

**THE UNIVERSITY OF TENNESSEE AT MARTIN  
ADVISORY BOARD**

1:00 pm (CT)  
Friday, September 23, 2022

Boling University Center, Room 206  
UT Martin Campus

**AGENDA**

- I. Call to Order and Roll Call
- II. Opening Remarks
- III. Approval of Minutes..... Tab 1
- IV. Enrollment Update & Strategic Plan Refresh ..... Tab 2
- V. Title IX Update ..... Tab 3
- VI. Capital Projects Update..... Tab 4
- VII. Comments by the Chancellor
- VIII. Closing Remarks by Chair
  - Reminder the Winter meeting is scheduled for January 20, 2023.
- IX. Adjournment

# THE UNIVERSITY OF TENNESSEE AT MARTIN ADVISORY BOARD

## Minutes of the Summer Meeting

The winter meeting of The University of Tennessee at Martin Advisory Board was held at 1:00 p.m. (CDT) on Friday, May 20, 2022, in the Boling University Center, Room 206AB, on the campus of The University of Tennessee at Martin.

### **I. Call to Order and Roll Call**

Chair Sparks requested a roll call to bring the meeting to order. The roll was called by Edie Gibson, Secretary to the Board, with the following members present:

Hal Bynum  
Monice Hagler  
Kelsea Koonce  
Art Sparks  
Julia Wells  
Johnny Woolfolk

With six members of the Advisory Board in attendance onsite, a quorum was announced. Not available to attend the meeting was Philip Smartt. Others in attendance included UT Martin administrative and leadership staff. Chair Sparks began the meeting with a reminder that the proceedings are open to the public and streaming via the campus website with a recording to be posted on the AB website following the meeting. The meeting was streamed live for the convenience of the University community, the general public, and the media.

### **II. Opening Remarks**

Chair Sparks welcomed Advisory Board members and campus guests to the summer 2022 meeting before calling on Chancellor Carver to provide a welcome and offer an update to the Advisory Board.

Chancellor Carver kicked-off his comments by welcoming the Board members and expressing enthusiasm in sharing a few announcements. UTM has partnered with the Weakley County Co-op to establish a new Professorship of Veterinary Science, which brings a great deal of recognition and prestige to the program. UTM hosted its 22<sup>nd</sup> Civil Rights Conference in March, focusing on great speakers, as well as promoting issues involving physical and mental health and wellness and nutrition topics as part of the Civil Rights programming.

The Captains Challenge, UTM's online, one-day push to raise cash (not pledges), successfully exceeded the \$400,000 goal, raising \$470,000 to support scholarships, academic departments, and athletics. In terms of championships, UTM earned OVC titles in golf, volleyball, and football, as well as the Rodeo team earning a place at the Nationals in Casper, Wyoming, in June. Kelby Kane, a senior Equestrian team member from Lexington, KY, was named as the National Collegiate Equestrian Association (NCEA) Fence Rider of the Year and locally selected as the co-recipient of the Bettye Giles Female Athlete of the Year award.

UTM signed an articulation agreement with TCAT Crump enabling students to study under a farm and ranch management certificate program in high school, which then transfers as university credit hours up to a sophomore standing. Another exciting campus project is the refresh of UTM's Strategic Plan,

extending out for the next three years. The refreshed Plan will be shared with this Board during the fall meeting.

Before moving into the agenda, Chancellor Carver recognized two new university staff members in the audience, Ms. Dominique Crockett, Director of Equity and Diversity and Title IX Coordinator, who came to UTM by way of UTHSC, and Dr. Brad Baumgardner, serving as UTM's first Director of Retention. Dr. Baumgardner was recruited from MTSU, which has a similar student profile to UTM.

### **III. Approval of Minutes**

Chair Sparks directed the members to consider a copy of the January 21, 2022, minutes from the regularly scheduled winter meeting of the Advisory Board for approval. With no corrections or modifications, the winter meeting minutes were approved.

**Motion: Monice Hagler moved to adopt the UT Martin Advisory Board meeting minutes for the January 21, 2022, meeting, as presented in the meeting materials, and Hal Bynum seconded the motion. An oral vote on the motion was taken, and the motion carried unanimously.**

### **IV. Appointment of Faculty Member**

Chair Sparks invited Chancellor Carver to introduce the appointment of the next Faculty Member to the Advisory Board. Chancellor Carver began his remarks with an acknowledgment that today concludes the end of the two-year service term for Dr. Philip Smartt as the Faculty Member. Dr. Smartt's leadership role will be discussed at a later point on the agenda.

