needs, Enrollment, Facilities Conditions, Site Considerations, Design Guidelines, Land Acquisition, Infrastructure, Student Services, Housing and Dining, Security, Athletics and Recreation, Implementation, and Capital Planning.

This Master Plan is consistent with UTC's current Strategic and Academic Plans, linking the master plan's identified goals in implementable physical form. In addition, the THEC Guidelines provide organization for the variety of important quantitative and qualitative data collected throughout the analysis, engagement, and concept development portions of the master planning process.

UTC leadership and the planning team integrated the guidelines and components throughout the master planning process. This report details each component according to THEC requirements.



ENROLLMENT PROJECTIONS

This Master Plan Update projects an increase in institution-wide on-ground full-time equivalent (FTE) student enrollment of 28.5% between Fall 2021 and Fall 2031, which reflects an approximate average annual increase of 2.8%, or approximately 283 FTE/year. This growth is expected to be driven by increased enrollment in existing programs, especially those in the College of Engineering and Computer Science. These projections are in alignment with the previous (2012) Master Plan, which projected enrollment growth from 9,849 FTE students in Fall 2011 to an intermediate target of 11,194 and a long-term target of 12,916.

FALL SEMESTER FTE ENROLLMENT BY COLLEGE (ON-GROUND)

COLLEGE	2021 (Existing)	2031 (Projected)	Percent Difference
College of Arts & Sciences	3,692	4,406	19%
College of Engineering & Computer Science	1,375	2,270	65%
College of Health, Education & Professional Studies	2,861	3,405	20%
Rollins College of Business	2,005	2,654	32%
No college	0	25	n/a
Total	9,932	12,760	28.5%

Reference: Table 3, Page 10

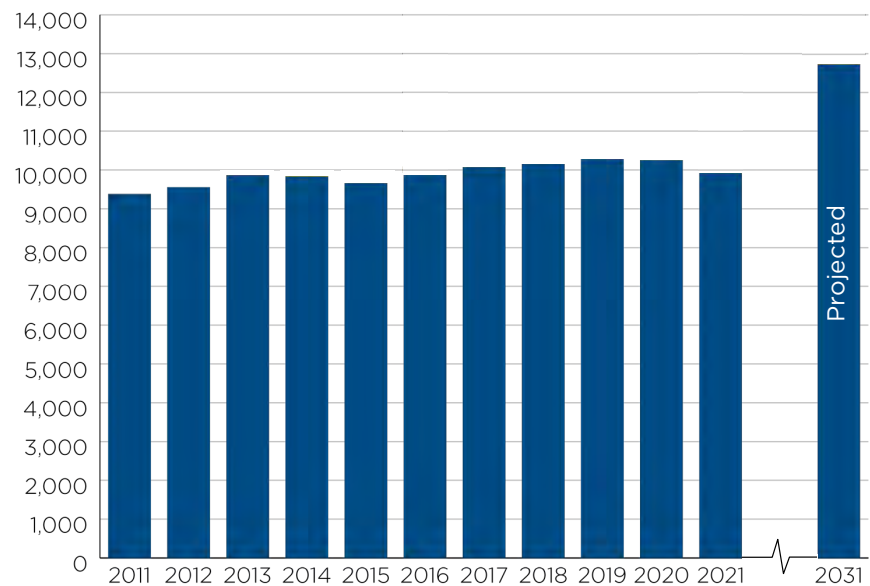
PROPOSED NEW ACADEMIC PROGRAMS

- Business-Related Online Program
- Cybersecurity
- Health-Related Program Expansion
- Integrated Master Program
- Integrated Studies Realignment
- Master's Degree in Management
- Social Sciences Online Program
- STEM Online Program
- Undisclosed Community Partner Future Program

Enrollment projections were developed based on the past decade of enrollment and proposed new academic programs. Projections were developed for each department and combined to create the overall total by college and institution wide. For departments that experienced growth during the past decade, a linear trend was used to project forward. For those departments with a decrease in enrollment, a logarithmic trend line was used to moderate the decline. Enrollment projections previously developed through the Provost's office were also incorporated into the Master Plan projections.

The chart below shows institution-wide historic and projected enrollment. Fall 2021 FTE enrollment was 9,932 students and Fall 2031 on-ground projected enrollment is 12,760 FTE students.

FALL SEMESTER FTE ENROLLMENT (ON-GROUND)

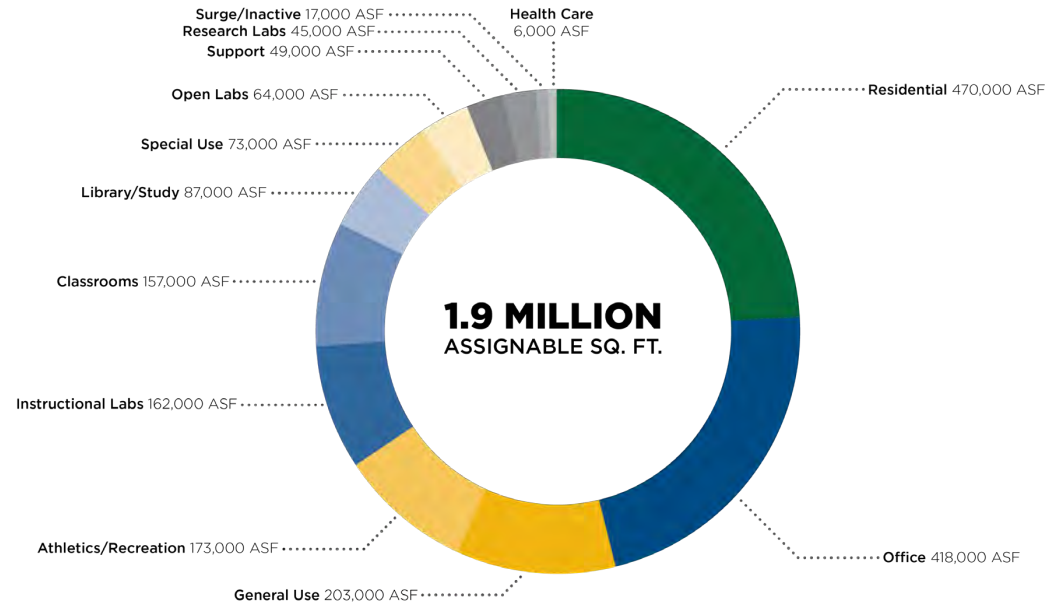


SPACE NEEDS ASSESSMENT

EXISTING SPACE

A comprehensive inventory of existing University space was collected and validated as part of the assessment process, including a verification of room use, seating capacity, and departmental assignment.

	Assignable Sq. Ft. (ASF)	ASF per FTE Student
Classrooms	157,090	15.8
Instructional Labs	162,247	16.3
Open Labs	63,552	6.4
Research Labs	45,017	4.5
Offices	418,034	42.1
Library	86,614	8.7
Special Use	73,248	17.4
Athletic/Recreation	172,573	7.4
General Use	203,132	20.5
Campus Support	48,836	4.9
Health Care	5,784	0.6
Residential	469,670	47.3
Surge/Inactive	16,941	1.7
Total	1,922,738	194



Reference: Table 6, Page 17

Projected Space Needs - E&G Spaces

The table below shows the amount of existing space in each category, as well as the amount of space needed in each category according to the THEC Space Guidelines, both today and with future growth. Deficits (shown in red) indicate a need for additional space. Future (2031) needs assume that the following improvements have been constructed:

- Hunter Hall system upgrades
- McKenzie Arena Addition
- Health Sciences Building
- Innovation & Advanced Manufacturing Application Center (I-AMAC)
- 540 McCallie Avenue Building upgrades
- University Center Renovation

There is a need for additional teaching lab, research, and physical education space both today and in the future. These needs are addressed in the recommended plan. The amount of projected classroom and office space is greater than the current need, indicating that there may be potential to repurpose some of these spaces. Detailed space needs are shown in the appendix.

Space Category	Equiv FICM	Existing E & G Assignable Square Feet (ASF)	THEC Space Needs Model				Alternative Space Needs Model	
			Current ASF Need		Projected ASF Need		Projected ASF Need	
			THEC Model	Difference from Existing	THEC Model (1)	Difference from Existing	Alternative Model (1)	Difference from Existing
I -Classrooms	1xx	157,090	75,626	81,464	126,704	30,386	142,159	14,931
II-Lab/Studio	210, 215	162,247	246,917	(84,670)	318,569	(156,322)	202,415	(40,168)
III-Open Lab	220, 225	63,552	49,660	13,892	69,286	(5,734)	66,477	(2,925)
IV-Research	250, 255	45,017	59,537	(14,520)	63,258	(18,241)	184,886	(139,869)
V-Office (2)	3xx	378,696	241,291	137,405	286,645	92,051	364,953	13,743
VI-Library	4xx	86,614	83,014	3,600	96,876	(10,262)	104,827	(18,213)
Vii-Physical Education	520, 523, 525	75,905	177,252	(101,347)	208,085	(132,180)	135,175	(59,270)
Totals		969,121	933,297	35,824	1,169,423	(200,302)	1,200,892	(231,771)

(1) Includes 152,605 ASF from programmed space for the Fletcher Hall Addition, Health Sciences Building, I-AMAC and University Ctr. future projects.

(2) Existing office inventory excludes 39,338 ASF assigned to auxiliary operating units.

Reference: Table 7, Page 19

Projected Space Needs - Alternative Space Model

This table summarizes current and future space needs based on an alternative space needs model used by the planning team, which produces a different perspective from the THEC Space Guidelines, particularly with regard to teaching lab, research lab, and physical education space. In addition to the THEC space planning guidelines, the alternative model blends various planning methodologies including adaptation of innovative space planning approaches developed at other universities, application of accepted conventional space formulas and guidelines that have been tested and formulas and criteria developed by the consultants for space types not addressed by conventional approaches.

The alternative model also estimates the need for additional types of space (shown in gray). Planning assumptions provide the direction for student enrollment, personnel changes, and potential new programs. Interviews with the Deans and Vice Chancellors were conducted to review results, verify data, discuss space use, and provide program related data used to refine the modeling process.

(1) Existing comparative space data includes upgrade projects for Hunter Hall and 540 McCallie Building; University Ctr. Renovation; the McKenzie Arena Addition; and the new the Health Sciences Building and Innovation & Advanced Manufacturing Application Ctr. Does not include 32,680 ASF classified as unusable space.

(2) Projected space needs include 221,967 ASF of programmed space for the Fletcher Hall Addition, Health Sciences Building, I-AMAC, University Center Renovation and 540 McCallie upgrade capital projects.

(3) Future residential space needs include the demolition of Boling Apartments, construction of the New Residence Hall and the provision of an additional 505 beds to meet future demand.

(A total of 890 beds to meet the future needs).

Space Type		Existing ASF	Current		Projected	
			Calculated ASF Need	Difference from Existing	Calculated ASF Need	Difference from Existing
100	Classrooms	157,090	87,575	69,515	142,159	14,931
210	Teaching Labs	162,247	159,456	2,791	202,415	(40,168)
220	Open Labs	63,552	57,610	5,942	66,477	(2,925)
250	Research Labs	45,017	144,672	(99,655)	184,886	(139,869)
300	Offices	418,034	313,185	104,849	364,953	53,081
400	Library Space	86,614	94,178	(7,564)	104,827	(18,213)
500	Special Use Facilities	73,248	96,125	(22,877)	116,195	(42,947)
520	Athletics Space	78,826	78,826	0	78,826	0
520	Student Recreation Space	93,656	93,656	0	135,175	(41,519)
600	Other General Use Space	150	0	150	150	0
610	Assembly Facilities	50,076	43,071	7,005	45,874	4,202
620	Exhibition Space	10,306	8,769	1,537	10,170	136
630	Food Facilities	59,452	59,452	0	75,698	(16,246)
650	Lounge Space	18,030	22,473	(4,443)	22,254	(4,224)
660	Merchandising Space	20,656	12,665	7,991	16,169	4,487
670	Recreation	5,164	5,164	0	9,664	(4,500)
680	Meeting Rooms	39,298	35,238	4,060	57,476	(18,178)
700	Support Facilities	48,836	84,935	(36,099)	112,347	(63,511)
800	Health Care Facilities	5,784	7,358	(1,574)	9,315	(3,531)
900	Residential Space	469,670	469,670	0	751,451	(281,781)
	Unused	16,941	0	16,941	0	16,941
Totals - By Space Type		1,922,647	1,874,078	48,569	2,506,481	(583,834)
Total Surpluses						93,778
Total Deficits						(677,612)
Gross Square Feet (Deficit)						(1,129,353)

Reference: Table 17, Page 27

Space Needs by College - Alternative Space Model

This table presents current and future calculated space needs compared to existing space by major division and subdivision or college, based on the planning team's alternative space model.

For purposes of this plan, a separate space grouping called Campus-wide Space was identified to include spaces that are considered to be shared resources and are characterized by a broader availability to faculty, students, staff, or the public (classrooms, general assembly, exhibition, merchandising, and campus support facilities).

Projected needs show a net deficit of 583,834 ASF, or 29.9% more than existing. In the future projections, the College of Arts and Sciences and Engineering, and the College of Computer Science will have the largest space shortages. Among administrative units, the greatest future space shortage will be in the Enrollment Management and Student Affairs Divisions, due to an expansion of student housing to address planned enrollment growth.

(1) This divisional category includes campus-wide shared space: Classrooms, General Assembly, Exhibition Merchandising & Campus Support.

Division/Subdivision or College	Existing Space -ASF	Current		Projected	
		Calculated ASF Need	Difference From Existing	Calculated ASF Need	Difference From Existing
Chancellor	14,606	10,506	4,100	10,506	4,100
Provost and Senior Vice Chancellor for Academic Affairs					
Academic Affairs	25,365	27,264	(1,899)	28,387	(3,022)
College of Arts and Sciences	266,196	289,902	(23,706)	347,443	(81,247)
College of Engineering and Computer Science	93,079	128,927	(35,848)	176,006	(82,927)
College of Health, Education and Professional Studies	109,437	130,163	(20,726)	156,066	(46,629)
Gary W. Rollins College of Business	37,808	48,383	(10,575)	82,940	(45,132)
UTC Library	111,671	113,316	(1,645)	125,668	(13,997)
Provost and Senior Vice Chancellor for Academic Affairs Totals	643,556	737,954	(94,398)	916,509	(272,953)
Vice Chancellor and Director of Athletics	81,770	80,989	781	80,989	781
Vice Chancellor for Communications and Marketing	11,031	10,289	742	10,289	742
Vice Chancellor for Development and Alumni Affairs	11,276	3,129	8,147	3,129	8,147
Vice Chancellor for Diversity and Engagement	1,416	1,445	(29)	1,445	(29)
Vice Chancellor for Enrollment Management and Student Affairs					
Chief Health Affairs Officer	12,319	12,239	80	14,496	(2,177)
Dean of Students	30,725	23,818	6,907	31,137	(412)
Enrollment	15,355	12,991	2,364	14,187	1,168
Enrollment Management and Student Affairs	5,422	6,256	(834)	7,199	(1,777)
Student Affairs	634,842	631,708	3,134	969,860	(335,018)
Student Success	14,941	12,945	1,996	14,015	926
Vice Chancellor for Enrollment Mgmt. and Student Affairs Totals	713,604	699,957	13,647	1,050,893	(337,289)
Vice Chancellor for Finance and Administration					
Auxiliary Services	32,243	30,002	2,241	42,687	(10,444)
Business Services	52,227	50,178	2,049	50,701	1,526
Emergency Services	6,923	4,555	2,368	4,555	2,368
Finance and Administration	4,280	2,418	1,862	2,418	1,862
Human Resources	2,616	2,486	130	2,486	130
Operations	18,378	6,134	12,244	6,134	12,244
Vice Chancellor for Finance and Administration Totals	116,667	95,773	20,894	108,982	7,685
Vice Chancellor for Information Technology	17,658	10,144	7,514	10,144	7,514
Vice Chancellor for Research & Dean of Graduate School	24,256	21,382	2,874	21,382	2,874
Campus-wide Space (1)	286,898	202,599	84,299	292,304	(5,406)
Totals - By Division	1,922,738	1,874,169	48,569	2,506,572	(583,834)

Reference: Table 15, Page 25

STUDENT LIFE ASSESSMENT

As part of the Master Planning process, a planning and needs assessment was conducted for student life facilities that included four focus areas: student housing, dining, student centers, and student recreation and wellness facilities. The process included the review of existing facilities and operations, strategic visioning with the University's key stakeholders, student focus groups, needs assessment / programming, and facility concept development.

The following specific space needs were identified related to student life based on demand assessments and conversations with the University.

Student Housing

- Approximately 890 additional beds needed by 2031

Campus Dining

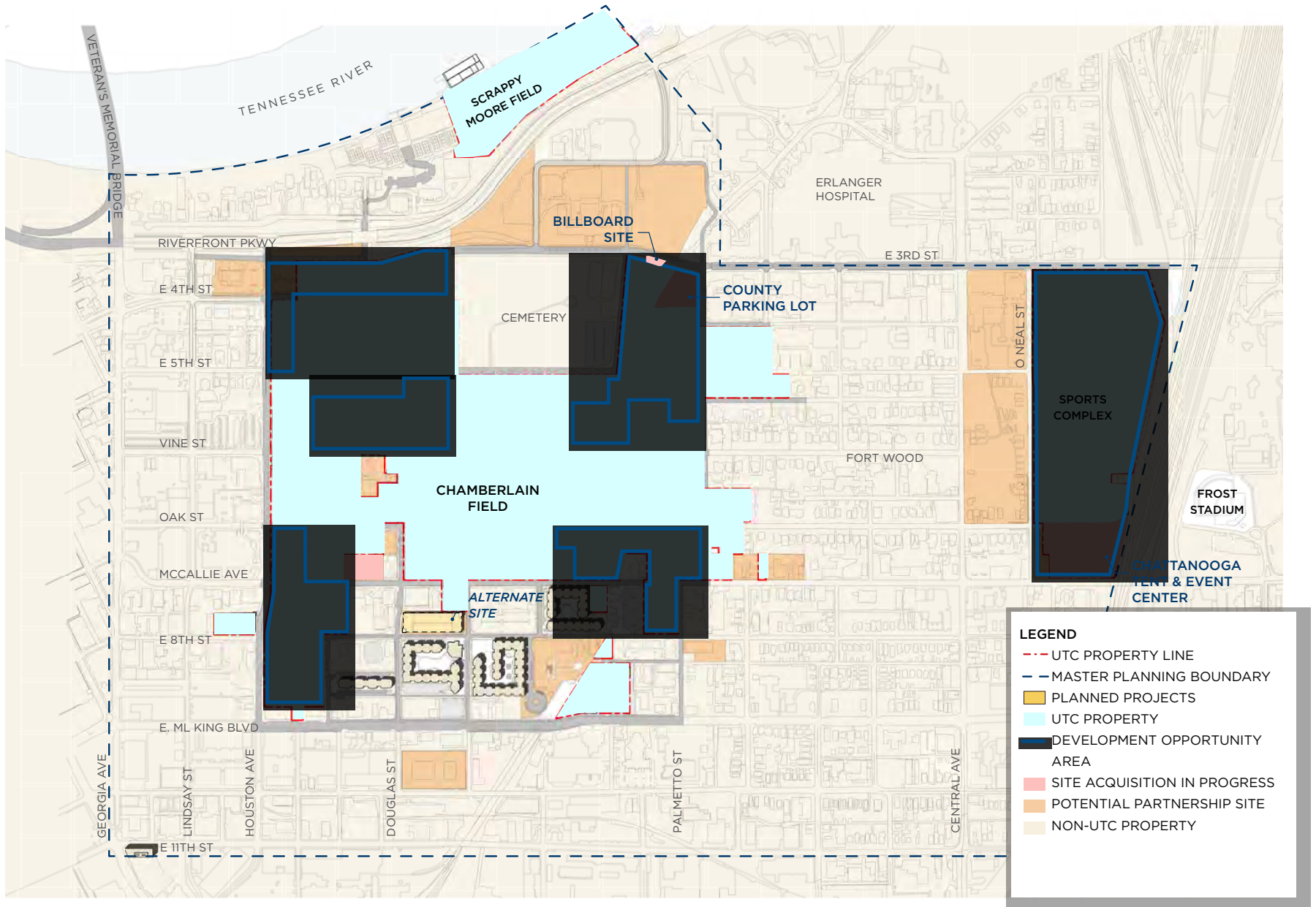
- Crossroads to be replaced with a new 450-seat community dining hall
- Additional 200 seats needed by 2031

University Center

- Major space deficits in student lounges, study areas, and meetings rooms
- Additional 16,500 asf needed, including E-gaming

Campus Recreation

- Additional 74,000 asf needed



DEVELOPMENT OPPORTUNITY AREAS

SPACE BLOCKS

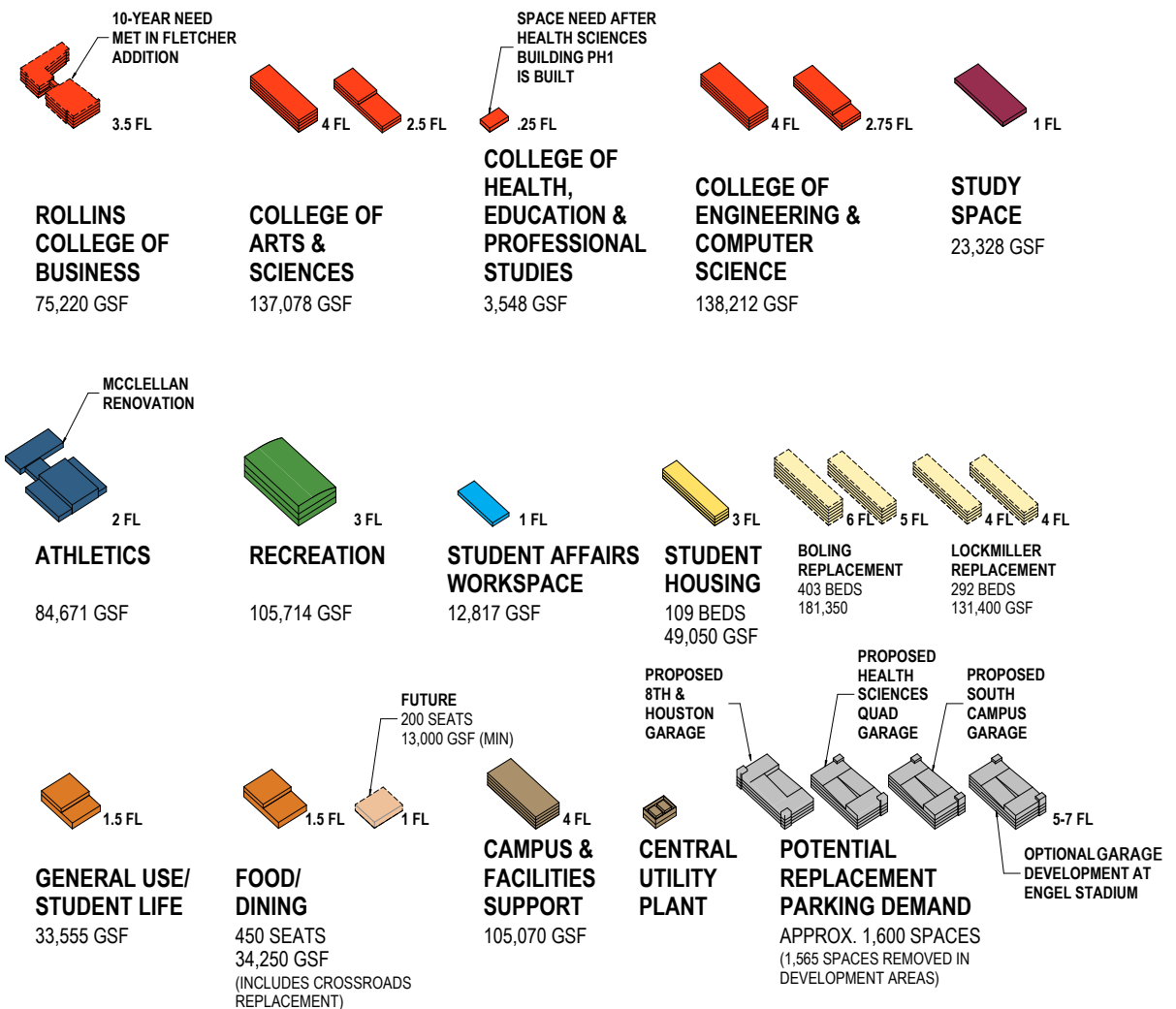
The following represents a total space need for 10-year projected enrollment, staffing and external research expenditures by division or College. Space blocks do not reflect proposed building massing. An assumption for a number of stories is shown based on typical floor plate widths for the proposed use.