Chancellor Carver explained that the Advisory Board Faculty Member, as outlined by the UT Focus on College and University Success (FOCUS) Act and in compliance with the UT Martin Advisory Board Bylaws, is selected and appointed by the UTM Faculty Senate as described in the Faculty Senate Bylaws (Appendix to the Faculty Handbook, in Section 14 of Article IV). Chancellor Carver announced Dr. Anderson Starling, Associate Professor of Political Science and Interim Department Chair of Accounting, Finance, Economics, and Political Science within the College of Business and Global Affairs, will serve as the Faculty Member to the Advisory Board, effective July 1, 2022 – June 30, 2024. The Board recognized Dr. Starling with a round of applause.

### **V. Appointment of Student Member**

Chair Sparks called on Chancellor Carver to bring forward information regarding the Appointment of the Student Member. Chancellor Carver acknowledged that Ms. Kelsea Koonce completes her 2021-2022 term as the Student Member on June 30, 2022. More information will be shared regarding Ms. Koonce's work with the Board at a later time in the meeting.

Effective July 1, 2022, the Advisory Board will recognize a new Student Member for 2022-2023, Ms. Iman Ahmed, a junior majoring in Political Science from Cordova, TN. Ms. Ahmed was traveling internationally and was unable to attend today's meeting. Chancellor Carver explained the Student Member selection process as outlined by the UT Focus on College and University Success (FOCUS) Act and in compliance with the UTM Advisory Board Bylaws, corresponds to the SGA Election procedures and includes a formal interview process. The Student Member must be enrolled full-time at the respective UT institution throughout the term of appointment but does not require enrollment during any summer semester.

### **VI. Election of the Chair of the Board**

Chair Sparks recognized Chancellor Carver to preside over the election of the Advisory Board Chair for the 2022-2024 term. Chancellor Carver noted as stipulated by The University of Tennessee at Martin Advisory Board Bylaws (under Section 5.1), the presiding officer of the Advisory Board shall be a chair, and the Board shall elect from its voting members a Chair to serve a two-year term. Chair duties include presiding at all meetings of the Advisory Board, being responsible, in consultation with the Chancellor, for coordinating the work of the Advisory Board, and serving as the spokesperson for the Advisory Board. Chancellor Carver opened the floor for nominations with Art Sparks nominated by Julia Wells.

**Motion: Julia Wells moved to accept the nomination of Art Sparks' service for a third term as chair, beginning July 1, 2022. Motion was seconded by Monice Hagler. Hal Bynum called for the question to close nominations for chair. An oral vote on the motion to close nominations passed unanimously. An oral vote was taken on the nomination of Art Sparks serving for a third term as chair, and the motion carried, with Art Sparks abstaining.**

Chair Sparks graciously accepted a third term serving as chair, stating that the UTM campus has always been home to him, especially with his dad teaching here, Chair Sparks attending college here, his wife attending here, his children attending here, and he joked that one day his future grandchildren “had better” attend here. He expressed pride that his youngest daughter works on campus in Athletics. Chair Sparks ended his comments by again thanking the Advisory Board membership for entrusting him with this role.

## **VII. UTM Campus Master Plan**

Senior Vice Chancellor Petra McPhearson was invited to the podium to introduce the DLR Group consultant to share an executive summary of our updated UTM Campus Master Plan. The DLR Group engaged with a diverse range of our campus constituents and community members during the past several months in updating and refining our campus plan. This plan represents a road map from where we are as a campus to where we want to go over the next decade, taking into consideration the physical plant and the fiscal resources needed to achieve this strategy.

Three DLR Group representatives: Krisan Osterby, Angela Coullias, and Jackie Eckhard provided an overview of engagement and preliminary plans for our campus during the next ten years and beyond. The overview highlighted a four-phased, year-long timeline and targeted Campus Master Plan themes of: 1) Student Success and Partnerships (to promote student success, innovation, partnerships, and community enrichment), 2) Highest and Best Use (to focus on implementation and update strategies that address future needs within existing buildings and newly acquired parcels), 3) Flexibility and Alignment (to provide a flexible framework that aligns financial, physical, and academic resources), and 4) Vibrant Campus Community (to integrate past planning, current campus feedback, and new visioning to build a vibrant campus community).

The Master Plan is rooted in the university's statewide mission supported by enhanced regional impact from the five UTM Centers. Renderings reveal that campus planning boundaries extend beyond campus property recognizing the synergy between the campus and the city along with the mutual impact that each organization has on the other. Several key planning assumptions provide a foundation for the Space Needs Assessment: 1) a 10-year space model projection to 2031 (with Fall 2021 as the baseline), 2) a 10-year aggregate enrollment growth estimated at 21.6%, 3) growth rates applied to each academic department, 4) allowance recommended for interdisciplinary student engagement – includes undergraduate research, project-based, and engaged learning space, and 5) awaiting final programming for Fine Arts Building addition and new College of Business facility.

New Academic Program initiatives at both the graduate and undergraduate levels represent dynamic programming for each college and offer enhanced opportunities to serve the region and recruit students. This new programming impacts future facilities' needs as noted by the TEST Hub (offices, classrooms

and computer lab, fabrication lab with 11 zones, and testing labs, representing 26,400 NASF), Fine Arts Building addition (650 seat performance theater, dance studio, classrooms, and art studios, representing 26,100 NASF), and the College of Business and Global Affairs replacement building (offices, classrooms, computer labs, finance trading center, and student engagement collaboration space, representing 26,400 NASF).

DLR consultants presented a chart for the main campus reflecting the square footage by types of space for existing space and projected future space needs, if the projected 10-year enrollment growth plans are reached. Assuming the new academic programming enrollment goals are achieved, the facility space needs would represent a shortfall of 203,324 NASF or 338,873 GSF. With the inclusion of the proposed TEST Hub, Fine Arts addition, and replacement of the Business Building, the space net needs would be further reduced to 167,779 NASF or 279,632 GSF.

In reviewing best practices for physical planning, space utilization was sorted by campus divisions and colleges to guide decisions in aligning with THEC requirements and addressing programmatic ideas for student life spaces. Students expressed interest in enhancing space in the Boling University Center to accommodate a multicultural center, e-gaming suite, student lounge, study space, and disability services as well as providing food service/expanding dining capacity in the Paul Meek Library or in the Boling UC.

In reviewing campus residential life and living-learning community experience, the university has a total bed target of 1,800. Updated plans look at providing new kinds of space to serve students in building community, supporting strong relationships, and promoting academic success by removing older facilities that are no longer providing a strong return on investment and adding newer buildings. Flex option scenarios developed address multiple situations and strategies. An opportunity that would improve recreation and sports is to replace the Elam Center pool with a new 25-yard, 8-lane pool at the Student Rec Center and convert the existing pool into a multipurpose (indoor turf) court. Additional opportunities to provide wellness and broader amenities to students include better built facilities for health and counseling, repurposing the existing facility, expanding access to outdoor programming with a Pavilion at Pacer Pond, enhancing space for recreation near existing recreational center, outdoor sports located in closer proximity to housing, and repurposing an area with multipurpose open space and an amphitheater.

DLR explored three main planning principles 1) enhancing the core – emphasizing the central significance of the Quad with a focus on strengthening safety and aquifers, 2) building north/south connections facilitating access with the Ag facilities and the housing facilities, and 3) extending the east/west connections improving the connection to Athletics and community spaces on the east side of campus. The final illustrative rendering represents all three planning principles, highlighting the “north campus plan,” which sites a beef cattle facility, vet tech expansion, meat processing facility, student activities pavilion, campus trailhead and connector for the Brian Brown Greenway, as well as enhancing visibility from the city to the campus and the gateway to the university. Moving into the campus core, improvements at “University Street for a UTM gateway plan” include a Fine Arts expansion, a new Business building, new indoor practice facility, indoor turf field upgrades, a batting facility, expansion of the Johnson EPS Building and the Boling University Center, and enhancements of the Mt. Pelia Road circulation with traffic circles (as calming features) and sidewalk improvements (to encourage campus walkability). The “south campus plan” focuses on future site development, including a new student health and counseling center, reconfiguring student housing facilities and recreational fields, and enhancing the greenway at the north/south corridor.