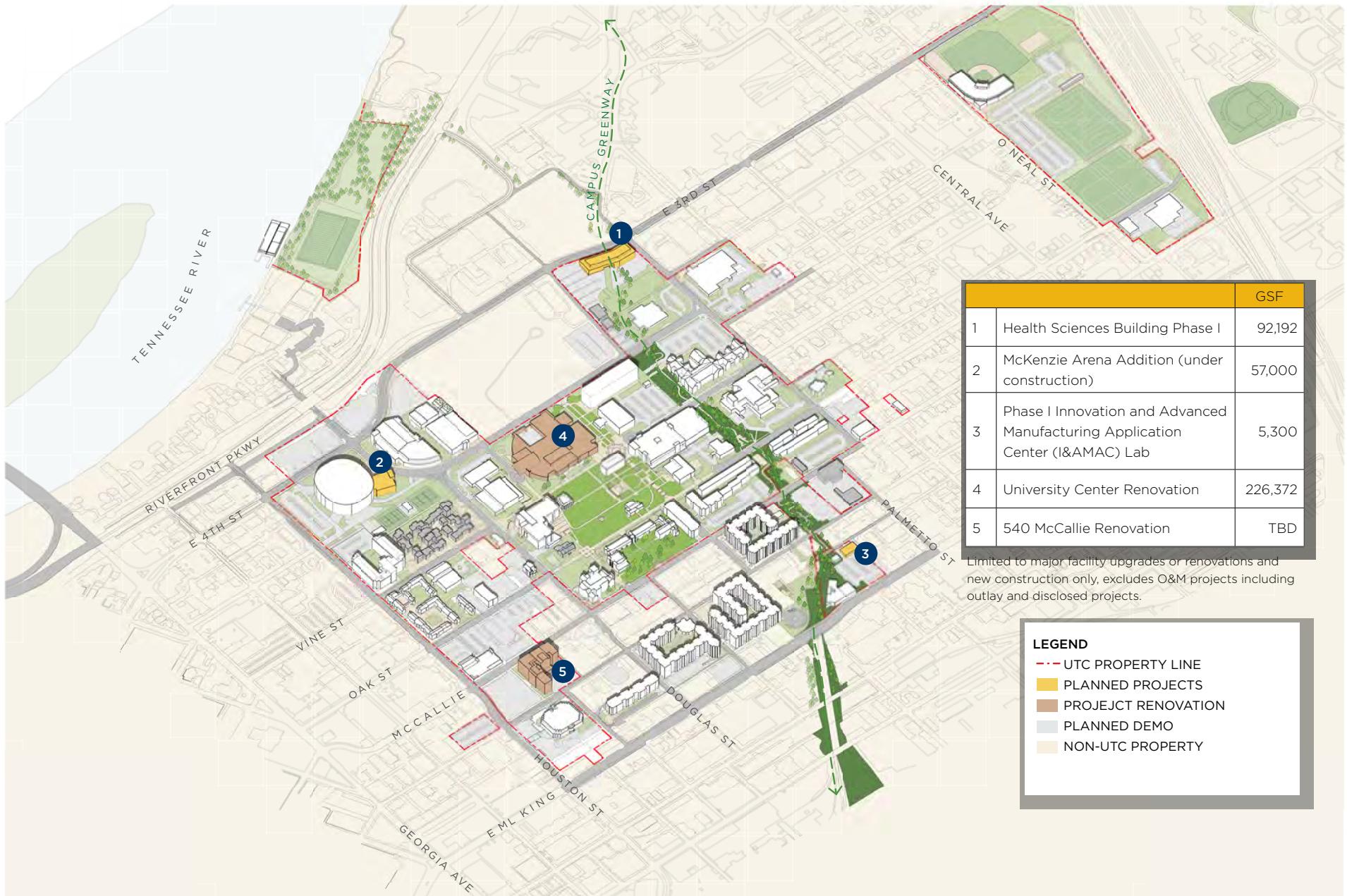
The total student housing need includes the replacement of Boling Apartments and Lockmiller I & II.

Total parking needs represent the full replacement of approximately 1,565 existing surface parking spaces on proposed development sites.

Additional assumptions include the following:

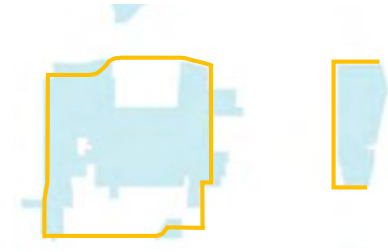
- A building grossing factor of 70% for Athletic and Recreation facilities
- A building grossing factor of 60% for all other facilities
- Assumption of 450 gross square feet per bed for student housing
- Assumption of 39 net square feet per seat for campus dining





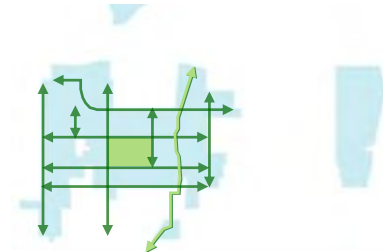
MAJOR FUNDED CAPITAL IMPROVEMENT PROJECTS

PLANNING THEMES AND FRAMEWORK



DEFINE A CAMPUS BOUNDARY

Establish a strong UTC identity along Houston, Third, Palmetto, and ML King. Minimize disruption to Fort Wood Historic District.



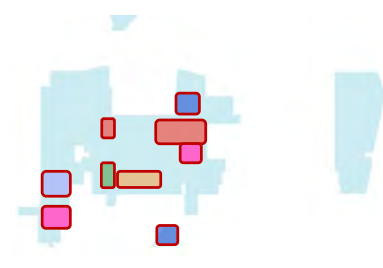
EXPAND QUALITIES OF THE CAMPUS CORE

Enhance physical and visual connections to Chamberlain Field. Partner with the City and community to improve the planting, security, and multi-modal character of Houston, Douglas, the Greenway, Palmetto, McCallie, Oak, Vine and Alumni so they represent the campus brand.



UPGRADE FACILITY CONDITIONS

Renovate older facilities to meet post-pandemic expectations and program targets. Re-purpose under-performing facilities. Replace where there is no ROI for renewal.



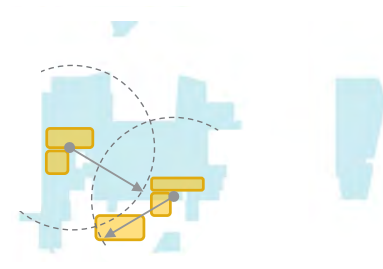
SHOWCASE ACADEMIC CENTERS

Locate new facilities and renovate existing facilities within a 5-minute walk to optimize program adjacencies and sense of "home base." Promote collaboration between centers.



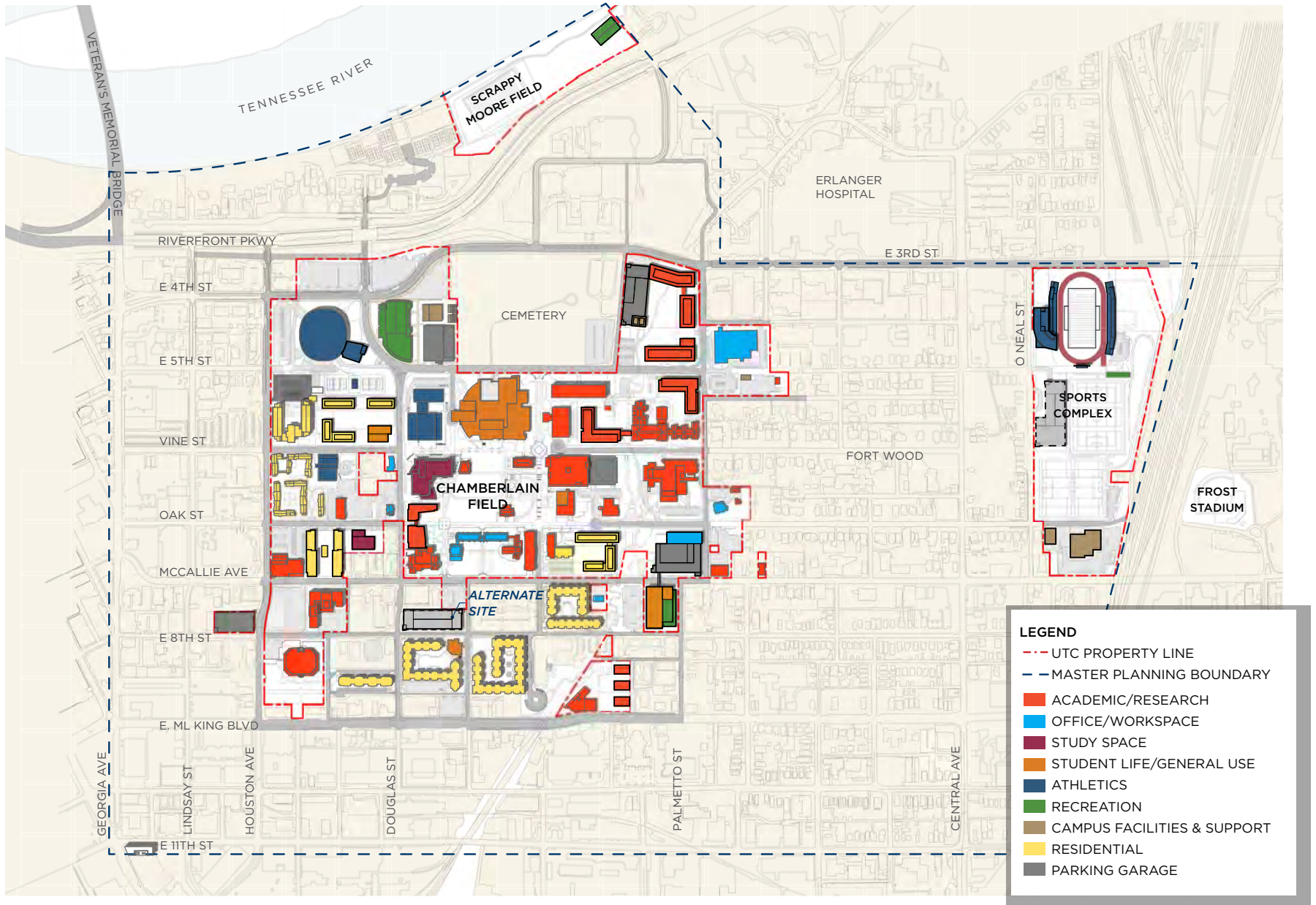
INTEGRATE SPACE & FLEXIBILITY FOR PARTNERS

Leverage southwest parcels, the new Health Science District, and existing available space to invite partners to campus (Include pilot projects Downtown, at Enterprise South, in State Buildings, and in Fletcher Hall Addition.)



ENHANCE RESIDENTIAL HUBS

Provide access to amenities within a 5-minute walk. Enhance pedestrian comfort, safety, and wayfinding.



LAND AND BUILDING USE STRATEGIES

FACILITY USE RECOMMENDATIONS

ACADEMIC & RESEARCH FACILITIES

The academic core of campus is primarily located to the east of Chamberlain Field, roughly bounded by Mocs Alumni Drive, Campus Drive, Palmetto Street and Oak Street. This core area includes the majority of academic functions for engineering, the sciences, and the humanities. Academic facilities continue along the Oak Street pedestrian spine along the south edge of Chamberlain Field, extending to the southwest corner of campus, where the nursing, media, and design programs are centered. Due to the predominance of surface parking lots and strategic acquisition of formerly state-owned office buildings, the southwest corner of campus remains the most flexible area for development opportunities, but is also the farthest in distance from other academic programs and is separated from the academic core by non-UTC owned properties.

Building off prior design and planning studies, this Master Plan includes the development of a new Health Sciences Complex as a priority project, providing adjacencies to existing science and engineering programs as well as Erlanger Hospital and Children's Hospital. An interdisciplinary Arts and Sciences facility is proposed in the heart of the academic core, to the north of Lupton Hall and with the option of bridging over the University Greenway to connect to the EMCS building, while a future

Interdisciplinary Research Building to the north of EMCS would establish a much-needed campus corner and edge. Together with the Health Sciences Quad, these two development zones in the northeast of campus propose the highest concentration of new construction for future academic programs in this Master Plan.

Fletcher Hall, home to the Rollins College of Business, creates a strong campus anchor at the corner of McCallie Avenue and Douglas Street, since the other properties at that intersection are not owned by UTC. A new campus gateway should be established here, with an addition to the north side of Fletcher Hall that bridges over the Oak Street pedestrian corridor toward the UTC Library.

A series of phased, single-story modular lab buildings, referred to in the plan as the Innovation and Advanced Manufacturing Application Center Labs, are proposed adjacent to the existing Multi-Disciplinary Research Building and Energy Labs just north of ML King Boulevard, with the first phase currently in design.

FACILITY USE RECOMMENDATIONS (CONT'D)

ATHLETICS AND RECREATION

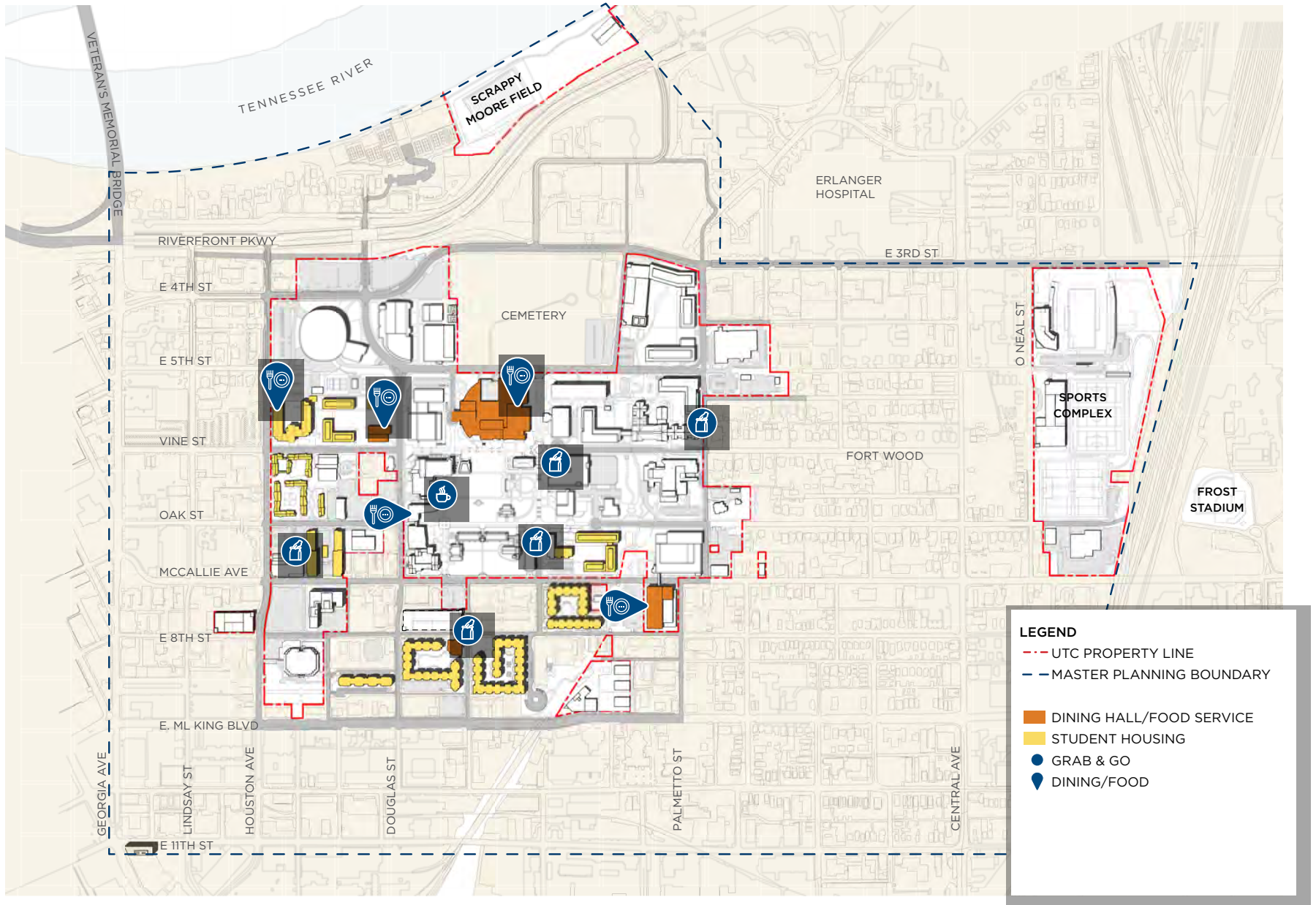
The following strategic initiatives were identified as they relate to the future of the athletics and recreational programs.

- The Aquatic and Recreation Center (ARC) is a strategic asset for the University but needs programmatic enhancements, including more indoor recreation space.
- Maclellan Gymnasium is in very poor condition and will require a comprehensive renovation including the natatorium and gymnasium.
- Some improvements are needed to the outdoor recreation fields.
- A historically appropriate renovation of the Engel Stadium should include a facade renovation and a potential multi-purpose soccer/football field and track with 10,000 seats to bring the football program back onto campus.
- Proximity to the riverfront presents an opportunity with respect to outdoor recreational opportunities, including a new Rowing Center.

UNIVERSITY CENTER

The UC renovation proposal has been submitted to the State for approval, but would not include more student-oriented space since it focuses primarily on building infrastructure and additional administrative office space. Based on an analysis of the UC offerings, this Master Plan recommends that the following elements be added: lounges / study spaces (6,500 sq. ft.), meeting rooms with storage (5,500 sq. ft.), and an e-gaming suite (3,500 sq. ft.). These spaces could be implemented as an addition to the UC or in combination with other student life centers such as the proposed dining hall.





HOUSING AND DINING LOCATIONS

STUDENT HOUSING

The following strategic objectives were developed with respect to student housing:

- Housing is a strategic asset that aids in student recruitment and retention. More beds will be needed in the future to support enrollment growth.
- The first-year live-on requirement will remain in place.
- While various residential life programs, such as Residential Colleges, are being implemented, a second-year residency requirement is unlikely at this point and should not be factored in the demand calculations.
- Single-occupancy bedrooms are a very important feature of the University's residential life and will likely be replicated in the future.

Housing demand was calculated by applying historical capture rates by class to enrollment projections. Based on this approach, **UTC will need an additional 890 net new beds by 2031.** The following strategies have been identified to achieve this:

- If Boling Apartments (403 beds) are replaced with the new contemplated project (788 beds), 385 net new beds will be added and, therefore, only 505 more beds will be needed by 2031.
- Across three new buildings, a new housing complex on the current Boling Apartments site will add 505 beds. A new dining facility will also be constructed within this precinct.
- The Lockmiller Apartments will be demolished and replaced with new, higher density housing and amenities. This replacement is planned to be 1:1, at 292 replacement beds.

In addition, the off-campus market should be monitored for future growth, as it already offers purpose-built housing targeting students.

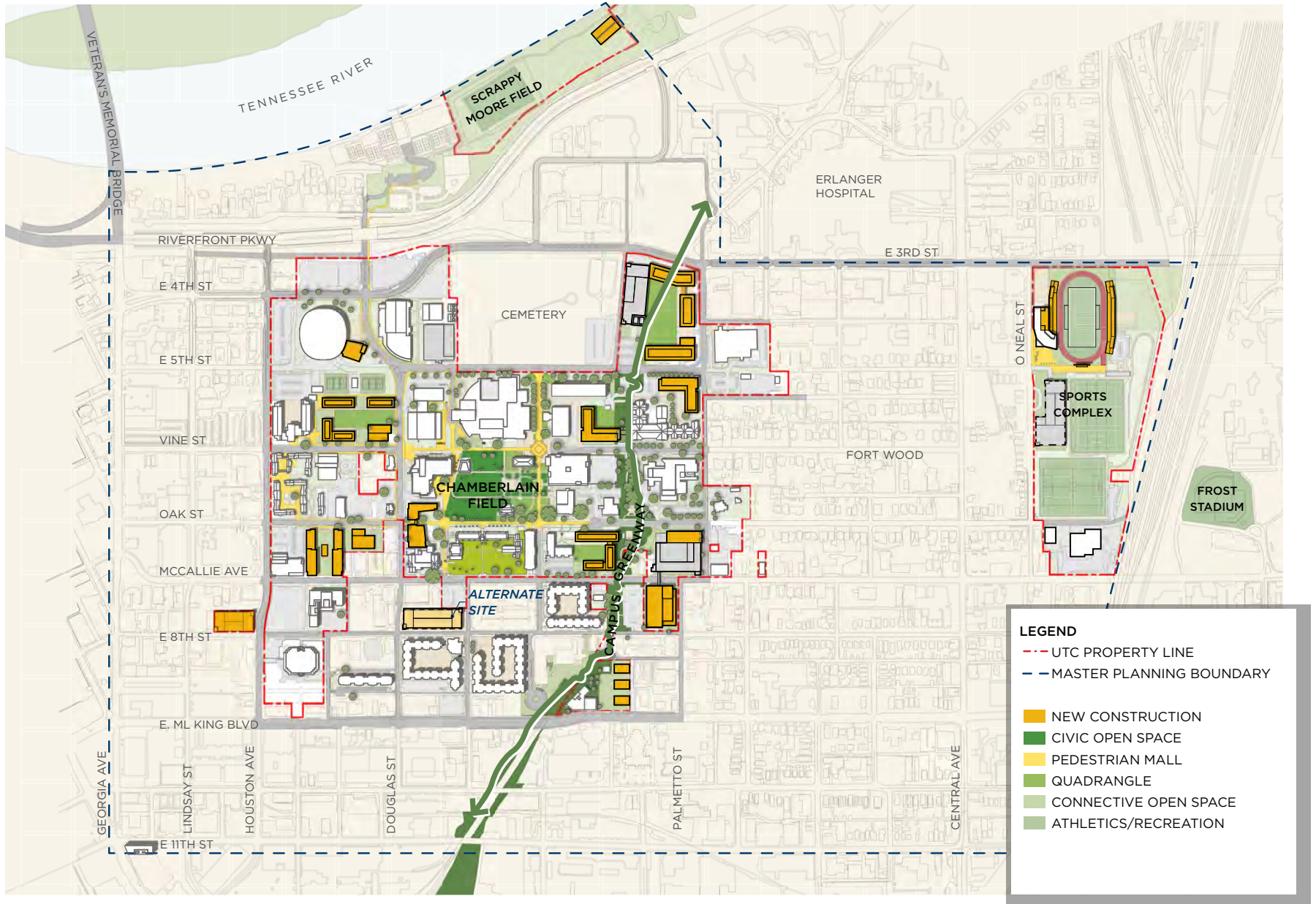
DINING

A quantitative dining analysis was conducted based on meal swipes and credits card transactions at all dining venues during peak periods of the Fall 2021 semester. The transaction volume data was translated into demand for seating, and the peak demanded capacity was later reconciled with the existing supply. The demand was adjusted upward based upon the following factors:

- Anticipated return to pre-COVID meal plan sales (8%).
- Anticipated growth in meal plan sales due to a more desirable meal plan structure (10%).
- Projected enrollment growth by Fall 2031 (30%). Based on this quantitative analysis, UTC will need approximately 1,100 seats to satisfy peak demand.

The following locations should be considered to address demand:

- Current supply of 300 seats at the University Center (about 50% of UC seating capacity – estimated dedicated dining capacity).
- Current supply of 100 seats at West Campus (combination of Einstein's and Dippers capacities).
- Current Starbucks in Lupton Library (50 seats).
- A new community-style dining hall to replace Crossroads. This facility should be located along McCallie Avenue and have a seating capacity of 450, a catering kitchen, and additional student life spaces. This facility is paired with new Recreation program to serve residents on the southern portions of the campus.
- An expansion of dining at the current Boling Apartments site will add an additional 200 seats to accommodate enrollment growth and serve residents within the new housing complex.



GATHERING SPACES, LEARNING LANDSCAPES, AND NODES

OPEN SPACE AND PUBLIC REALM RECOMMENDATIONS

Open space knits together the campus and provides a sense of place. The UTC campus contains significant and successful open spaces that contribute to the University's memorable identity, including Chamberlain Field and the University Greenway.

Chamberlain Field will remain the most significant and formal open space on campus, with no planned buildings or structures. The University Greenway that runs through the heart of campus provides a transportation spine as well as a getaway from the City. The campus is also walking distance from the Tennessee River, which offers a greenway and other natural and recreational amenities along the riverfront.

Objectives that will guide improvements to create a positive physical space on campus, enhancing what is already available, include:

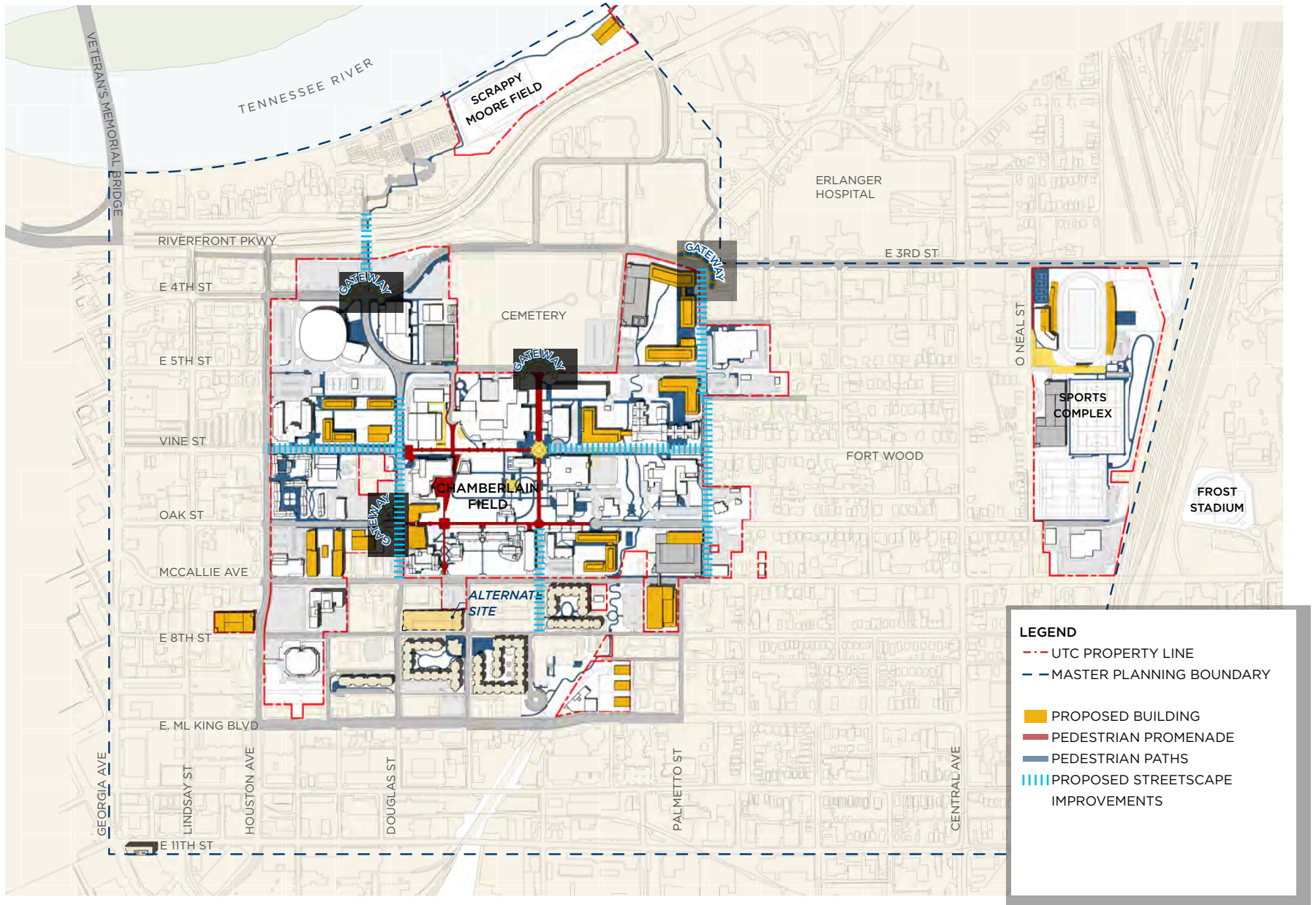
- Continue to promote pedestrian circulation for north-south connections
- Improve streetscapes to allow safer routes throughout campus
- Celebrate UTC culture and diversity
- Create new gathering spaces adjacent to future housing and academic buildings
- Promote accessibility for all

This plan proposes improvements and additional outdoor spaces of varied scale, character, and function to expand an open space framework for enhanced connectivity and activity. These new open spaces should be formed by carefully placing new surrounding buildings.

Health Sciences Quad: The new campus quad provides an anchor for outdoor gatherings, events, and programming within the Health Science district. Formed by three new buildings, the Health Sciences Quad replaces a surface parking lot to create a programmable and active open space to support students, faculty, and staff within the Health Sciences programs.

Housing Quads and Courtyards: Smaller open spaces between housing buildings provide intimate outdoor rooms. Campus courtyards are more garden-like, emphasizing landscape and intimate seating arrangements. The design of campus courtyards should continue to consider the scale of pedestrian promenades relative to primary campus corridors. Seating arrangements should focus on providing variety and shade. Plant selections should maintain continuity with adjacent plantings and consider opportunities to increase habitat and biodiversity.

Pedestrian Corridors and Streetscapes: New pedestrian corridors, purposefully planned to extend from north to south and east to west, stitch together future development with housing, quads, academic facilities, and the waterfront. In addition, along public streetscapes, UTC can partner with the City to enhance the pedestrian quality of streets such as Houston, Douglas, Palmetto, McCallie, and 3rd Street. Together, these pathways form a larger pedestrian circulation network and will contribute to the campus's overall experience.



PEDESTRIAN CIRCULATION, STREETSAPES, AND GATEWAYS

CAMPUS CIRCULATION RECOMMENDATIONS

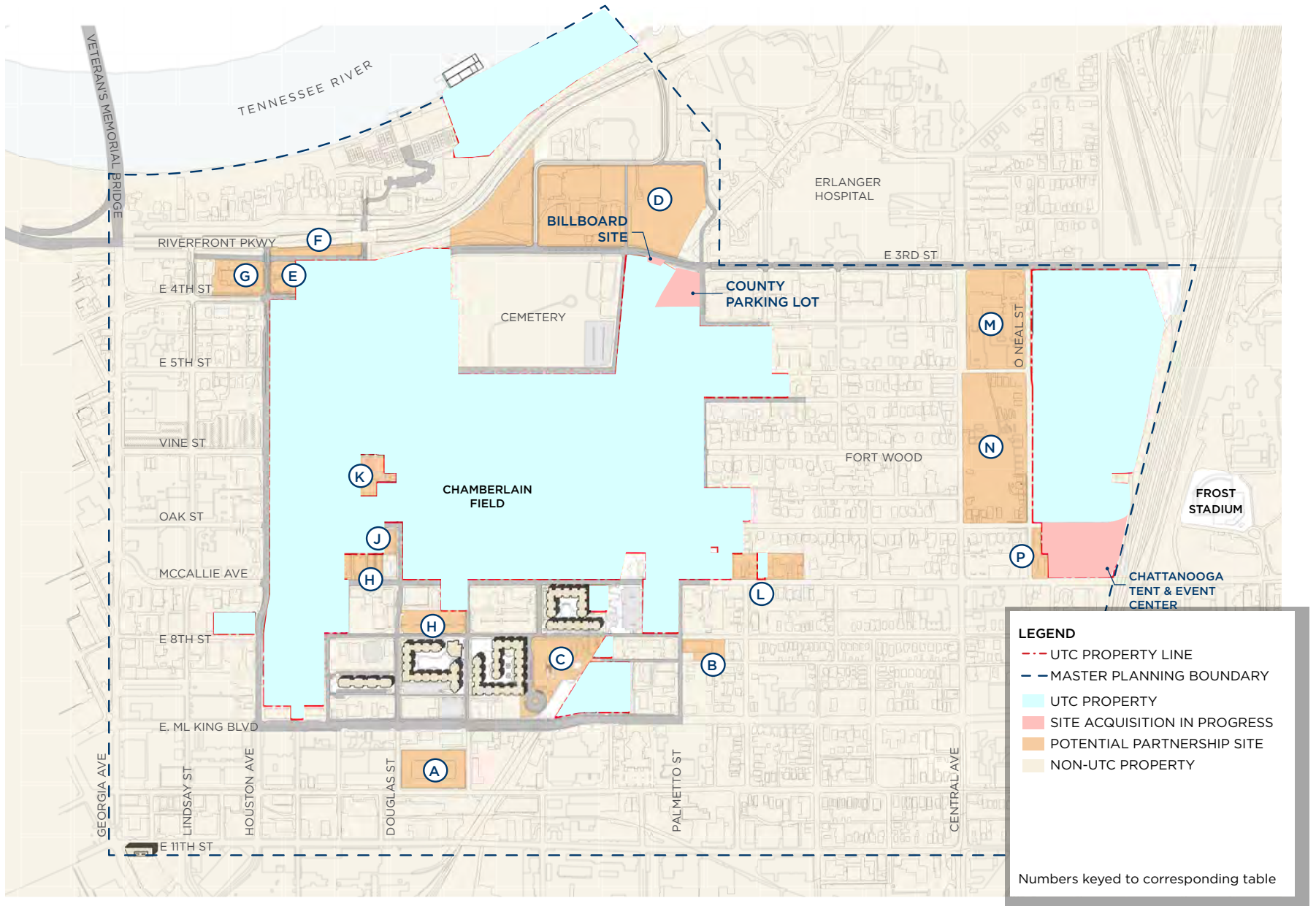
The desire to provide a pedestrian-friendly campus that encourages nonresident students, faculty, and campus employees to park and walk requires planning and placement of facilities that are well connected by safe, welcoming pedestrian facilities. In addition, minimizing conflict points between transportation modes improves the environment for both pedestrians and bicyclists.

The campus setting in downtown Chattanooga on a hill provides some challenges due to the topography that can be addressed with careful planning. Parking is located throughout the campus, encouraging vehicular trips and increasing the number of conflict points.

However, opportunities have been created by the middle area of the campus being closed to vehicular traffic, the greenway provided on the eastern side of the campus, and the Mocs Express shuttle. The current pedestrian, bicycle, and vehicular circulation systems are proposed for enhancements in this Master Plan, which consolidates parking and builds on the existing pedestrian and bicycle network.

With a high number of students enrolled at UTC living off campus, many students drive to campus. They need convenient centralized parking locations that encourage parking and walking but do not necessarily provide parking at every building. This Master Plan assesses parking needs on campus along with the availability of pedestrian facilities, bicycle facilities, and shuttle services. The result is a framework that encourages parking and walking through a safe, connected pedestrian and bicycle network.

UTC has a robust pedestrian network of sidewalks and paths that provide key connections to academic buildings, housing, and other student services. This network should be enhanced to promote safety, comfort, access, and direct connections. UTC should investigate if additional east-west and north-south pedestrian priority connections can be created to expand the existing pedestrian priority zone.



PLANNING BOUNDARY AND LAND ACQUISITION

PLANNING BOUNDARY AND LAND ACQUISITION

The UTC campus is roughly six city blocks east-to-west and five city blocks north-to-south, bounded by Houston Avenue along the west, Palmetto Street to the east, Mocs Alumni Drive (formerly 5th Street) to the north, and McCallie Avenue to the south. Riverfront Parkway, accessible via 3rd and 4th Streets, is a primary point of access to campus. The Parkway creates an edge between UTC and the Tennessee River that limits pedestrian connectivity to the riverfront and Scrappy Moore Field.

Additional campus property includes the UTC Sports Complex, located east of campus past the Fort Wood neighborhood.

Land within the Master Planning Boundary shows additional potential future acquisition or development sites. The boundary also represents an area of influence where the University will continue to understand planning activities by neighbors and identify potential properties to acquire.

Potential partnerships or acquisitions of the following sites would provide opportunities to continue expanding academic programs, enhance campus edges and identity, provide strategic locations for new and replacement parking, and expand academic programs. In addition, due to the highly urban environment of the campus, land acquisition will help enhance campus edges and identity, provide strategic locations for new and replacement parking, and fill in gaps for continuity.

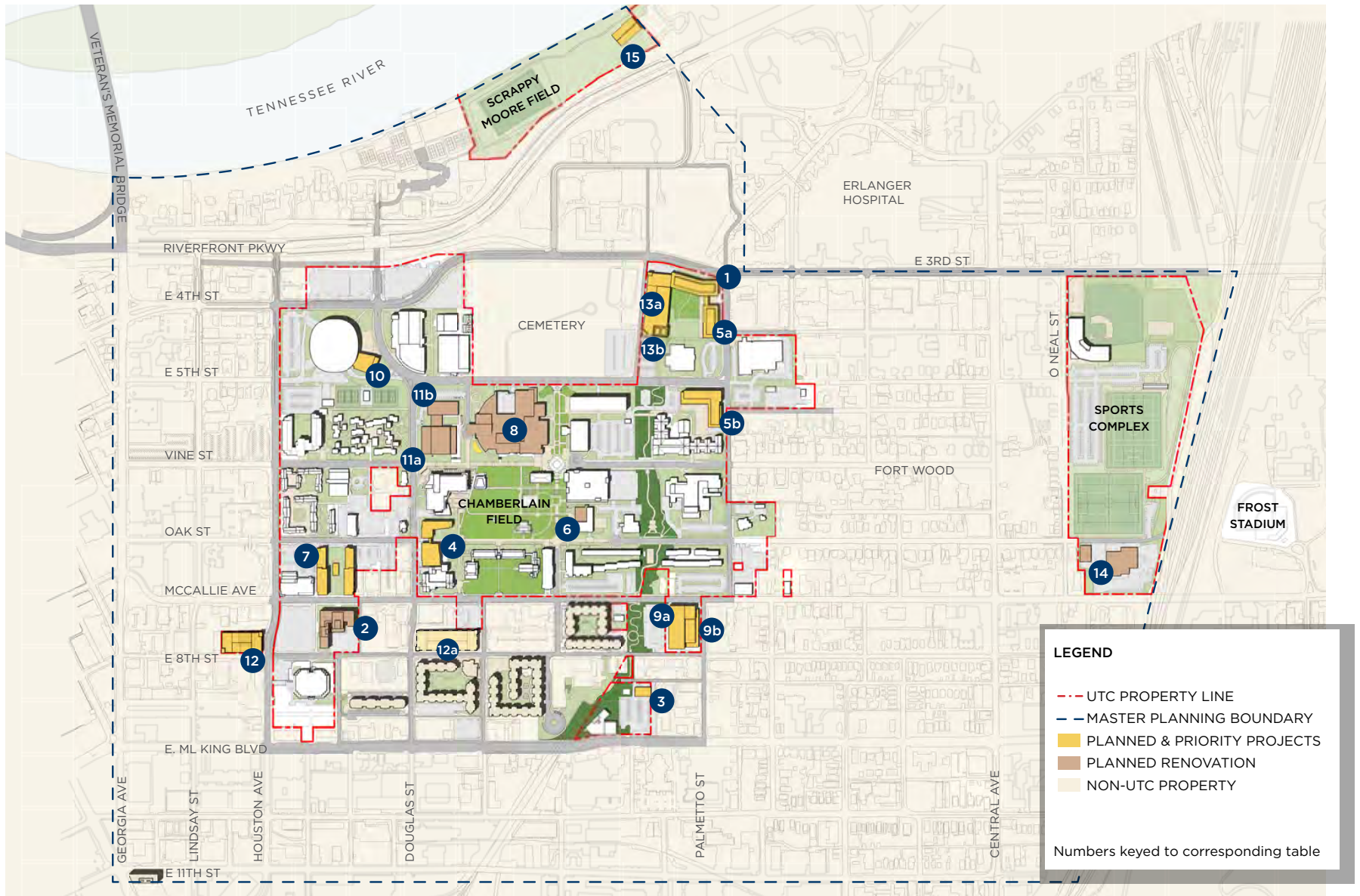
At the time of this report, the University is in the process of three property acquisitions located along the periphery of campus. They include a Hamilton County surface parking lot located at 975 East 3rd Street, a small parcel occupied by a billboard located at 888 E 3rd Street, and the Chattanooga Tent and Event Center located at 1112 Oak Street, which will

provide short-term facilities support needs and long-term opportunities to expand the Sports Complex. The first two site acquisitions have a critical role in accommodating the development of a new UTC Health Sciences Complex near Erlanger Hospital and the Children's Hospital.

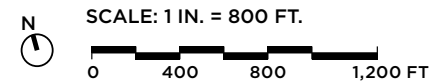
The University has also identified the following locations as potential partnership sites or acquisitions:

A	Douglas Heights 930 Douglas St
B	Palmetto Place 910 E 8th St
C	Brown Academy 718 E 8th St
D	Chattanooga School of Arts and Sciences 865 E 3rd St
E	Blood Assurance Inc 705 E 4th St
F	Parcel north of Blood Assurance, available with the removal of E 3rd St by Tennessee Department of Transportation
G	University Towers 651 E 4th St
H	First Presbyterian Church of Chattanooga* 559 McCallie Ave and E 8th St/Douglas St
J	Christ Church Parish Inc Annex* 661 Douglas St
K	Tennessee Baptist Convention 540 Vine St
L	819, 821, 823, 829, 833, 837 McCallie Ave
M	UT Family Medicine, 1100 E 3rd St
N	The 500-600 block bounded by Central Ave, Oak St, E 5th St, and O Neal St
P	1021 and 1100 Oak St

* Acquisition or partnership may include land-swap



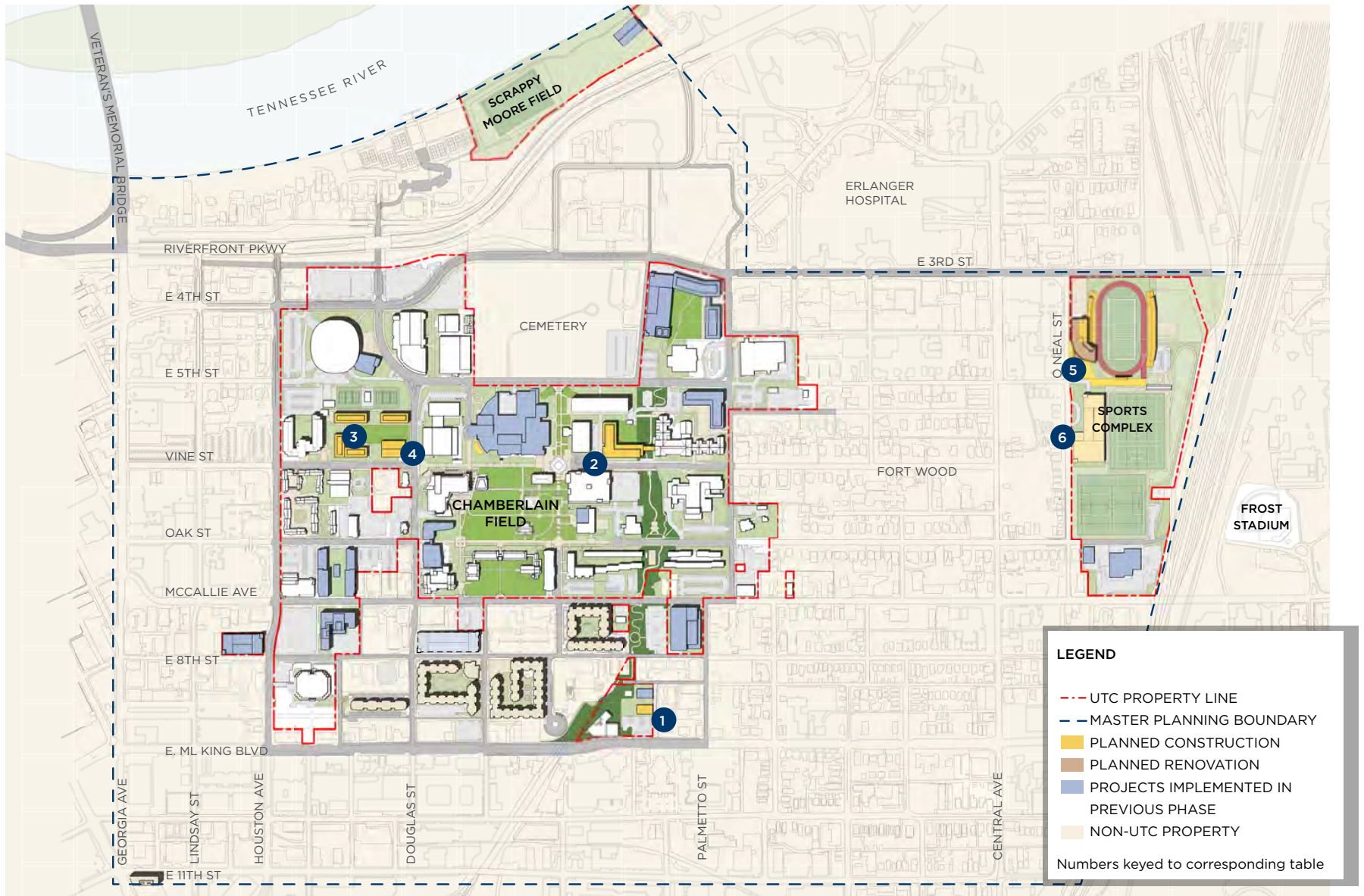
THE SHORT-TERM PLAN | PRIORITY & POSITIONING PROJECTS (0-4 YEARS)



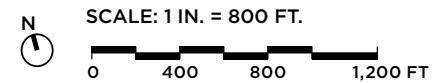
#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
ACADEMIC/RESEARCH					
1	Health Sciences Building Phase I	Site acquisition in progress	-	-	92,192
2	540 McCallie Renovation	Some floors currently undergoing renovation	-	173,979 ¹	-
3	Phase I Innovation and Advanced Manufacturing Application Center (I&AMAC)		-	-	5,058
4	Fletcher Hall Addition	Includes renovation of existing Fletcher Hall. Adds 32 parking spaces	-	17,000	81,688
5a	Health Sciences Building II /Multi-Disciplinary Research Building I		-	-	72,000
5b	Multi-Disciplinary Research Building II	Potential connection to existing EMCS Building	-	-	120,000
6	Crossroads Renovation	Academic and Student Programming	-	29,111 ²	-
HOUSING					
7	New Residence Hall	Replaces Boling Apartment Beds (788) Auxiliary/TSSBA	-	-	227,852
STUDENT SERVICES/STUDENT LIFE					
8	University Center Renovation		-	226,372 ¹	-
9a	New Dining Facility	Includes seating for replacement of Crossroads and 5,000 GSF catering kitchen and support facilities.	-	-	47,250 (Dining)
ATHLETICS					
10	McKenzie Arena	Under Construction			37,500
11a	MacLellan Remodel (Gymnasium)	Feasibility study in progress	-	65,478	-
11b	MacLellan Remodel (Natatorium)			11,150 ²	
RECREATION					
9b	Recreation Facility	Incorporated as part of Dining Facility project. Includes additional rec space			81,000 (Rec)
15	Rowing Center	Replacement of existing Rowing Center barges			15,272
GENERAL USE/OTHER					
12 12a	Multi-purpose Parking Garage at 8th/Houston Alternate: 8th/Douglas	600 spaces. Auxiliary/TSSBA	-	-	237,056
13a	Multi-Purpose Parking Structure (Health Sciences) and STEM Outreach	600 spaces, 24,000 GSF Multi-purpose/STEM Outreach	-	-	177,807
14	Expanded Facilities Space (Renovation of 1112 Oak St)	Acquisition of Chattanooga Tent & Event Center in progress	-	25,850	-
OPEN SPACE IMPROVEMENTS					
	Health Sciences Quad Phase 1	Coordinate with Campus Greenway Expansion			52,000
	Divine Nine Park	Located at UC and Vine St, currently under design			
INFRASTRUCTURE					
13b	Utility Plant				

¹ Includes GSF of entire existing building² Sq. Ft. of space within existing building

The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.

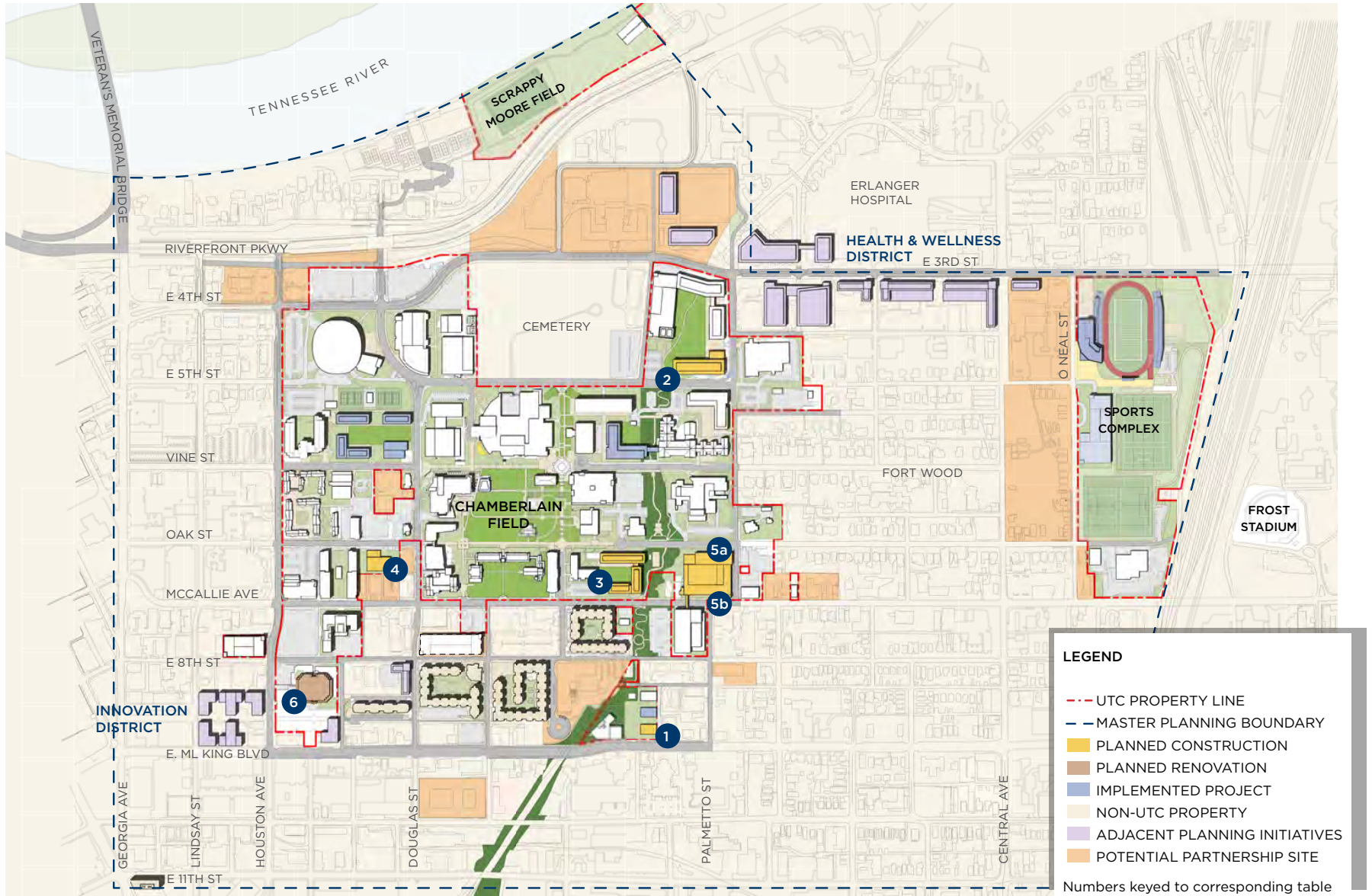


THE MID-TERM PLAN | MEETING GROWTH NEEDS (5-9 YEARS)

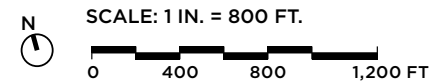


#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
ACADEMIC/RESEARCH					
1	Phase II Innovation and Advanced Manufacturing Application Center (I&AMAC) Lab		-	-	5,300
2	Arts + Sciences Interdisciplinary Center		-	-	122,600
HOUSING					
3	Residence Halls (Boling Site Replacement)	Three buildings, total of 505 Beds.	-	-	230,400
STUDENT SERVICES/STUDENT LIFE					
4	Dining Expansion (Boling Site)	200 seats	-	-	12,000
ATHLETICS					
5	Engel Stadium Multi-purpose Soccer/Football Field and Track Development	Renovation/replacement of historic Engel Stadium. 10,000 seats	-		-
6	Optional Parking Structure at Engel Stadium with multi-purpose community space				296,800
OPEN SPACE IMPROVEMENTS					
	Arts & Sciences Quad				22,000
	Residence Hall Quad (Boling Site)				66,000
	Engel Stadium Plaza				40,000
INFRASTRUCTURE					
	None proposed in this phase				

The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.



THE VISION PLAN | ACHIEVING STRATEGIC PLANNING (10+ YEARS)



#	PROJECT TYPE	PROJECT RECOMMENDATIONS	Demo. GSF	Renov. GSF	New Const. GSF
ACADEMIC/RESEARCH					
1	Phase III Innovation and Advanced Manufacturing Application Center (I&AMAC) Lab		-	-	5,300
2	Health Sciences Building Phase III / Medical School Partnership		-	-	120,500
HOUSING					
3	Lockmillers Replacement Housing + Amenities		-	-	131,400
STUDENT SERVICES/STUDENT LIFE					
4	Expanded Study Space		-	-	27,500
GENERAL USE/OTHER					
5a	Expanded Program Support Space	Academic & Student Affairs	-	-	28,000
5b	Parking Garage on McCallie/Palmetto	800 Spaces	-	-	268,800
ADDITIONAL RENOVATIONS					
6	Mapp Building / Conference Center (renovation/addition)		-	83,242	-
OFF-CAMPUS					
7	Jones Observatory Rehabilitation + Expansion		-	2,709	TBD
8	Enterprise South Center Education/Incubator & Research Facility		-	-	54,000
OPEN SPACE IMPROVEMENTS					
	Residence Hall Quad (Lockmillers Replacement Site)		-	-	
	Fine Arts Center Plaza and Drop-off				
INFRASTRUCTURE					
	None proposed in this phase				

The list of projects above identify priorities for long-term capital improvements consistent with the timeline of this plan.

MASTER PLAN COMMITTEES

EXECUTIVE LEADERSHIP TEAM

- **Dr. Steven Angle, Ph.D.**, Chancellor
- **Vicki Farnsworth**, Chief Information Officer and Interim Vice Chancellor for Finance and Administration
- **Dr. Jerold L. Hale**, Provost and Senior Vice Chancellor for Academic Affairs
- **Dr. Yancy Freeman**, Vice Chancellor for Enrollment Management and Student Affairs
- **Stacy Lightfoot**, Vice Chancellor for Diversity and Engagement
- **Dr. Joanne Romagni**, Vice Chancellor for Research and Dean of the Graduate School
- **Cassie Mathes**, Vice Chancellor of Communications and Marketing
- **David Steele**, Chief of Staff
- **Kim White**, Vice Chancellor for Development and Alumni Affairs
- **Mark Wharton**, Vice Chancellor and Director of Athletics

STEERING COMMITTEE

- **Anthony McClellan**, Executive Director of Facilities Operations
- **Matt Matthews PhD**, Vice Provost and Professor
- **Tom Ellis**, Assistant Vice Chancellor for Operations
- **Abeer Mustafa**, Associate Vice Chancellor for Student Affairs
- **Dean Valerie Rutledge**, Dean, College of Health, Education & Professional Studies
- **Jennifer Boyd PhD**, Senior Associate Head; Guerry Professor
- **Dr. Jay Blackman**, Deputy AD - Internal Operations
- **Chelsie Ewing**, Director of Engineering and Planning Services

UNIVERSITY OF TENNESSEE (UT SYSTEM)

- **Anthony Hopson**, Director, Real Property and Space Administration
- **Austin Oakes**, Assistant Vice President, Office of Capital Projects
- **Adam Foster**, Real Property Specialist

FOCUS GROUPS

- Academic Leaders
- Athletics
- Chancellors Multicultural Advisory Council
- City and County Leadership
- Community Partners
- Deans Council
- Dining and Auxiliary Services
- Enrollment Management
- Faculty Senate
- Information Technology
- Landscape and Open Space
- Parking
- Public Safety
- Residence Life
- Staff
- Student Government
- Student Life Staff
- UTC Foundation
- Utilities and Infrastructure



 **DLRGROUP**
520 Nicollet Mall Suite 200
Minneapolis, MN 55402



The University of Tennessee at Chattanooga
Chattanooga, TN, 37403

utc.edu



University of Chattanooga
FOUNDATION

6



ANNUAL REPORT

Fiscal Year 2021-2022



6



A LETTER FROM THE VICE CHANCELLOR

The past year has felt like a homecoming. As a student, UTC changed my life. Working full time and receiving a partial scholarship my junior year was a game changer. Anyone who knows me, knows UTC has always been a part of my story. Little did I know that after having a successful career and being an exceptionally involved volunteer and alumna, I would end up back where my story began, sharing with confidence and passion about how philanthropy changes lives.

It is an honor to serve as Vice Chancellor for Advancement and Executive Director of the UC Foundation. In many ways, the UC Foundation has been one of UTC's secret ingredients. As we rebuild the culture of philanthropy on campus, it is my role to make sure we are secret no longer.

Formed with an initial investment of \$6 million dollars when this campus became part of the UT System in 1969, the UC Foundation has grown an endowment of over \$170 million dollars and real estate assets of over \$150 million, which consists of 1,678 beds of student housing. Over the years, our impact has grown, but our mission has remained the same:

To provide resources that support distinctive programs and promote bold initiatives that enrich the educational experience at the University of Tennessee at Chattanooga. The Foundation serves as a catalyst for educating men and women for meaningful and productive lives by:

- **Assisting in the attraction and retention of bright, dedicated, and diverse students and faculty.**
- **Directly funding distinct initiatives.**
- **Encouraging and participating in the incubation of creative opportunities.**
- **Providing leadership and funding for the development of strategic partnerships; and**
- **Engaging and overseeing the financial enhancement and alumni outreach of the University.**

A gamechanger for UTC, the UC Foundation team continues to live our mission and look for innovative ways to grow our impact. Thank you for the opportunity to share with you the great work we continue to do, now going on 54 years.



Kim White
*Vice Chancellor of Advancement,
Executive Director of the UC Foundation*



**BUILDING CONNECTIONS.
INSPIRING GENEROSITY.**

ADVANCEMENT'S MISSION

Our mission is to build meaningful connections for all Mocs and inspire generosity for **Chattanooga's university**. By fostering relationships and investment, we strategically bring together alumni, donors and friends of the University of Tennessee at Chattanooga for the collective **betterment of our campus and city**.

FOUNDATION PURPOSE

Created when the University of Chattanooga became a part of the UT System and reconstituted as the University of Tennessee at Chattanooga in 1969, the UC Foundation was founded to ensure that UTC continued to have autonomy and local insight into the needs of the campus and as a way our donor and alumni community could partner to address those needs.

The UC Foundation is an important tool that has proved invaluable for UTC. It provides unique benefit for our campus by funding the personnel and operations budget for the UTC Advancement team, investing in campus real estate and housing, and successfully managing and growing our endowment for the benefit of our campus, faculty, staff, students and alumni.

6

FUNDRAISING

RECENT FUNDRAISING TOTALS



**EPISODIC GIFTS INCLUDED IN ABOVE TOTALS:*

FY 2022: \$1.5 Million, Family Frost Foundation
FY 2021: \$1.5 Million, Randy and Jenny Boyd

FY 2019: \$15 Million, Anonymous Donor
FY 2018: \$40 Million, Gary W. Rollins Foundation

FY 2022

Dollars Raised	Number of Donors
\$10,094,312.37	5,590

FY 2022 - 2023 GOALS

	Baseline Dollars	Primary Goals	Stretch Goals
Number of Dollars	\$10,900,000	\$11,200,00	\$13,625,000
Number of Donors	5,800	5,915	6,000

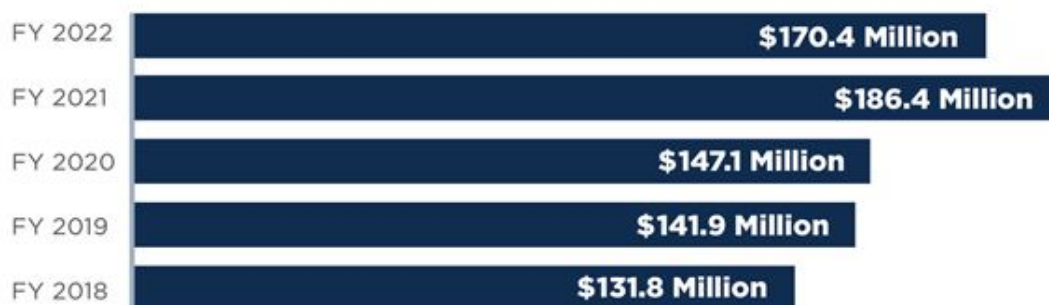
ENDOWMENT NUMBERS

In coordination and consultation with LCG Associates, Inc. Investment Advisors, the UC Foundation Investment Committee selects and continuously assesses fund managers of the portfolio. One of our most active committees, the Investment Committee is made up of talented investment professionals from the Chattanooga area whose combined areas of expertise cover all asset allocations of the portfolio.

The investment objective of the UC Foundation portfolio is that the average annual growth in market value from investment results will outpace our spending rate of 4% and expenses of 1% plus average inflation. Over the 10 years ending June 30, 2022, the portfolio generated an annualized return of 6.7%.

6

ENDOWMENT VALUE



ENDOWMENT BALANCE BY CATEGORY



ENDOWED FUNDS PROVIDED AWARDS FOR:

42

Professorship
Endowments

6

Faculty Development
Endowments

41

Academic Program
Endowments

259

Scholarship
Endowments

FOUNDATION OPERATIONS

In FY22, the UC Foundation fully funded the UTC Advancement personnel and operations budget in addition to the UC Foundation's operations budget. We are working with UTC campus administration on ways to diversify our funding sources in the future.

6

FISCAL YEAR BUDGET

Total Operational Revenue:	\$ 3,444,242
4% Distribution of Unrestricted Endowment	\$1,782,265
1% Endowment Management Fee	\$1,659,617
Total Expense:	\$ 3,130,327
Personnel	\$2,382,904
Operating	\$747,423

ADVANCEMENT TEAM

Encountering a year of vast team rebuilding, we ended FY22 with 19 staff members. As we have continued to grow the team to meet strategic needs and fill long vacant positions, we have a current staff size of 24, with two open searches as of February 2023.

In addition to our internal staff makeup, we are fully committed to embodying the One UT spirit and have focused on streamlining and enhancing our relationship and services with the University of Tennessee Foundation, Inc. including our switch to using UTFI Human Resources starting July 1, 2023. For FY22, we contracted \$563,900 of services from UTFI to align our offerings with the larger advancement mission of the UT System.

FY 2022 at 6/30/22

Executive Director		1
Development	    	5
Marketing	 	2
Stewardship	  	3
Alumni	 	2
Business Office	  	3
Advancement Services		0
Support		1
Students	 	2
Total:		19 Staff Members

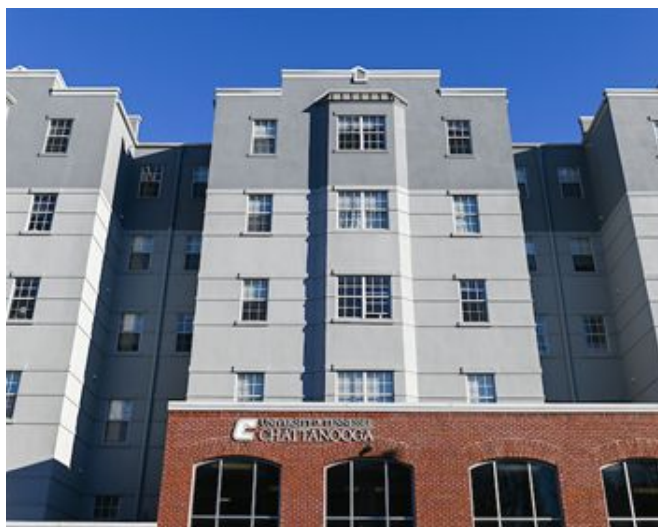
FOUNDATION OWNED HOUSING

In the late 1990s, the UC Foundation made a game changing investment in the UTC campus in developing the Scott L. Probasco Jr. South Campus initiative that today consists of mainly five student residential buildings with apartment-style living equaling 1,680 beds, 722 parking spaces and a variety of student activity spaces. This project took UTC from a commuter school to a residential campus. To extend the life of the buildings in South Campus, we are currently financing a 6-year renovation project equaling a \$51.4 million investment; although, this investment figure is projected to increase due to rising material and labor costs. While UTC provides management of South Campus, the UC Foundation uses the revenues generated from the housing to operate and maintain the buildings, to fund the residence programs like paying the resident assistant stipends, to cover the debt services for the bond and to complete renovations.

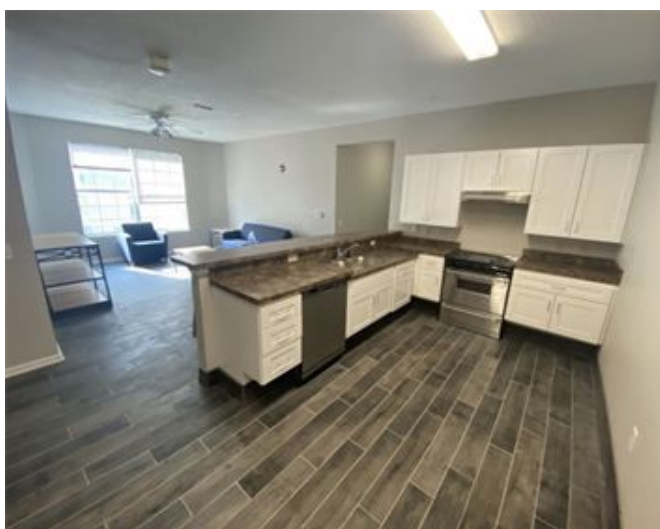
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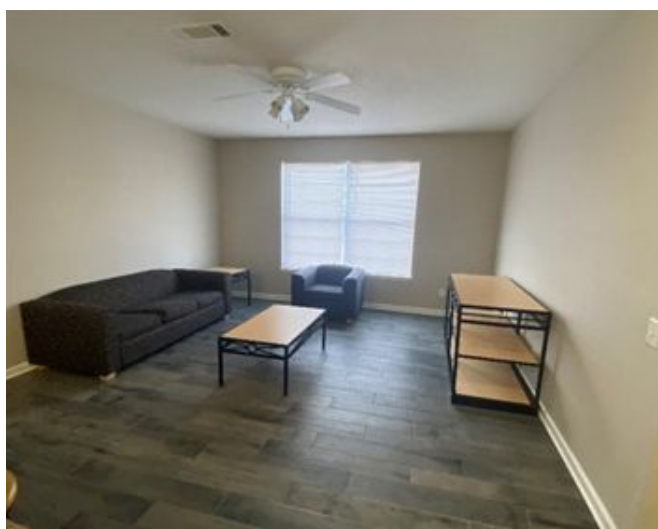
UC Foundation Apartments *Before*



UC Foundation Apartments *After*



Updated Kitchen



Updated Living Room

FOUNDATION OWNED HOUSING NUMBERS

Total Expense:	\$ 12,373,326
Building and Admin Expense	\$3,573,307
Personnel - Administration	\$334,048
Personnel - Building Maintenance	\$355,221
Operating - Building Maintenance and System	\$2,884,038
Residence Life Expense	\$905,429
Personnel-Residence Life	\$684,230
Operating-Residence Life	\$221,199
Repair and Replacement Reserve	\$417,706
Bond Debt Services	\$5,136,900
Renovation Debt Service	\$2,339,984

All Revenues generated by housing are currently utilized to operate and maintain the building and residence programs in addition to covering the debt services for the bond and the complete renovations.

Housing Debt at 6/30/2022		
Bonded Debt	\$ 56,890,000	<i>Maturity October 2036</i>
Renovations Debt	\$20,150,135	
Total Renovations Cost	\$51,349,800	
Project End Date	October 2026	
Expected Renovations Debt at Project End	\$40,000,000	<i>Maturity January 2045 Expected Early Payoff May 2039</i>

THE SMILE FUND

Formed in 2015 with an initial investment of \$250,000 and an additional investment of \$250,000 in 2019 from the UC Foundation, the Student Managed Investment Learning Experience (SMILE) Fund has now grown to have over \$800,000 in assets under management by UTC students. The fund was established for students to gain knowledge of portfolio management, investment strategies and equity valuation techniques. Since inception, the SMILE Fund has produced an annualized average return of 9% and met or exceeded its benchmarks.

For the 6th consecutive year in 2022, the SMILE Fund team comprised of undergraduate students won the Chartered Financial Analyst Institute Greater Tennessee Research Challenge primarily competing against graduate student teams.



6

SMILE FUND VALUES



“

This was a great experience that helped broaden my network and gave me exposure to different aspects of the industry. The work environment was both exciting and challenging. As I seek future professional endeavors I will take with me everything I have learned as a member of the SMILE Fund.

- Isabella Loza

*Smile Fund Lead Analyst
for the Energy Sector*

ALUMNI ENGAGEMENT

NUMBER OF ENGAGED ALUMNI

38,523

TOTAL NUMBER OF ALUMNI

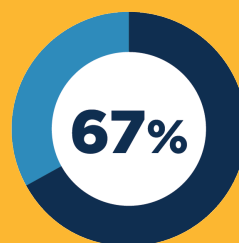
70,865

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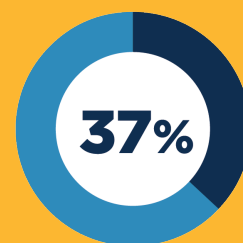
UTC ALUMNI FACTS

Top 5 Alumni States

1. Tennessee
2. Georgia
3. Florida
4. Alabama
5. North Carolina



of Alumni Live in Tennessee



of Alumni Live in Hamilton County



UC FOUNDATION TRUSTEES

OFFICERS

CHAIR

Douglas A. Brown '85

Senior Vice President,
Financial Advisor
UBS Financial Services

VICE CHAIR

Ashlee Patten

President and CEO, Portfolio
Manager
The Patten Group, Inc.

TREASURER

Steven L. Frost '75

Chairman
Tuftco Corp.

SECRETARY

William B. Kilbride

Chair
Tennessee Valley Authority
Board of Directors

IMMEDIATE PAST CHAIR

D. Michael Costello '75, '96

CPA/Shareholder
Elliott Davis

LIFE TRUSTEES

T. Maxfield Bahner

Charles D. Cofield

Fred Decosimo

Joseph F. Decosimo

John P. Guerry

Zan Guerry

John Thornton

Jo Ann Yates

Kelly Alling

Co-Founder
Chattanooga Preparatory
School

Steven Angle

Ex Officio
Chancellor
University of Tennessee
at Chattanooga

David A. Belitz '00

CEO
Lupton Company, LLC

Randy Boyd

Ex Officio
President
University of Tennessee
System

Ben Brown

Founder and Partner
Alderman Enterprises

Betsy Blunt Brown

CEO
Pendleton Square
Trust Company

Alan L. Cates

Attorney, Partner
Husch Blackwell LLC

Nancy J. Collum '78

Underwriter (Retired)
BrightBridge Capital, Inc.

Jay W. Dale '94, '01

Market President
First Horizon Bank

David F. DeVaney

President
NAI Charter

Greg Eaves '79, '86

CFO
EPB of Chattanooga

Suzanne Forlidas '75, '87

Attorney (Retired)

Vicky Brown Gregg

CoFounder/Partner
Guidon Partners

D. Keith Helton '87

Physician, CEO
One to One Health

Richard A. Johnson '81

President, CEO
RichNet Consulting, Inc.

Mike Kramer

Chairman
Southeastern Trust Company

F. Scott LeRoy '79

Vice President/COO
Southeastern Salvage

Ladell McCullough

Partner (Retired)
HHM

Ben Miller '87

Vice President and
Sr. Managing Director (Retired)
Unum

Ashley Nichols '09

Senior Investment Officer
Unum

Kathy Kelley O'Brien '90

Director, Market Development,
Insurance Sales
Unum

Brett W. Rousch

COO
ELD Associates, LLC

BettyLynn Smith '74

Management Consultant
and Principal
Thornhill-Smith LLC

Roger P. Smith '73

Vice President (Retired)
BB&T Huffaker Insurance

Edna Varner, Ed.D. '71, '82

Senior Advisor, Leading
and Learning
Public Education Foundation

Roy D. Vaughn

Sr. Vice President and
Chief Human Resources Officer
BlueCross BlueShield
of Tennessee

R. Marie Webb

Sr. Vice President of Human
Resources and Chief Talent &
Inclusion Officer
EPB

Miller Welborn

Chairman of the Board
SmartBank

Kim H. White '82

Ex Officio
Vice Chancellor of
Advancement and
Executive Director
of the UC Foundation

Donna C. Williams

Principal
Live Urban Ventures

Frank Williamson

Founder/CEO
Oaklyn Consulting

Kerry Witcher

Ex Officio
President/CEO
University of Tennessee
Foundation

Clint Wolford

President
Wolford Development, Inc.

Todd B. Womack '95

President/CEO
Bridge Public Affairs

Albert Woodard '74

Chairman/IT Consulting
KaZee Inc.



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615 McCallie Avenue, Dept 6806
Chattanooga, TN 37403-2598
give.utc.edu



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023
Item: **Consent Agenda**
Type: Action
Presenter: John C. Compton, Chair

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Background Information

Items on the Consent Agenda will not be presented or discussed in the Board meeting unless a Board member requests removal of an item from the Consent Agenda. In accordance with the Bylaws, before calling for a motion to approve the Consent Agenda, the Chair will ask if any member of the Committee requests that an item be removed from the Consent Agenda. The Bylaws provide that an item will not be removed from the Consent Agenda solely for the purpose of asking questions for clarification. Those questions should be presented to the President or the Secretary before the meeting.

Board Action

If there are no requests to remove items on the Consent Agenda, the Chair will call for a motion to omit the reading of the minutes of the prior meetings, held on October 27 and 28, 2022, and to approve the items on the Consent Agenda.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE FALL MEETING OF THE BOARD OF TRUSTEES October 27, 2022

The University of Tennessee Board of Trustees met at 12:00 noon (CDT), on Thursday, October 27, 2022. The meeting was held in the Duncan Ballroom of the Boling University Center located at the University of Tennessee at Martin, in Martin, Tennessee.

Trustees Present: John C. Compton, Board Chair; Bradford D. Box; Hayden Galloway (Student Trustee); Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Decosta E. Jenkins; Shanea A. McKinney; Christopher L. Patterson; William (Bill) C. Rhodes III; Donald J. Smith; David N. Watson; and Jamie R. Woodson.

University Officers in Attendance: President Randy Boyd; Cynthia C. Moore, Board Secretary and Special Counsel; Chancellor Steve Angle (UT Chattanooga); Chancellor Peter Buckley (UT Health Science Center); Chancellor Keith Carver (UT Martin); Interim Chancellor Linda Martin (UT Southern); and Chancellor Donde Plowman (UT Knoxville). Other members of the UT senior leadership and administrative staff were also in attendance.

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

Call to Order and Opening Remarks

Board Chair Compton opened the meeting and welcomed: (i) Hayden Galloway, an undergraduate student at UT Southern, who will serve as a Student Trustee for the coming year; and (ii) Dr. Andy Puckett, Professor and Finance PhD Program Director in the Department of Finance at the Haslam College of Business at UT Knoxville, who will serve as the voting faculty representative on the Education, Research and Service Committee.

Proposed Building Naming, UT Martin

Chair Compton reminded Trustees that at the October 14, 2016, Fall Meeting of the Board, the Board approved a resolution naming the Engineering and Natural Science Building at The University of Tennessee at Martin as the "Latimer Engineering and Science Building." That action was taken to honor the generations of the Latimer Family of Northwest Tennessee for their longstanding, extraordinary support of UT Martin. UT Martin Chancellor Keith Carver is recommending that the Board of Trustees approve a request made by Mr. William "Bill" Latimer, III – whose generous gift provided the match funding necessary to secure public funding of the building – as the "Latimer-Smith Engineering and

Science Building.” The joint naming pays tribute to the Latimer Family and recognizes the Family’s enduring respect for Chancellor Robert M. Smith and his distinguished service as the tenth Chancellor of UT Martin from 2015 to 2017 (as further described in Tab 1 of the meeting materials).

Upon motion duly made and seconded, the Board of Trustees unanimously approved **Resolution 080-2022** to rename the Latimer Engineering and Science Building at The University of Tennessee at Martin as the “Latimer-Smith Engineering and Science Building.”

Closing Remarks

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

Respectfully Submitted,

/s/Cynthia C. Moore

Cynthia C. Moore

Secretary and Special Counsel

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THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

MINUTES OF THE FALL MEETING OF THE BOARD OF TRUSTEES October 28, 2022

The University of Tennessee Board of Trustees met at 11:15 a.m. (CDT) on Friday, October 28, 2022. The meeting was held in the Duncan Ballroom of the Boling University Center located at the University of Tennessee at Martin, in Martin, Tennessee.

Trustees Present: John C. Compton, Board Chair; Bradford D. Box; Hayden Galloway (Student Trustee); Charles Hatcher, Commissioner, Tennessee Department of Agriculture; Decosta E. Jenkins; Shanea A. McKinney; Christopher L. Patterson; William (Bill) C. Rhodes III; Donald J. Smith; David N. Watson; and Jamie R. Woodson.

University Officers in Attendance: President Randy Boyd; Cynthia C. Moore, Board Secretary and Special Counsel; Chancellor Steve Angle (UT Chattanooga); Chancellor Peter Buckley (UT Health Science Center); Chancellor Keith Carver (UT Martin); Interim Chancellor Linda Martin (UT Southern); and Chancellor Donde Plowman (UT Knoxville). Other members of the UT senior leadership and administrative staff were also in attendance.

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

Opening Remarks by the Chair

Board Chair Compton opened the meeting and welcomed Reverend Sam Chambers, Campus Minister, UT Martin Wesley Foundation, who provided the invocation. Chair Compton thanked Keith Carver, Chancellor of UT Martin, and his team for hosting the Board over the past two days. He concluded his opening remarks by expressing the Board's gratitude to the Governor and legislature for the unprecedented levels of support provided to the University.

Requests to Address the Board

Chair Compton introduced Tricia Lebkuecher, a Campaigner with the People for the Ethical Treatment of Animals ("PETA"), who registered to address the Board. During her remarks, Ms. Lebkuecher urged the UT Health Science Center ("UTHSC") to discontinue the use of live animals in emergency medical training in favor of human simulation models. She requested that the Board work with UTHSC to ensure that such action is taken. Board Chair Compton, President Randy Boyd, and UTHSC Chancellor Peter Buckley responded by thanking Ms. Lebkuecher for her remarks.

7.1

President's Update

President Boyd opened his remarks by thanking the Trustees, campus leaders, faculty, and staff for their service and efforts on behalf of the University. He also recognized Chancellor Carver and the UT Martin community for their contributions to the success of the Board events held over the past two days.

Moving on to his report, President Boyd charted the progress of the University has made as measured against the five pillars of the UT Strategic Plan:

Enhancing Educational Excellence. Echoing the reports provided at the Education, Research and Service Committee meeting, President Boyd noted that over the last five years, the six-year graduation rate has improved. While enrollment growth has been stagnant or dropping at many institutions across the country, over the past year, the University saw total enrollment increase by nearly 4% to more than 56,000 students.

More than 8,800 high school students applied for admission as UT Promise scholarship students, with 1,111 of those applicants being admitted. President Boyd expressed his hope that the recently completed UT Promise tour would result in more applicants and recipients for the next academic year. He highlighted a unique component of the program that requires UT Promise recipients to complete community service every semester. In the last academic year, UT Promise recipients have contributed approximately 12,800 hours of community service, making it one of the most impactful community service projects in higher education.

The University is also working to increase enrollment by expanding its online presence. UT Martin's recently established online MBA has been recognized as one of the top-ranked programs in the country. In addition, UT Knoxville is looking to partner with Arizona State University, one of the leaders in online education, in an effort to enhance the number of its digital degree programs.

Expanding Research Capacities. President Boyd indicated that there are searches for three positions that will play a significant role in advancing the University's research initiatives: (i) President of the UT Research Foundation; (ii) Vice President of Research; and (iii) Director of the Oak Ridge National Laboratory. It is hoped that these searches will be complete in advance of the 2023 Winter Meeting of the Board.

Fostering Outreach and Engagement. Over the past few years, the Office of Governmental Relations and Advocacy has been working with government officials to build an even stronger partnership to benefit the citizens of Tennessee. Recently, the University and the State announced a number of new partnerships:

- *Grow Your Own:* The Tennessee Department of Education selected the University as its partner in a federally funded initiative known as "Grow Your Own." This \$20 million investment will create an apprenticeship program to address the shortage of teachers in the state.

- Governor Bill Lee recently announced the establishment of a \$100 million Violent Crime Intervention Fund that will provide grants to local law enforcement agencies to develop methods to strengthen public safety in communities across Tennessee. The UT Institute for Public Service's Law Enforcement Innovation Center received a \$5 million grant to develop a program to assist law enforcement agencies in successfully applying for grants from the fund.
- Governor Lee also worked with the state legislature to establish the "Healthy Smiles Initiative." The Tennessee Department of Health was awarded \$94 million to establish the program. The College of Dentistry, as the recipient of a five-year grant (which could reach \$53 million) will allow the College to increase the dental workforce across Tennessee in rural communities, where the need is greatest. In addition, the College plans to open three new dental clinics in underserved and/or rural areas, with a goal of opening another three additional clinics in the near future.

Ensuring Workforce and Administrative Excellence. President Boyd noted that while the University is honored to be recognized as a "2022 Great Place to Work," it wants to ensure that it maintains that designation. To that end, the University is continuing to use surveys to gauge how it can better serve faculty and staff. President Boyd stated that he and Board Chair Compton also hold regular meetings with the University Faculty Council ("UFC"). At the most recent meeting with the UFC, they discussed how to continue to support the needs of faculty and students.

The University also continues to work on campus safety. In 2019, President Boyd, Brian Daniels (Chief Audit and Compliance Officer), and Michael Gregory (Director of Special Events and Emergency Management Services) visited the University's campuses to discuss safety and security. The group will conduct another system-wide visit in 2023.

Advocating for UT. In November, President Boyd and Chancellor Buckley will be embarking on tour to promote UTHSC and the services it provides across the state. The tour - dubbed "Everywhere You Look, UTHSC" - will include stops at several UT-affiliated hospitals and clinics to underscore the leading role that UTHSC plays in efforts to change health outcomes in Tennessee.

President Boyd announced that last year marked the second highest fundraising year in the history of the University. Current data indicates that the University is on track to exceed the levels reached last year, with the first quarter seeing gifts increase 28% from the same period last year. The number of donors is also higher, with a significant number of major gifts in the pipeline.

President Boyd highlighted a few areas that the University will focus on during the upcoming legislative session, including support for: (i) graduate medical education; (ii) College of Veterinary Medicine and UTHSC, which units are not covered by formula performance funding; and (iii) addressing the opioid crisis through the Substance Misuse and Addiction Resource for Tennessee ("SMART") Initiative.

At a future meeting of the Board, President Boyd hopes to be able to provide more information on the Tennessee Mobility Innovation Initiative (a partnership with University of Tennessee, Oak Ridge National Laboratory, the Tennessee Valley Authority, and Vanderbilt University), which is conducting research designed to assist Tennessee in becoming a national leader in research and development of electric and autonomous vehicles and energy storage by 2026. The University plans to partner with the Tennessee Department of Economic and Community Development to secure the support for resources for these efforts.

Capital Projects. President Boyd concluded his update by providing a brief overview of capital projects. In total, the University has 1,200 different buildings valued at \$9 billion. President Boyd reviewed ongoing and planned major construction projects, including two major buildings that are scheduled for completion in early 2023: (i) the Energy and Environmental Science Research Building at the UT Institute of Agriculture, and (ii) the Delta Dental Building at UTHSC.

President Boyd noted that the Tennessee Higher Education Commission (“THEC”) provides recommendations to the Governor on capital projects. He provided an overview of the University’s capital, maintenance and demolition projects supported by THEC. He concluded his remarks by indicating that the next step in the process will be securing support of the THEC recommendations by the Governor and the state legislature.

Committee Reports

Audit and Compliance Committee. Committee Chair Jenkins provided a brief report on the Committee meeting held earlier in the morning. At that meeting, the Committee received updates on: (i) the Business Continuity Planning Engagement; (ii) Emergency Planning activities; and (iii) the Annual Security and Safety Reports required pursuant to the Clery Act. The Committees members were pleased with the focus on safety and security at the UT campuses; however, members requested that future reports include further information on statistics and metrics so that the Committee and the Board can more easily assess the safety and security at a campus level from year-to-year. There were no action items brought before the Committee for consideration by the Board.

Education, Research, and Service Committee. Committee Chair Woodson an overview of the items discussed at the meeting, including: (i) UT System Student Success Indicators; (ii) the Student Experience Survey; (iii) Periodic Post-tenure Performance Review; and (iv) the annual report on intercollegiate athletics from an academic performance perspective. She noted that the Committee is recommending approval of a number of items, which appear on the Board’s Consent Agenda, most notably – the establishment of a new academic unit (School of Natural Resources at the UT Institute of Agriculture), and the awarding of an honorary degree to former Governor William “Bill” Haslam by UT Knoxville.

Finance and Administration Committee. Committee Chair Bill Rhodes provided highlights from the Committee’s meeting held the day before, noting that Fiscal Year 2022 financial performance was overall positive, driven by enrollment growth, a return to more in-person activities, and awards from the Federal Higher Education Emergency Relief Fund. The Committee also received

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reports on: (i) FY 2022 Year-End Fund Balances; (ii) Composite Financial Index scores for the System and its campuses; and (iii) an update on the status of the implementation of the enterprise resource planning project “DASH” (Dynamic Administrative Systems for Higher Ed). Mr. Rhodes also reviewed the action items that have been brought forward for the Board’s approval as set forth on the Consent Agenda.

Mr. Rhodes advised the Board members that the Committee is recommending one item for consideration and approval by the Board that is not on the Consent Agenda, which item is the University’s FY 2023-24 Operating Budget Appropriations Request for Specialized Units (as further described in the meeting materials under Tab 1). Upon motion duly made and seconded, a roll call was taken, and the Board of Trustees unanimously approved the Fiscal Year 2023-2024 Operating Budget Appropriations Request for Specialized Units (*Resolution 081-2023*).

7.1

University of Tennessee at Martin Strategic Plan

Keith Carver, Chancellor of UT Martin (UTM), began his presentation with a video featuring members of the UT Martin community expressing their support for the “UT Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025).” A copy of the Strategic Plan was included with the meeting materials (Tab 2).

Chancellor Carver provided background information on the campus’ last strategic plan, approved by the Board in 2018, and the progress made against the goals contained in the 2018 Strategic Plan. He indicated that the process of benchmarking progress against the identified goals was interrupted during the pandemic, and it provided an opportunity for the campus to consider ways in which the 2018 Strategic Plan could be updated and aligned with the UT System Strategic Plan.

Work on the updated strategic plan began in April 2022, and it included broad-based community input. The foundation of the refreshed plan is built on UTM’s mission statement: “The University of Tennessee at Martin educates and engages responsible citizens to lead and serve in a diverse world.” Chancellor Carver outlined the goals contained in the new plan:

- *Goal I:* Prepare graduates to be responsible, informed, and engaged citizens in their workplaces and the larger community.
- *Goal II:* Recruit, retain, and graduate students prepared for careers, professions, and life.
- *Goal III:* Ensure a campus that is open, accessible, and welcoming to all.
- *Goal IV:* Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.
- *Goal V:* Through service and advocacy, UTM will improve the vitality and prosperity of West Tennessee and beyond.

UTM will utilize a dashboard to measure the progress made against the stated goals. It is hoped that refreshed Strategic Plan will position UTM to be a leader in educating the workforce needed

for the manufacturing sector, particularly for Ford’s Blue Oval City and its affiliated suppliers. UTM also wants to grow enrollment and retention by providing more opportunities for internships, international travel, and undergraduate research. A unique feature of this student-centered approach will be the development of a co-curricular transcript that includes not only a student’s academic record, but also their participation in student activities, internships, and community service.

UTM also wants to build on the extraordinary philanthropic support it has received over the course of its capital campaign, which has reached 95% of its goal of \$175 million (\$46 million for student scholarship assistance). UTM also secured the largest gift commitment in UT System history when Melanie Smith Taylor and her family announced the bequest of Wildwood Farm in Germantown, Tennessee to the campus.

Chancellor Carver concluded his presentation by stating that the overarching goals of the strategic plan are: (i) to position UTM to be a vibrant, leading component of the UT System; (ii) to be seen as West Tennessee’s public university; and (iii) to improve the vitality and prosperity of UTM’s home region.

Board Chair Compton congratulated Chancellor Carver and the UTM community on the progress that has been made on the goals articulated in the 2018 Strategic Plan. He encouraged Chancellor Carver to work with President Boyd and other members of the UT System to achieve the goals stated in the new strategic plan, including focusing efforts on the capital needed to support the construction of new facilities and renovations of existing buildings, particularly the residence halls.

Upon motion duly made and seconded, the Board of Trustees unanimously approved The University of Tennessee at Martin Strategic Plan – Prepare for Takeoff 2.0 (2022-2025) (*Resolution 082-2023*).

Consent Agenda

Chair Compton asked if there were any requests to remove any items from the agenda. There being none, upon motion duly made and seconded, the Board approved: (i) the Resolution to adopt the minutes of the prior meeting of the Board, and (ii) the Resolutions pertaining to the other action items included on the Consent Agenda. (A complete list of the approved items appears at the end of these minutes.)

Closing Remarks

In his closing remarks, Board Chair Compton noted that over the past two days, the Board members have heard presentations that underscore the current state of the US economy. He asked the Board members, President Boyd, and members of the administration to think of ways in which the University might be able to provide additional support to its students and their families at this time.

Board Chair Compton concluded his remarks by expressing his gratitude to the student athletes and coaches at all of the campuses for their efforts on the field and the pride and inspiration it brings to the entire University community.

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

Respectfully Submitted,

/s/Cynthia C. Moore

Cynthia C. Moore

Secretary and Special Counsel

7.1

Approved Consent Agenda Items

- Minutes of the Prior Meeting (Annual Meeting of June 24, 2022)
- Annual Report to the General Assembly
- Resolution Appointing a Managerial Group for U.S. Government Contracts
- Items from the Education, Research, and Service Committee
 1. Peer and Aspirational Peer Institutions (UT System and UT Campuses)
 2. New Academic Unit – School of Natural Resources, UTK
 3. New Academic Program Modifications
 - Bachelor of Applied Science in Information Technology and Cybersecurity, UTC
 - Bachelor of Science in Business Administration with a Major in International Business, UTK New Academic Programs
 4. Grant of Tenure upon Initial Appointment
 5. Granting of an Honorary Degree, UTK
 6. Approval of the Comprehensive List of Academic Programs
 7. Ratification of Administrative Action to Terminate or Inactivate Academic Programs
- Items from the Finance and Administration Committee
 1. Campus Master Plan Amendment, UTK
 2. College of Business Building Project Increase, UTK
 3. Acquisition of Property in Milan, TN, UTK
 4. Campus Master Plan Boundary, UTS
 5. Voluntary Retirement Incentive Plan, UTM
 6. Report on Uses of FY 2022 Tuition & Fee Revenue



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Resolution Appointing a Managerial Group for U.S. Government Contracts**

Type: Action

Background Information

The Department of Energy, Department of Defense, and other federal agencies with which the University has contracts impacting national security, require the Board to appoint a Managerial Group and delegate to that group responsibility for negotiation, execution, and administration of U.S. government contracts. Only members of the Managerial Group will receive security clearance to access classified information related to these contracts.

A new resolution is required to update the Managerial Group to include an Insider Threat Program Senior Official in accordance with Defense Counterintelligence & Security Agency guidance derived from 32 C.F.R. 117.

[Resolution in the Required Form is attached.]

7.2



The University of Tennessee
Board of Trustees

Resolution ____-2023

Appointment of the Managerial Group for Contracts between
The University of Tennessee and the United States Government
Pursuant to the National Industrial Security Program Operating Manual

7.2

BE IT RESOLVED BY THE BOARD OF TRUSTEES OF THE UNIVERSITY OF TENNESSEE
THAT:

1. Those persons occupying the following positions at The University of Tennessee shall be known as the Managerial Group, having the authority and responsibility for the negotiation, execution, and administration of U.S. Government contracts as described in the National Industrial Security Program Operating Manual:

President
Chief Financial Officer
General Counsel
Acting Vice President for Academic Affairs, Research, and Student Success
Chancellor, The University of Tennessee, Knoxville
Associate Vice President for Research, The University of Tennessee, Knoxville
Executive Director, The University of Tennessee Space Institute
Facility Security Officer
Insider Threat Program Senior Official

2. The Chief Executive and the members of the Managerial Group are cleared, or will be processed for clearance, to the level of The University of Tennessee's facility clearance. If uncleared, pending issuance of the requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.
3. The above-named Managerial Group is hereby delegated all of the Board's duties and responsibilities pertaining to the protection of classified information and/or special nuclear material released to The University of Tennessee.
4. In the future, when any individual is appointed to the Managerial Group as an additional member or replacement member, such individual shall immediately be processed for an access authorization at the same level as The University of Tennessee's facility clearance. Pending issuance of this requested access authorization, such individual shall be excluded from all access and shall not participate in any decision or other matter pertaining to the protection of classified information and/or special nuclear material.

5. The following named officers and members of the Board of Trustees of The University of Tennessee shall not require, shall not have, and can be effectively excluded from access to all classified information and/or special nuclear material released to The University of Tennessee and do not occupy positions that would enable them to affect adversely the policies or practices of The University of Tennessee's performance of classified contracts for the U.S. Government:

Officers

<u>Name</u>	<u>Title</u>
Steven R. Angle	Chancellor, University of Tennessee at Chattanooga
William H. Byrd III	Vice President, Institute for Public Service
Tiffany Carpenter	Vice Chancellor for Communications and Marketing
Keith S. Carver, Jr.	Senior Vice Chancellor/Senior Vice President, University of Tennessee Institute of Agriculture
Philip A. Cavalier	Interim Chancellor, University of Tennessee at Martin
Brian J. Daniels	Chief Audit and Compliance Officer
Luke Lybrand	Treasurer
Linda C. Martin	Interim Chancellor, University of Tennessee Southern
Cynthia C. Moore	Secretary and Special Counsel to the Board of Trustees
Peter F. Buckley, MD	Chancellor, University of Tennessee Health Science Center
Carey Whitworth	Vice President for Government Relations and Advocacy
Kerry W. Witcher	Vice President for Development and Alumni Affairs and Programs

Members of the Board of Trustees

<u>Name</u>	<u>Title</u>
Bradford D. Box	Trustee
John C. Compton	Trustee
Hayden Galloway	Student Trustee
Decosta E. Jenkins	Trustee
Shanea A. McKinney	Trustee
Christopher L. Patterson	Trustee
William C. Rhodes III	Trustee
Donald J. Smith	Trustee
David N. Watson	Trustee
T. Lang Wiseman	Trustee(*)
Jamie R. Woodson	Trustee
Charles Hatcher	Tennessee Commissioner of Agriculture, Ex Officio

Effective this 1st day of March, 2023.

(*) Mr. Wiseman has been appointed by the Governor, which appointment is pending confirmation by the Tennessee General Assembly.



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Approval of Advisory Board Bylaws, UTS**

Type: Action

Background Information

Tennessee Code Annotated § 49-9-502(c) provides that each campus advisory board shall adopt bylaws to govern its meetings and that such bylaws are subject to approval by the Board of Trustees.

At its initial meeting held on December 2, 2022, The University of Tennessee Southern (UTS) Advisory Board approved its Bylaws, a copy of which is attached. The Bylaws are substantially the same as the bylaws that have been adopted by the other UT campuses.

On behalf of the UTS Advisory Board, Interim Chancellor Martin is presenting the Bylaws for consideration by the Board of Trustees.

Board Action

Resolved: The Bylaws of the University of Tennessee Southern Advisory Board, as presented in the meeting materials and attached hereto, are hereby approved and shall be effective immediately.

7.3

Approved by UTS Advisory Board (12-02-2022)
 Approved by UT Board of Trustees (_____)

BYLAWS OF THE UNIVERSITY OF TENNESSEE SOUTHERN ADVISORY BOARD

7.3

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Article I Name and Purpose

Section 1.1 Name. This advisory board has been established pursuant to Tennessee Code Annotated §§ 49-9-501 through -503 and shall be known as The University of Tennessee Southern Advisory Board, hereinafter referred to in these Bylaws as the “Advisory Board.”

Section 1.2 Purpose. The purpose of the Advisory Board shall be to carry out the responsibilities outlined in Section 2.1 of these Bylaws.

Article II Responsibilities

Section 2.1 Enumerated Responsibilities. Pursuant to Tennessee Code Annotated § 49-9-503(a), the Advisory Board shall have the following responsibilities:

- (a) Submit a recommendation regarding the proposed operating budget, including tuition and fees, for the campus in accordance with the process established by the University of Tennessee (“University”) Board of Trustees (“Board of Trustees”) pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(N);
- (b) Submit a recommendation regarding the strategic plan for the campus in accordance with the process established by the Board of Trustees pursuant to Tennessee Code Annotated § 49-9-209(d)(1)(O);
- (c) Advise the Chancellor regarding operations and budget, campus master plan, campus life, academic programs, policies, and other matters related to the campus and as may be requested by the Chancellor from time to time;
- (d) Under the leadership of the Chancellor, seek to promote the overall advancement of the campus and The University of Tennessee System;
- (e) Advise the Board of Trustees or the President on matters related to the campus or the system as may be requested by the President or the Board of Trustees from time to time; and
- (f) Comply with the Tennessee Open Meetings Act (Tennessee Code Annotated § 8-44-101 *et seq.*).

Section 2.2 Conflict with Board of Trustees Prohibited. As provided by Tennessee Code Annotated § 49-9-503(b), the responsibilities of, and any actions taken by, the Advisory Board shall not conflict with or inhibit the authority of the Board of Trustees.

Section 2.3 Member Responsibilities. Each member shall conduct any efforts on behalf of the Advisory Board within the scope of the responsibilities provided in Article II of these Bylaws and in compliance with applicable University policies.

Article III Membership

Section 3.1 General. Membership on the Advisory Board is governed by the provisions of Tennessee Code Annotated § 49-9-501. The following sections represent a summary of some of the key statutory provisions.

Section 3.2 Number of Members and Appointing Authority. Pursuant to Tennessee Code Annotated § 49-9-501, the Advisory Board shall consist of five (5) members appointed by the Governor, one (1) faculty member appointed by the campus Faculty Senate, and one (1) student appointed in the manner determined by the Advisory Board. The Chancellor shall ensure that each new member receives a copy of these Bylaws and is notified of the expectations and responsibilities of membership.

Section 3.3 Term of Members Appointed by the Governor. The terms of the initial members appointed by the Governor shall be two (2), three (3), and four (4) years, as designated by the Governor, beginning on the date of appointment and ending on June 30 of the last year of the designated term. For all subsequent appointments by the Governor, the term shall be four (4) years from July 1 through June 30. All members appointed by the Governor must be confirmed by joint resolution of both houses of the Tennessee General Assembly as set forth in Tennessee Code Annotated § 49-9-501(f). Members may not serve more than two (2) consecutive terms but may be reappointed after four (4) years have elapsed since the last date of service on the Advisory Board.

Section 3.4 Term of the Faculty Member. The term of the initial faculty member shall begin on the date of the initial meeting of the Advisory Board and end on June 30, 2024. For all subsequent faculty member appointments, the term shall be two (2) years beginning July 1 and ending June 30.

Section 3.5 Term of the Student Member. The term of the initial student member shall begin on the date of appointment by the Advisory Board and end on June 30, 2023. For all subsequent student member appointments, the term shall be one (1) year beginning July 1 and ending June 30.

Section 3.6 Governor-Appointed Board Member Vacancies. If a vacancy on the Advisory Board occurs by death, disability, or resignation of a Governor-appointed board member, the Governor shall appoint a successor for the remainder of the term. The cessation of a member's legal domicile in Giles County or in the State of Tennessee, as may be applicable, may result in a vacancy of a member's position if

such member no longer satisfies the appointment criteria specified in Tennessee Code Annotated § 49-9-501(b)(1).

Section 3.7 Faculty and Student Member Vacancies. The cessation of the faculty member's employment or full-time faculty status with the University during the faculty member's appointment term vacates the faculty member's position on the Advisory Board, and the Governor shall appoint a faculty member satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term. The cessation of the student member's full-time enrollment status during the student member's appointment term (excluding enrollment status during the summer semester) vacates the student member's position on the Advisory Board, and the Governor shall appoint a student satisfying the eligibility requirements for serving on the Advisory Board as a successor for the remainder of the term.

7.3

Article IV Conflict of Interests

Section 4.1 General Conflict of Interests. Members shall not use the authority, title, prestige, or other attribute of the office to acquire benefit or gain for themselves or for any relative. Nor shall members use the authority, title, prestige, or other attribute of the office to obtain favored consideration or treatment of any person, including but not limited to efforts to influence administrative decisions with respect to an individual's admission, employment, discipline, or similar matters. Members shall not knowingly accept any gift, favor, or gratuity from any person or entity that could reasonably be expected to affect the member's independence of judgment in performing official duties; however, this shall not be construed to prohibit acceptance of benefits from the University provided to all members by virtue of the office or provided in connection with donations to the University.

Section 4.2 Financial Conflict of Interests. It shall be the duty of each member of the Advisory Board to avoid any financial conflict of interests as defined in this Section 4.2. Tuition and fee payments, scholarships and other financial aid awards, and donations do not constitute a financial conflict of interests. Salary, a stipend, and other compensation for services paid by the University to the faculty member and student member of the Advisory Board do not constitute a financial conflict of interests.

Section 4.2(a) Direct Interest. A financial conflict of interests exists when a member has a direct interest in a contract with the University. "Direct interest" means a contract with the member personally or with any business in which the member is the sole proprietor, a partner, or the person having the controlling interest. The interests of a member's spouse and children or stepchildren shall be treated as the member's interest for the purpose of determining whether the member has a direct interest. "Controlling interest" means the individual with the ownership or control

of the largest number of outstanding shares owned by any single individual or corporation.

Section 4.2(b) Indirect Interest. A financial conflict of interests also exists when a member has an indirect interest in a contract with the University unless the member has disclosed his or her interest in accordance with Section 4.2(c). “Indirect interest” means a contract in which the member has an interest that is not a “Direct interest” as defined in Section 4.2(a). The interests of a member’s spouse and children or stepchildren shall be treated as the member’s interest for the purpose of determining whether the member has an indirect interest.

Section 4.2(c) Attempt to Influence a University Contract. A member shall not attempt to influence any person who is involved in making or administering a contract with the University if the member would derive a direct benefit from the contract. Nor shall a member solicit or receive any gift, reward, or promise of reward in exchange for recommending, influencing, or attempting to influence the award of a contract by the University. This Section 4.2(c) shall not be construed as constraining the faculty member of the Advisory Board, as part of their normal faculty duties, from pursuing externally-funded contracts or grants for the University which may potentially benefit the faculty member directly or indirectly.

Section 4.2(d) Disclosure of Financial Interests. Initial members of the Advisory Board shall file a disclosure of financial interests with the Chancellor within thirty (30) calendar days after the called initial meeting of the Advisory Board. Thereafter, new members of the Advisory Board shall file the disclosure with the Chancellor within thirty (30) calendar days of appointment. After filing the disclosure, a member who becomes aware of a financial interest that may constitute a conflict of interest as defined in this Section 4.2 shall provide written notice to the Chancellor within seven (7) calendar days.

Section 4.2(e) Addressing Financial Conflicts of Interest. The Chancellor shall review all disclosures of financial interests filed by members with the Chair of the Advisory Board. It shall be the responsibility of the Chancellor to take necessary or appropriate steps to address any potential or actual financial conflict of interests of any member.

Article V Officers

Section 5.1 Chair. The presiding officer of the Advisory Board shall be the Chair, who shall be elected by the Advisory Board. The term of the initial Chair shall begin on the date of election and end on June 30, 2024. Thereafter, the term of the Chair shall begin on July 1 and end on June 30 of the second succeeding year. The Chair may not be elected to more than three (3) consecutive terms except upon the affirmative roll-call vote of a majority of the total membership. The Chair shall

preside at all meetings of the Advisory Board; shall be responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board; and shall be the spokesperson for the Advisory Board. If the Chair knows in advance that he or she will not be able to attend a meeting, the Chair shall appoint a Chair *pro tem* to preside over the meeting. In the unexpected absence of the Chair, the Chancellor shall preside over the meeting until the Advisory Board acts to appoint a Chair *pro tem*.

Section 5.2 Secretary. On the recommendation of the Chancellor, the Advisory Board shall elect a member of the campus administrative staff to serve as Secretary. The Secretary shall serve at the pleasure of the Advisory Board and without a definite term. The Secretary shall assist the Chair and the Chancellor in preparing the agenda and materials for Advisory Board meetings; prepare and maintain minutes of Advisory Board meetings; maintain a current set of the Bylaws and a record of all Bylaw amendments; and maintain all records pertaining to the business of the Advisory Board, except as may be otherwise provided by policies of the Board of Trustees or the University.

Article VI Operating Budget

Section 6.1 General. Financial support for the work of the Advisory Board shall be provided exclusively from the campus operating budget through established budgetary procedures. The Advisory Board's receipts and expenses shall be budgeted and accounted for in separate accounts. The accounts shall be specifically identifiable in the detail of the operating budget.

Article VII Meetings

Section 7.1 Regular Meetings. In accordance with Tennessee Code Annotated § 49-5-502(a), the Advisory Board shall hold at least three (3) regular meetings each year on a day or days determined by the Advisory Board from year to year.

Section 7.2 Special Meetings. Special meetings of the Advisory Board may be called by the Chair or the Chancellor when deemed necessary.

Section 7.3 Location of Meetings. Regular and special meetings of the Advisory Board may be held at any location in Giles County, Tennessee.

Section 7.4 Notice of Meetings. Notice of meetings may be delivered to members by postal mail, courier, electronic mail, or facsimile transmission. As required by Tennessee Code Annotated § 8-44-103(a) and (b), adequate public notice shall be given of all regular and special meetings. Notice of a regular meeting shall be provided at least seven (7) days in advance of the meeting date.

Section 7.5 Meetings Open to the Public. In compliance with Tennessee Code Annotated § 49-9-503(a)(6), meetings of the Advisory Board shall be open to the public, except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.

Section 7.6 Agenda. An agenda for every meeting of the Advisory Board shall be prepared by the Chancellor in consultation with the Chair and with the assistance of the Secretary. The agenda shall list in outline form each item to be considered at the meeting. When feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, shall be made available to the Advisory Board and the public at least seven (7) days in advance of the meeting. When not feasible, a copy of the agenda, with any proposed resolutions or reports to be considered at the meeting, shall be provided to the Advisory Board and made available to the public before the meeting date. Items not appearing on the agenda of a regular meeting may be considered only upon an affirmative roll-call vote of a majority of the total voting membership of the Advisory Board. Items not stated in the call of a special meeting may not be considered at the meeting.

Section 7.7 Manner of Voting. In accordance with the Tennessee Open Meetings Act, all votes by the Advisory Board shall be by public voice vote, public ballot, or public roll-call vote, and proxy votes are not allowed. A public roll-call vote shall be required on the following: (1) all motions related to adoption, amendment, repeal, or suspension of these Bylaws in whole or in part; and (2) on any other motion if an Advisory Board member present at the meeting requests a roll-call vote before a vote is taken or demands a roll-call vote before the Chair announces the result of a vote.

Section 7.8 Participation in Meetings by Electronic or Telephonic Means. The Chair, after consultation with the Chancellor, may allow members to participate in a meeting by any means of electronic or telephonic communication, subject to the requirements of the Tennessee Open Meetings Act and Tennessee Code Annotated § 49-7-151, including, but not limited to the following:

- (a) A physical quorum must have been present at the location of a meeting at least one (1) time in the previous twelve (12) months.
- (b) The meeting must be audible to the public at the location specified in the public notice of the meeting.
- (c) All members must be able to hear and speak to each other during the meeting.
- (d) Any member participating by telephonic or electronic means must identify the persons present at the location from which the member is participating.
- (e) Before the meeting, any member who will not be physically present at the meeting location specified in the public notice shall be provided with

documents to be discussed at the meeting with substantially the same content as the documents presented at the meeting.

- (f) All votes shall be taken by roll call.

Section 7.9 Minutes. Minutes, including any resolutions or reports from meetings of the Advisory Board and committees that report to the Advisory Board, shall be made accessible through the Advisory Board website.

Article VIII

Quorum

Section 8.1 Required Quorum. Four (4) members shall constitute a quorum empowered to transact any business of the Advisory Board.

Section 8.2 Majority of Quorum Required for Action. The action of a majority of the quorum of members present at any meeting shall be the action of the Advisory Board, except as otherwise provided in these Bylaws.

Article IX

Committees

Section 9.1 Appointment of Committees. The Chair is authorized to appoint such committees and committee chairs as the Chair may deem necessary from time to time.

Article X

Rules of Procedure

Section 10.1 Adopted Rules and Policies; Robert's Rules of Order. Questions of procedure and organization not specifically addressed in these Bylaws shall be governed by rules contained in the most current edition of *Robert's Rules of Order Newly Revised* to the extent applicable and consistent with these Bylaws and any special rules of order, standing rules, or policies adopted by the Advisory Board.

Article XI

Adoption, Amendment, and Repeal of Bylaws

Section 11.1 Adoption. These Bylaws shall be adopted by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board and shall be provisionally effective until subsequent review and approval by the Board of Trustees.

Section 11.2 Amendments; Repeal. The Advisory Board may change these Bylaws by amendment, by adoption of one or more new Bylaws, or by repeal of one or more existing Bylaws at any regular or special meeting by an affirmative two-thirds (2/3) roll-call vote of the total membership of the Advisory Board; provided that a copy of the amendments or new Bylaws to be offered or notation of the Bylaws to be repealed shall be furnished to each member in writing at least seven (7) days in advance of the meeting; and provided further that any change to the Bylaws shall not be effective until approved by the Board of Trustees.

7.3



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Items from the Education, Research, and Service Committee**

Type: Action

7.4

Education, Research, and Service Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here. These items include the following:

1. Proposed New Academic Units
 - College of Music, UTK
 - Howard H. Baker Jr. School of Public Policy and Public Affairs, UTK
 - College of Emerging and Collaborative Studies, UTK
2. Approval of Academic Program Modifications
 - Changing the Degree Designation of an Existing Program, Bachelor of Arts in Arts, UTM
 - CIP Code Change for Mechatronics Engineering Technology, Bachelor of Applied Science, UTC



THE UNIVERSITY OF TENNESSEE BOARD OF TRUSTEES

AGENDA ITEM SUMMARY

Meeting Date: February 24, 2023

Item: **Items from the Finance and Administration Committee**

Type: Action

7.5

Finance and Administration Committee agenda items approved in the Committee and coming forward to the full Board Consent Agenda are in the meeting book of the Committee and not repeated here. These items include the following:

1. Master Plan (UTK)
2. Acquisition of Right-of-Way Interests - Riverside Drive and Kreis Road (UTIA)
3. Acquisition of CSX Right-of-Way (UTK)
4. Acquisition of 2323 W. Blount Avenue, Knoxville, TN (UTK)
5. Acquisition of 2512 Scottish Pike, Knoxville, TN (UTK)



**Accreditation Council for
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401 North Michigan Avenue
Suite 2000
Chicago, IL 60611

Phone 312.755.5000
Fax 312.755.7498
www.acgme.org

2/9/2023

Natascha S Thompson, MD
Associate Dean of GME

920 Madison Avenue, Suite 447
Memphis, TN 38163

Dear Dr. Thompson,

The Institutional Review Committee (IRC), functioning in accordance with the policies and procedures of the Accreditation Council for Graduate Medical Education (ACGME), has reviewed the information submitted regarding the following institution:

University of Tennessee College of Medicine
Memphis, TN

Institution: 8004700429

Based on the information available at its recent meeting, the Review Committee accredited the institution as follows:

Status: Continued Accreditation
Effective Date: 10/18/2022

The Review Committee commended the institution for its demonstrated substantial compliance with the ACGME's Institutional Requirements without any new citations.

RESOLVED CITATIONS

The Review Committee determined that the following citations have been resolved:

Sponsoring Institution | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, Sponsoring Institution (Institutional Requirement I.A.1) Residency and fellowship programs accredited by the Accreditation Council for Graduate Medical Education (ACGME) must function under the ultimate authority and oversight of one Sponsoring Institution. Oversight of resident/fellow assignments and of the quality of the learning and working environment by the Sponsoring Institution extends to all participating sites. (Core)

The information provided to the Institutional Review Committee ("IRC") does not demonstrate substantial compliance with the requirement. It is not apparent that the oversight of the Sponsoring Institution extends to the learning and working environments of all of its accredited residency and fellowship programs. The present review by the IRC revealed numerous areas of institutional noncompliance concerning oversight, resources, and the learning and working environment for programs, as described in the subsequent citations.

(Site Visit Report ("SVR"), Institutional Review Questionnaire ("IRQ"))

Sponsoring Institution | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, Sponsoring Institution (Institutional Requirement I.A.2)
The Sponsoring Institution must be in substantial compliance with the ACGME Institutional Requirements and must ensure that each of its ACGME-accredited programs is in substantial compliance with the ACGME Institutional, Common, and specialty-/subspecialty-specific Program Requirements, as well as with ACGME Policies and Procedures. (Outcome)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. The Sponsoring Institution's oversight does not ensure its accredited programs' compliance with ACGME requirements. The Review Committee for Plastic Surgery recently found substantial noncompliance with ACGME learning and working environment requirements in programs #3604731095 and #3624700001 (Plastic Surgery). In 2020-2021, program #3274731034 (Pediatric Hematology/Oncology) received a status of Probationary Accreditation, and program #1804721106 (Neurology) received a status of Continued Accreditation with Warning.

(IRQ, pp. 18-22)

Sponsoring Institution | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, Sponsoring Institution (Institutional Requirement I.A.6)
A written statement must document the Sponsoring Institution's commitment to GME by providing the necessary financial support for administrative, educational, and clinical resources, including personnel, and which must be reviewed, dated, and signed at least once every five years by the DIO, a representative of the Sponsoring Institution's senior administration, and a representative of the Governing Body. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. The Sponsoring Institution's written statement of commitment to graduate medical education ("GME") does not document an institutional commitment of financial support for clinical resources.

(IRQ, Attachment—Statement of Commitment)

Minutes | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, GMEC, Meetings and Attendance (Institutional Requirement I.B.3.b))

The GMEC must maintain meeting minutes that document execution of all required GMEC functions and responsibilities. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. Meeting minutes of the Graduate Medical Education Committee ("GMEC") do not substantially document execution of required GMEC functions and responsibilities. Items recorded in the minutes are primarily for approval or informational, and do not reflect substantial oversight activity. GMEC members and other institutional leaders reported that some GMEC discussions concerning oversight were not recorded in the minutes.

(Site Visit Report ("SVR"), p. 8; IRQ, Attachment—GMEC Minutes)

Oversight | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, GMEC, Responsibilities (Institutional Requirement I.B.4., I.B.4.a), I.B.4.a).(2), I.B.4.a).(4), I.B.4.a).(5))

GMEC responsibilities must include oversight of the quality of the GME learning and working environment within the Sponsoring Institution, each of its ACGME-accredited programs, and its participating sites (Outcome); the ACGME-accredited program(s)' annual program evaluations and self-studies; [and,] all processes related to reductions and closures of individual ACGME-accredited programs, major participating sites, and the Sponsoring Institution. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. The site visitors reported that the GMEC's oversight of annual program evaluations was not evident, and that the GMEC did not oversee the Plastic Surgery residents' appointment in other programs to continue their GME. Evidence of substantial

GMEC oversight of the learning and working environment, and of the potential closure of programs #3604731095 and #3624700001 (Plastic Surgery), was not present in GMEC meeting minutes and other site visit documents.

(SVR, p. 8-9; IRQ, Attachment—GMEC Minutes)

Review and Approval | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, GMEC, Responsibilities (Institutional Requirement I.B.4., I.B.4.b), I.B.4.b).(12), I.B.4.b).(13))

GMEC responsibilities must include review and approval of requests for appeal of an adverse action by a Review Committee; and, appeal presentations to an ACGME Appeals Panel. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. The GMEC does not appear to have approved appeals for the withdrawal of accreditation of programs #3604731095 and #3624700001 (Plastic Surgery), or associated appeal presentations. The site visitors reported that the GMEC was informed of the withdrawal actions without approving the Sponsoring Institution's response.

(SVR, 8-9; IRQ, Attachment—GMEC Minutes)

AIR | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, GMEC (Institutional Requirements I.B.5, I.B.5.a), I.B.5.a).(1-3), I.B.5.b), I.B.5.b).(1-2))

The GMEC must demonstrate effective oversight of the Sponsoring Institution's accreditation through an Annual Institutional Review (AIR). (Outcome) The GMEC must identify institutional performance indicators for the AIR, to include, at a minimum: the most recent ACGME institutional letter of notification; results of ACGME surveys of residents/fellows and core faculty members; each of its ACGME-accredited programs' ACGME accreditation information, including accreditation statuses and citations. The DIO must annually submit a written executive summary of the AIR to the Sponsoring Institution's Governing Body. The written executive summary must include a summary of institutional performance on indicators for the AIR and action plans and performance monitoring procedures resulting from the AIR. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. The site visitors reported that GMEC minutes do not document substantial oversight of the Sponsoring Institution's Annual Institutional Review ("AIR"). The executive summaries of the Sponsoring Institution's AIRs for 2018-2019 and 2019-2020 do not summarize institutional performance on all required institutional performance indicators, action plans, and monitoring procedures.

(SVR, p. 9; IRQ, Attachment—GMEC Minutes)

Special Review | Since: 09/28/2021 | Status: Resolved

Structure for Educational Oversight, GMEC, Responsibilities (Institutional Requirements I.B.6, I.B.6.a), I.B.6.a).(1-2))

The GMEC must demonstrate effective oversight of underperforming program(s) through a Special Review process. The Special Review process must include a protocol that establishes criteria for identifying underperformance; and results in a report that describes the quality improvement goals, the corrective actions, and the process for GMEC monitoring of outcomes. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the GMEC effectively oversaw underperformance in programs #3604731095 and #3624700001 (Plastic Surgery). The GMEC did not utilize its Special Review process to ensure monitoring of the programs when complaints about the programs were received by the Sponsoring Institution. The Designated Institutional Official ("DIO") and the dean reported that it was they who monitored the programs.

(SVR, p. 9; IRQ, Attachments—Special Review Protocol, Special Review Reports)

Resident/Fellow Forum | Since: 09/28/2021 | Status: Resolved

Institutional Resources, Resident/Fellow Forum (Institutional Requirement II.C, II.C.1, II.C.3) The Sponsoring Institution with more than one program must ensure availability of an organization, council, town hall, or other platform that allows all residents/fellows from within and across the Sponsoring Institution's ACGME-accredited programs to communicate and exchange information with other residents/fellows relevant to their ACGME-accredited programs and their learning and working environment. Any resident/fellow from one of the Sponsoring Institution's ACGME-accredited programs must have the opportunity to directly raise a concern to the forum. Residents/fellows must have the option, at least in part, to conduct their forum without the DIO, faculty members, or other administrators present. Residents/fellows must have the option to present concerns that arise from discussions at the forum to the DIO and GMEC. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the Resident/Fellow Forum provides opportunities for all residents/fellows to raise a concern directly, nor that residents/fellows have the option to present concerns from Resident/Fellow Forum discussion to the GMEC. The site visitors reported that the Resident/Fellow Forum is composed of elected resident representatives. Residents reported that issues with programs and problems with participating sites are raised to the representatives, who take it upon themselves to address the concerns rather than presenting them to the GMEC. The site visitors reported that most residents were not aware of the Resident/Fellow Forum.

(SVR, p. 11)

Concerns and Feedback | Since: 09/28/2021 | Status: Resolved

The Learning and Working Environment (Institutional Requirement III.A) The Sponsoring Institution and each of its ACGME-accredited programs must provide a learning and working environment in which residents/fellows have the opportunity to raise concerns and provide feedback without intimidation or retaliation, and in a confidential manner, as appropriate. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the Sponsoring Institution provides opportunities to raise concerns and provide feedback without intimidation or retaliation, and in a confidential manner. The site visitors reported that the DIO participated in a meeting that occurred after the accreditation of programs #3604731095 and #3624700001 (Plastic Surgery) was withdrawn, at which residents were vigorously questioned about resident comments at the programs' site visits. The site visitors reported that the Plastic Surgery program director singled out specific residents and pointedly asked them if they had told the site visitors specific information that had been included in the site visit reports. Residents reported that they felt intimidated by this event.

(SVR, pp. 3-4)

Professionalism | Since: 09/28/2021 | Status: Resolved

The Learning and Working Environment, Professionalism (Institutional Requirements III.B.6.a)) The Sponsoring Institution, in partnership with the program director(s) of its ACGME-accredited program(s), must provide a culture of professionalism that supports patient safety and personal responsibility. The Sponsoring Institution, in partnership with its ACGME-accredited program(s), must have a process for education of residents/fellows and faculty members regarding unprofessional behavior, and a confidential process for reporting, investigating, monitoring, and addressing such concerns. (Core)

The information provided to the IRC does not demonstrate substantial compliance with the requirement. It is not apparent that the Sponsoring Institution engaged in a partnership with the program director for Plastic Surgery to provide a culture of professionalism over a period of three years. The site visitors reported that beginning in Spring 2018, institutional leadership became aware of concerns regarding billing irregularities, sexual harassment, and medical records falsification in programs #3604731095 and #3624700001 (Plastic Surgery). In March 2021, a site visit of the programs revealed findings of unprofessional behavior and mistreatment of residents by faculty members. Residents in these programs

reported that events over this period rendered them reluctant to voice any concerns or give feedback.

(SVR, p. 2)

The ACGME must be notified of any major changes in the organization of the institution. When corresponding with the ACGME, please identify the institution by name and number as indicated above. Changes in participating sites and changes in leadership must be reported to the Review Committee using the ACGME Accreditation Data System (ADS).

Sincerely,



Olivia Orndorff, MSLIS
Associate Executive Director
Institutional Review Committee

oorndorff@acgme.org

Participating Site(s):

Allen and Morgan Health and Rehabilitation Center
Ascension Saint Thomas Hospital Midtown
Ascension Saint Thomas Hospital West
Ascension Saint Thomas Rutherford
Baptist Memorial Medical Education
Campbell Clinics & Surgery Center
Center for Cancer Research
Lakeside Behavioral Health System
Le Bonheur Children's Hospital
Methodist Germantown Hospital
Methodist Healthcare - Memphis Hospitals

University of Tennessee Health Science Center College of Medicine

Annual Institutional Review Executive Summary

Academic Year July 1, 2021 – June 30, 2022

Date approved by GMEC: October 31, 2022

Date submitted to Board of Trustees: February 24, 2023

On September 26, 2022, the College of Medicine's Graduate Medical Education Committee (GMEC) including the DIO, Graduate Medical Education (GME) administration, hospital partner representation, Program Directors, Program Coordinator representative and resident/fellow representatives conducted the College of Medicine's Annual Institutional Review (AIR). Consistent with Accreditation Council for Graduate Medical Education (ACGME) requirements, the AIR is an annual evaluation of the College of Medicine as a sponsor of ACGME- accredited graduate medical education programs considering certain performance indicators.

The AIR for academic year 2021-2022 included an investigation of the College of Medicine's performance based on the following indicators identified by the GMEC (* indicates ACGME-required performance indicators):

- Institutional accreditation and results of the College of Medicine's most recent ACGME site visit*
- Most recent letters of notification from the ACGME *
- ACGME survey results for residents, fellows, and faculty*
- ACGME-accredited programs' accreditation information, including accreditation and recognition statuses and citations*
- Results from ACGME program site visits
- Special Reviews conducted by the GME/GMEC
- Program Director effectiveness summary
- Clinical and educational work hour data, summaries and trends
- Diversity data, including GME Office diversity and resident/fellow diversity
- Wellness data and GME counselor utilization
- GME policy changes (new policies/charters and revisions to existing policies)
- 2021-2022 Match data and UTCOM post-match survey summary
- 2022 retention data
- The College of Medicine GME achievements and performance against its 2021-2022 AIR Action Plan

A summary of the College of Medicine's performance based on the above indicators is presented in this Executive Summary, on pages 5-18. Of significance, the College of Medicine was placed on Probationary Accreditation by the ACGME on September 28, 2021 following a virtual site visit that was held on June 29, 2021. The adverse accreditation decision against the Sponsoring Institution followed an unsuccessful appeal to the ACGME of the withdrawal of accreditation of the Plastic Surgery Integrated and Independent programs and was based on its determination that there were eleven areas as to which the College of Medicine was out of compliance with ACGME's published educational standards. A follow-up Institutional site visit was completed on August 16, 2022, at which time the Institution presented evidence to support compliance with the 11 previously cited standards. In communication from the ACGME on October 21, 2022, the College of Medicine was informed of an updated accreditation status of Continued Accreditation. The Peds Heme-One program was placed on Probationary Accreditation following a January 2021 site visit and remains on Probationary Accreditation following its most recent site visit on August 17, 2021. The Neurology program has transitioned from Accreditation with Warning status to Continued Accreditation.

Review of 2022 ACGME institutional resident/fellow survey data shows that the UT COM, as the Sponsoring Institution, performs at or above the national mean for all areas assessed with full compliance in all areas, as determined by scoring at or above the 70% metric. Our Sponsoring Institution (SI), UT COM, scores above the national average in the areas of Resources, Professionalism, Patient Safety/Teamwork, Educational Content/Clinical Experience and Education. Our SI scores at the national average in the areas of Faculty Teaching/Supervision and Evaluation. There were no areas in which our SI scored below the national average. The graph of trends over the past 3 academic years shows an increase (improvement) in scoring in all areas assessed over the past 3 years.

As required by the ACGME, this Executive Summary includes the College of Medicine's Action Plan. The Action Plan outlines in greater detail the GMEC's oversight priorities for Academic Year 2022-2023. The Action Plan, including performance monitoring procedures, was reviewed and adopted by the GMEC on October 3, 2022.

If the Board of Trustees has any questions regarding this report, the Action Plan or the College of Medicine's accreditation status, please feel free to contact me or any member of the GMEC (listed below in table).



[Signature]

Natascha S. Thompson, MD, FACP

Associate Dean for Graduate Medical Education and Designated Institutional Official (DIO)

The University of Tennessee Health Science Center

Graduate Medical Education Committee Academic Year 2022-2023

Role	Name	Title/Area
Chair	Natascha Thompson, MD	Associate Dean for GME, Designated Institutional Official, Med-Peds Faculty
GMEC Secretary	Bran Upchurch	Assistant Director of GME Accreditation
GME Administration (one vote each)	Mark Bugnitz, MD	Assistant Dean of Program Improvement, Chair of Program Improvement Subcommittee, Pediatric Critical Care Faculty
	Aaron Haynes	Assistant Dean of GME
	Mark Petzinger	Assistant Dean of Academic Success
Peer Selected Resident Representatives (one vote each)	Alex Addington, MD	Internal Medicine, PGY2
	Matthew Haltom, MD	Pulmonary Critical Care, PGY-6
	Sarah Hashimi, MD	Hematology/Oncology, PGY-5
	Hunter Mitchell, MD	Neurology, PGY-4
	Emily Mylhousen, MD	Emergency Medicine, PGY-2
	John Pierce, MD	Dermatology, PGY-2
Hospital Representatives (one vote per hospital)	Geoffrey Smallwood, MD	Ascension Saint Thomas, Chief Academic Officer and OB-GYN Faculty
	Martin Croce, MD	Regional One Health, Chief Medical Officer

	Robin Womeodu, MD	Methodist Le Bonheur Healthcare, Chief Academic Officer
	Anne Sullivan, MD	Baptist Healthcare, Designated Institutional Official
	Gina Raymond, MD	VA Medical Center, Associate Chief of Staff for Education/DEO
	Angelina Kuo	St. Jude Children's Research Hospital, Director of Clinical Education and Training Office
Program Directors (one vote each)	Bindiya Bagga, MD	Pediatrics PD, Chair Wellness Subcommittee, Pediatric Infectious Disease Faculty
	Rob Bradsher, MD	Internal Medicine PD, Chair of Clinical and Education Work Hours Subcommittee
	Grant Studebaker, MD	Family Medicine - Jackson PD and WTHC Rep
	Ashley Matthews, MD	Family Medicine - Saint Francis PD
	Ramona Phinehas, MD	OB-GYN PD
	Alex Feliz, MD	General Surgery and Peds Surgical Critical Care Fellowship PD
	Brian Green, MD	Radiology PD and MRPC Rep
	Colleen Hastings, MD	Nephrology Fellowship PD
	Dan Wells, MD	Medicine/Pediatrics PD
Coordinator Representative (one vote)	Amanda Roberts	Internal Medicine
Other Voting Members	Kim Huch, MD	Physician Consultant and Chair of Internal Review Panel
	Cheri Lowe, MSN, RN	UT GME Quality Improvement/Patient Safety Officer
	Elisha McCoy, MD	Quality Improvement/Patient Safety - Le Bonheur and Med-Peds Faculty

	Claudette Shephard, MD	Associate Dean of Diversity and Inclusion and OB-GYN Faculty
	Kayla Ingram	Regional One Health, Medical Education Coordinator (alternate hospital rep)
	Kent Lee, MD	Baptist Healthcare, Associate Designated Institutional Official (alternate hospital rep)
	Tristin Casteel	Director of Medical Education, Ascension St. Thomas (alternate hospital rep)
	Lori Kessler, PharmD	Methodist Le Bonheur Healthcare, Director of Education (alternate hospital rep)
Non-Voting Attendees	Casey Montgomery	Sr. Evaluation and Assessment Analyst
	Kathleen Pierce	Accreditation Specialist
	Miranda Sealy	Accreditation Specialist
	Meredith Serna	Accreditation Specialist

Summary of Findings from 2021-2022 Annual Institutional Review (AIR)

<p>Institutional Letter of Notification and Result of Site Visit:</p> <p>The COM was placed on Probationary Accreditation by the ACGME on 9/28/21.</p> <p>Documentation of citation responses and ADS (Accreditation Data System) update was submitted to the ACGME prior to the deadline of 8/2/22.</p> <p>An ACGME Institutional site visit was completed August 16, 2022.</p> <p>The COM was notified of an updated accreditation status of Continued Accreditation by the ACGME on 10/21/22.</p>	<p>Notification of Institutional Probationary Accreditation 10/1/21, effective 9/28/21, with 11 total citations:</p> <ul style="list-style-type: none"> • 3 citations relate to the COM's Structure for Educational Oversight with noncompliance in the following areas: <ul style="list-style-type: none"> ○ Oversight, resources and the learning and work environment ○ SI's oversight to ensure program compliance with ACGME requirements (Plastic Surgery, Neurology and Peds Heme-Onc) ○ Documentation of institutional commitment of financial support for clinical resources within the written Statement of Commitment • 5 citations relate to the GMEC and educational oversight <ul style="list-style-type: none"> ○ Meeting minutes must document the execution of all required
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	<p>GMEC functions and responsibilities</p> <ul style="list-style-type: none"> ○ Meeting minutes must reflect GMEC oversight of Annual Program Evaluations and oversight of the Plastic Surgery residents' appointment in other programs ○ GMEC must approve appeal for the withdrawal of the Plastic Surgery programs ○ GMEC meeting minutes must document substantial oversight of the SI's AIR ○ The Executive Summary of the AIR must summarize institutional performance indicators on all required institutional performance indicators, action plans and monitoring procedures <ul style="list-style-type: none"> • 1 citation relates to the Resident/Fellow Forum • 2 citations relate to the Learning and Work Environment (linked to the former Plastic Surgery programs) <p>Notification of Institutional Continued Accreditation 10/21/22:</p> <ul style="list-style-type: none"> • The detailed Letter of Notification from the ACGME, which identifies citation resolution or extension, is pending.
Number of Residents/Fellows	<p>902, inclusive of trainees in ACGME-accredited and non-standard programs (compared to 928 in AY -20-'21)</p> <p>Internal Medicine (Memphis and Nashville), Family Medicine (Memphis, Nashville, Jackson) and Pediatrics continue to be the COM's largest ACGME accredited training programs.</p>
ACGME 2022 Survey Results for Residents/Fellows and Faculty	<p><u>Resident/Fellow Survey Results (institutional level data):</u></p> <ul style="list-style-type: none"> • 89% residents/fellows have a positive overall evaluation of their program (no change from last year). • 6% residents/fellows have a neutral overall evaluation of their program (no change from last year).

	<ul style="list-style-type: none"> • 6% of residents/fellows have a somewhat negative or very negative overall evaluation of their program. • SI is above the national average in the areas of Resources, Professionalism, Patient Safety/Teamwork, Educational Content and Clinical Experience/Education • SI is at the national average in the areas of Faculty Teaching/Supervision, Evaluation and Diversity/Inclusion • There were no areas in which the SI scored below the national average. • Total percentage of compliance by category demonstrated an increase in scoring over the past 3 academic years in all areas assessed. <p>19 programs demonstrated answers consistent with full compliance in all surveyed areas (improved from 13 programs in AY '20-'21)</p> <p>The following programs had the highest number of non-compliant areas on the resident/fellow ACGME survey (* indicates survey response concerns the prior academic year); the SI considers a response non-compliant if a response is below 70% on the program compliance metric in any specific area):</p> <ul style="list-style-type: none"> • Diagnostic Radiology • Pathology * • Pediatric Critical Care * • Child Neurology • Anesthesiology • Pediatric Hematology-Oncology * • Family Medicine Nashville * <p>Overall areas with the largest number of non-compliant responses:</p> <ul style="list-style-type: none"> • Satisfied with process for dealing confidentially with problems or concerns • Satisfied with faculty feedback • Able to raise concerns without fear of intimidation or retaliation
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	<p><u>Faculty Survey Results (institutional level data):</u></p> <ul style="list-style-type: none"> • 96% of faculty have an overall positive evaluation of their program (vs. 97% in 2021) • 3% of faculty have a neutral evaluation of their program (vs. 2% in 2021) • 1% have a somewhat negative evaluation of their program (no change from 2021). • SI is at the national mean in the areas of Professionalism and Educational Content. • SI is slightly below the national mean (by 0.1%) in the areas of Resources, Patient Safety/Teamwork, Faculty Teaching/Supervision and Diversity/Inclusion. • Total percentage of compliance by category demonstrate an increase in scoring over the past 3 academic years in Resources, Professionalism, Patient Safety/Teamwork and Faculty Teaching/Supervision. • Total percentage of compliance by category demonstrate stable findings in the areas of Educational Content and Diversity/Inclusion over the past 3 academic years. <p>Programs with the highest number of non-compliant answers on the faculty survey include the following:</p> <ul style="list-style-type: none"> • Family Medicine Nashville • Pediatric Pulmonology • Anesthesiology • Gastroenterology <p><u>Overall areas with the largest number of non-compliant responses include the following:</u></p> <p>Faculty members satisfied with process for evaluation as educators:</p> <ul style="list-style-type: none"> • 82% in 2022 (national avg 83%) • 79% in 2021 • 81% in 2020 <p>Interprofessional teamwork skills modeled or taught:</p> <ul style="list-style-type: none"> • 86% in 2022 • 87% in 2020 and 2021
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	<p>Process to transition patient care and clinical duties when residents/fellows fatigued:</p> <ul style="list-style-type: none"> • 89% in 2022 • 87% in 2021 • 86% in 2020
ACGME-Accredited Programs Accreditation Statuses and Citations	<p>Overall Data:</p> <ul style="list-style-type: none"> • 71 accredited programs: <ul style="list-style-type: none"> ○ 3 programs hold <i>Initial Accreditation</i> (Peds Hospital Medicine, Cardiology Nashville and Peds Surgical Critical Care) ○ 67 programs hold <i>Continued Accreditation</i> ○ 1 program remains on <i>Probationary Accreditation</i> (Peds Heme-Onc) ○ Neurology status improved from <i>Continued Accreditation with Warning</i> to <i>Continued Accreditation</i> ○ Radiation Oncology status improved from <i>Initial Accreditation with Warning</i> to <i>Continued Accreditation</i> ○ Anesthesiology status changed from <i>Initial Accreditation</i> to <i>Continued Accreditation</i> ○ Peds ENT status changed from <i>Initial Accreditation</i> to <i>Initial Accreditation with Warning</i> to <i>Continued Accreditation</i> ○ Improvement in accreditation status of programs when compared to 2020-2021 AY • Program Closures: <ul style="list-style-type: none"> ○ Voluntary withdrawal of Addiction Medicine accreditation ○ Voluntary withdrawal of Pediatric Pathology accreditation <p>2021-2022 AY ACGME Site Visits:</p> <ul style="list-style-type: none"> • Radiation Oncology – 7/26/21 • Pediatric Hematology-Oncology – 8/17/21 • Anesthesiology – 10/21/21 <p>2021-2022 Self Studies: none</p>

	<p><u>Citations and Areas for Improvement (AFIs) resulting from ACGME site visits, survey results and program submissions to ACGME:</u></p> <ul style="list-style-type: none"> • Total of 30 citations in 12 programs (vs. 58 citations in 16 programs in AY '20-'21) • 12 citations are new and 18 citations are extended • The bulk of citations are associated with 4 residency and fellowship programs: <ul style="list-style-type: none"> ○ Peds Heme-Onc (8 citations; 7 citations resolved over past AY) ○ General Surgery Memphis – 5 ○ Pathology – 4 ○ Maternal Fetal Medicine – 3 • The 2 citation categories with the largest number of citations includes (1) responsibilities of faculty and (2) responsibilities of program director • 33 identified Areas for Improvement in 18 programs (relatively stable when compared to last AY)
Results from Program Site Visits	<p><u>Radiation-Oncology:</u></p> <ul style="list-style-type: none"> • 7/26/21 site visit • Accreditation changed from <i>Initial Accreditation with Warning</i> to <i>Continued Accreditation</i> • 1 extended citation, 1 new citation, 1 resolved citation; 1 AFI <p><u>Peds Hematology-Oncology:</u></p> <ul style="list-style-type: none"> • 8/17/21 site visit • Accreditation status unchanged (<i>Probationary Accreditation</i>) • 8 extended citations • 7 resolved citations • Next site visit November 2022-March 2023 <p><u>Anesthesiology:</u></p> <ul style="list-style-type: none"> • 10/21/21 site visit • Accreditation changed from <i>Initial Accreditation</i> to <i>Continued Accreditation</i> • 2 resolved citations • 3 AFIs
Other Institutional Metrics	<p><u>GME/GMEC Oversight Priorities by Program for AY '22-'23:</u></p> <ul style="list-style-type: none"> • Peds Heme-Onc

	<ul style="list-style-type: none"> • General Surgery • Pathology • Radiation Oncology • Anesthesiology • Nephrology • MFM • Radiology • Peds ENT <p>20 programs reported <100% compliance on the 80-hour work week question (Child Neurology, Family Medicine Nashville and Internal Medicine Nashville reported the lowest rate of compliance).</p> <p>Special Reviews conducted by the Program Improvement Subcommittee of the GMEC: 8</p> <ul style="list-style-type: none"> • Nephrology – August 2021 • Maternal Fetal Medicine – October 2021 • Peds Critical Care – November 2021 • Rheumatology – January 2022 • Anesthesiology – April 2022 • Peds Hematology-Oncology – June 2022 • Pathology – June 2022 • Radiology – June 2022 <p>Number of Internal Reviews conducted as a mechanism for routine oversight and review of GME programs: 13 (completed full cycle of Internal Reviews for all ACGME-accredited programs)</p> <p>Number of Program Director changes: 12 (compared to 9 for AY '20-'21)</p>
Program Director Summary	<p><u>ACGME Faculty Survey:</u></p> <ul style="list-style-type: none"> • 91% institutional compliance on program director effectiveness (unchanged from prior AY) • 6 programs with less than 80% scoring in this category <p><u>PD Report Card:</u></p> <ul style="list-style-type: none"> • Majority of scores above 90% • Average score is 93% • 15 scores in the 80's% range • 4 scores less than 80%

GME Charters and Policy Changes	<p><u>Development and implementation of the following charters:</u></p> <ul style="list-style-type: none"> • GMEC Charter (approved January 2022) • GMEC Program Improvement Subcommittee Charter (approved January 2022) • GMEC Clinical and Educational Work Hours Subcommittee Charter (approved January 2022) • GMEC Wellness Subcommittee Charter (approved January 2022) • GME Diversity Taskforce Charge and Charter (approved February 2022) <p><u>Review and modification of the following processes and procedures:</u></p> <ul style="list-style-type: none"> • Special Review Protocol and Procedure (approved February 2022) • Internal Review Process (approved March 2022) • 50+ GME policy reviews/revisions
ACGME Clinical Learning Environment Review (CLER) Site Visits	<p>Last CLER visit: September 19, 2017 Next CLER visit: Not scheduled</p>
Clinical and Educational Work Hour Data	<p><u>Work hour trends over past 3 academic years:</u></p> <ul style="list-style-type: none"> • Total violations: 378 in AY '19-20, 274 in AY '20-21, 308 in AY '21-22 • 24+, short break and day off violations account for 91% of total recorded violations • Decline in 80-hour work week violations from 30 to 14 when compared to prior AY • Peds (102), Med-Peds (54) and Internal Medicine Memphis (23) account for nearly 60% of all recorded violations
Diversity Data	<p><u>GME Office Diversity:</u></p> <ul style="list-style-type: none"> • Female 79% • Male 21% • Black 38% • White 56% • Hispanic 4% • Asian 2% <p><u>Resident and Fellow Diversity:</u></p> <ul style="list-style-type: none"> • Female 48% (2% higher than national avg) • Male 52% • White 72%

	<ul style="list-style-type: none"> • Black 9% • Asian 19%
Wellness Data and GME Counselor Utilization	<p><u>Wellbeing:</u></p> <ul style="list-style-type: none"> • Highest wellbeing scores (residency): <ul style="list-style-type: none"> ○ Urology ○ Neurosurgery ○ OB-GYN Nashville ○ Neurology ○ Surgery Nashville • Lowest wellbeing scores (residency): <ul style="list-style-type: none"> ○ Anesthesiology ○ Child Neurology ○ Pathology ○ Internal Medicine Memphis ○ OB-GYN • Highest wellbeing scores (fellowship): <ul style="list-style-type: none"> ○ Peds EM ○ Hospice and Palliative Medicine ○ Hematology Oncology ○ Child and Adolescent Psychiatry ○ Cardiology • Lowest wellbeing scores (fellowship): <ul style="list-style-type: none"> ○ Peds Heme-Onc ○ Nephrology ○ Rheumatology ○ Peds Critical Care ○ Pulm Critical Care <p><u>Burnout:</u></p> <ul style="list-style-type: none"> • Highest burnout scores (residency): <ul style="list-style-type: none"> ○ Urology ○ Neurosurgery ○ ENT ○ Neurology • Highest burnout scores (fellowship): <ul style="list-style-type: none"> ○ Cardiology ○ Peds EM ○ Pulm Critical Care ○ Hospice ○ Child and Adolescent Psychiatry <p><u>GME counselor data:</u></p> <ul style="list-style-type: none"> • Top program utilizers of counselor services: Pediatrics, Med-Peds and Internal Medicine

	<ul style="list-style-type: none"> • 17 programs have residents utilizing GME counseling services (an increase from 10 program utilizers the past AY) • Peak resident/fellow appointments: July, August, January and June • Types of appointments in order of frequency: counseling>>board prep • Referral sources in order of frequency: self-referral > Program Director > GME orientation event
2021-2022 Match Data and UT COM Post-Match Survey	<p>169 positions were offered in the Main Residency Match and all but three positions across three programs filled, virtually identical to last AY; two of the positions were filled in the SOAP.</p> <p>Most of the programs filled at higher, more favorable, positions on the rank lists when compared to last academic year.</p> <p>The Memphis/Nashville/Jackson GME programs have the incoming PGY1 class being majority female.</p> <p>The Surgery Memphis program filled 7/8 intern positions with female residents and Orthopedics filled 2/8 positions with female residents.</p> <p>Probationary accreditation status did not appear to impact the success of the Match at the institutional level.</p>
Retention Data 2022	<p><u>Graduates in 2022:</u></p> <ul style="list-style-type: none"> • 5% fellowship in TN (9% in 2021 and 4% in 2020) • 29% fellowship outside of TN (41% in 2021 and 36% in 2020) • 15% practice in TN (18% in 2021 and 30% in 2020) • 23% practice outside of TN (22% in 2021 and 24% in 2020) • 28% of graduating trainees were undecided (10% in 2021) <p>20% of trainees graduating from UT programs remain in TN to practice or remain in TN for fellowship training (down from 27% the prior AY)</p>

2022-2023 UTHSC GME/GMEC Action Plan

Areas for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party (if applicable)	Timeframe
Transitions of Care – IR III.B.3.b) The SI must in partnership with its ACGME-accredited programs, ensure and monitor effective, structured patient hand-over processes to facilitate continuity of care and patient safety at participating sites.	Continued	Annual Program Evaluation (added element) Program Handbooks (GME/GMEC review of all programs in conjunction with APE review)	100% programs with program-specific handoff policies that adhere to GME and ACGME requirements (Program Directors, GME Office and GMEC) Spot check of categorical program compliance with handoff policies at Regional One Health (Cheri Lowe)	Assess current status on October 21, 2022 in conjunction with GMEC APE review and identify program policies needing revision Submission of revised program policies to GMEC for review and approval January 30, 2023 By December 30, 2022
80 Hour Work Week - CRP VI.F.1. Clinical and educational work hours must be limited to no more than 80 hours per week, averaged over a four-week period, inclusive of all in-house clinical and educational activities, clinical work done from home, and all moonlighting.	Continued	NI Duty Hour Logging Quarterly monitoring of programs via the GMEC CEWH subcommittee ACGME Resident/Fellow Survey	100% compliance with the 80-hour work week on New Innovations logging 100% compliance on 80-hour work week question on ACGME resident/fellow survey	Quarterly monitoring via the GMEC CEWH Subcommittee Assess Spring 2023 on release of ACGME survey results

Areas for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party	Timeframe
<p><u>Supervision – IR III.B.4.a.(1) and IV.J.2.</u> The SI must oversee supervision of residents/fellows c/w institutional and program-specific policies.</p> <p>The SI must ensure that each of its ACGME-accredited programs establishes a written program-specific supervision policy c/w the institutional policy and the respective ACGME Common and specialty-specific Program Requirements.</p>	Continued	<p>Program Handbooks (GME/GMEC review of all programs in conjunction with APE review)</p> <p>PD Report Card (added element)</p>	<p>100% of programs have program-specific supervision policies that adhere to GME and ACGME requirements (Program Directors, GME Office and GMEC)</p> <p>Review and revise GME supervision policy (GME Office and GMEC)</p>	<p>Assess current status on October 21, 2022 in conjunction with GMEC APE review and identify program policies needing revision</p> <p>Submission of revised program policies to GME accreditation team May 2023 in conjunction with annual review of Program Handbooks</p> <p>GMEC review of finalized program supervision policies October 2023 in conjunction with APE review</p> <p>GMEC PD review - October 2022</p> <p>Hospital partner GMEC rep review - November 2022</p> <p>GMEC review and approval - December 2022</p>

Areas for Improvement	Status	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party	Timeframe
<p>Faculty Development</p> <p>Transitions of Care: The Sponsoring Institution must facilitate professional development for core faculty members and residents/fellows regarding effective transitions of care (III.B.3.a).</p> <p>Fatigue Mitigation: The Sponsoring Institution must oversee an educational program for residents/fellows and faculty members in fatigue mitigation (III.B.5.a.3).</p> <p>Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate residents/fellows and faculty members, concerning the professional responsibilities of physicians, including their obligation to be appropriately rested and fit to provide the care required by their patients (III.B.6.b).</p> <p>Professionalism: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must have a process for education of residents/fellows and faculty members regarding unprofessional behavior, and a confidential process for reporting, investigating, monitoring and addressing such concerns in a timely manner (III.B.6.d.1).</p> <p>Well Being: The Sponsoring Institution, in partnership with its ACGME-accredited programs, must educate faculty members and residents/fellows in identification of the symptoms of burnout, depression, and substance abuse, including means to assist those who experience these conditions. The responsibility includes educating residents/fellows and faculty members in how to recognize those symptoms in themselves, and how to seek appropriate care (III.B.7.b).</p> <p>Feedback: 12 programs non-compliant on ACGME resident/fellow survey and lowest scoring item on ACGME faculty survey</p>	New	<p>PD Reporting on Annual Program Evaluation</p> <p>ACGME Resident/Fellow Survey</p> <p>ACGME Faculty Survey</p>	<p>Target audience = any program faculty listed in Web ADS</p> <p>Take inventory of hospital education efforts for staff in the listed faculty development areas (GME Office)</p> <p>Take inventory of Department education efforts in the listed faculty development areas (GME Office)</p> <p>Engage Faculty Affairs in Faculty Development Strategy and potential Tracking Mechanism (DIO and Assistant/Associate DIO)</p> <p>Engage Chairs in Faculty Development Strategy and unified process for evaluation of faculty as educators during the annual faculty evaluation period, beginning with inaugural Chair retreat (DIO and Associate DIO)</p> <p>Greater level of detail on APE reporting for each listed faculty development item (GME Office and Program Directors)</p>	<p>Anticipated 18-24 months timeline</p> <p>October 2022</p> <p>October 2022</p> <p>Starting October 2022</p> <p>Starting October 2022</p> <p>September-October 2023</p>

Areas for Improvement	Status (new, continued, resolved)	Data Source and Performance Monitoring Parameters	Goals, Mechanisms and Responsible Party	Timeframe
<u>Resident/Fellow Appointments – IR IV.B.1.</u> The SI must have written policies and procedures for resident recruitment, selection, eligibility, and appointment c/w ACGME Institutional and Common Program Requirements and must monitor each of its ACGME-accredited programs for compliance.	New	GME Policy #110 – Resident Selection Guidelines	Review and Revise GME Resident Selection Policy (GME Office and GMEC)	By December 2022
<u>Non-Standard Program Management</u>	New	New Policy Development and Implementation	Develop GME Non-Standard Program Policy via GMEC Non-Standard Program Work Group (GME Office and GMEC) Determine need for GMEC Non-Standard Program Subcommittee	Starting October 2022 with anticipated 18-24 months timeline