The strategic focus on the Master Plan covers a 10-year timeframe statement of need. The first phase essentially targets low-hanging fruit, covering one to five years. The middle range looks from five to 10 years, and the final phase focuses on 10 years and beyond, during a timeline when projects may be started but not completed within the 10-year period. The phasing strategy is based on analytics but is truly dependent on people and must be reflective of enrollment shifts, faculty and staff realignment, and, of

course, investments from the state and other champions (i.e.: corporate partners, alumni, donors, and grant funding). Currently, the university owns all the property designated on the Master Plan, which is built on an aggregated enrollment growth projection at an anticipated 21.6%. The calculation is based on five-year enrollment data, which considers post-pandemic patterns related to online and traditional learning. A working target for housing features ~1,800 beds. Potential early projects include bringing online the Latimer Engineering and Science Building, initiating the TEST Hub, razing heritage facilities (Grove Apartments), repurposing the Johnson EPS Building, updating some landscape projects, gateway and way-finding support, along with connector pathways and pavilions with the latter processes potentially funded through grants. Some improvements could be realized by taking advantage of underutilized spaces within buildings as well as additions to existing facilities. Chancellor Carver remarked that one of the greatest assets for this campus is our farm, and yet, one of the hardest places to access is our farm. He stated, he is encouraged that the Master Plan looks for ways to open the farm area and increase access to the numerous facilities.

Chair Sparks expressed his appreciation to the DLM Group for the detailed presentation and noted the Advisory Board will be interested to follow the project through final approvals and forward through implementation of this plan. He further thanked the UTM staff who invested in and were a part of the project. DLR consultants responded that they appreciated UT Martin's support and are looking forward to seeing the fruition of the plan and its projects.

### **VIII. Advancement Update – “Opening Doors to the Future”**

Chair Sparks invited Dr. Charley Deal to the podium to discuss “Opening Doors to the Future.” Since May 2021, when Dr. Deal last addressed the Board, the Advancement team secured the single largest gift in UT System history representing the acquisition and bequest of Wildwood Farms in Covington, TN, and launched the \$175 million Rise Campaign, which concludes in July 2023. Dr. Deal emphasized that these are exciting times for the Advancement team as they support this 10-year campus Master Plan, which actually serves as the foundation for the next campaign after the Rise Campaign.

A few quick figures, as of May 2022, the Advancement team exceeded its \$12 million goal in January 2022, surpassing its \$13 million stretch goal in February 2022, and reaching a \$16.3 million target as of today. Dr. Deal added that he anticipates his team will reach \$17 million by the end of the fiscal year.

Dr. Deal noted that the number of donors is also on track for its benchmark with ~4,600 donors to date. Annual Giving efforts, representing gifts under \$2,000, have increased dramatically since 2012. Currently, UTM is on track raising more than \$710,000 toward its \$920,000 goal, with two major pushes pending for individuals who gave last year but have not participated this year.

In a Rise Campaign update, UTM has reached ~91.7% of the goal, with 12,832 campaign donors, surpassing the goal of 12,000 donors. The campaign has already raised in excess of \$160 million on its way to the \$175 million goal by June 30, 2023. In reviewing historic gift levels and donor numbers dating back to 2012, Dr. Deal reported that the team is averaging \$16 million a year, including larger episodic gifts. UTM fundraisers are working to grow the number of donors in the funnel utilizing engagement activities like Homecoming events, senior send-off/walk/grand finale, and donuts for donors (a student letter writing-campaign to our donors).

Looking ahead, UTM plans to add a new Associate Director of Development for Corporate Relations, effective June 2022, coordinate with Career Planning and Development and college partners to “open doors” for students to participate in internships. The new privately-funded position will be piloted for two years to see if the position is warranted based on a return on investment benchmark. Advancement staff are looking toward a \$100 million endowment goal and exploring current investment strategies. For every dollar that UTM invests in University Advancement through the UT Foundation, the campus return

on investment is \$10.77 compared to the UT Foundation average of \$1 to \$7.33. Dr. Deal expressed his pride in UTM's team investment in this university and excitement to be able to open doors to the future for our students, which allows students, like Advisory Board Student Member, Ms. Kelsea Koonce, to enjoy their time on campus while preparing to meet the world head-on when they graduate.

Dr. Deal responded that currently the greatest hurdle for the Advancement team is the stock market downturn. He expressed enthusiasm that the Advancement team is able to make visits again, and having friends to open doors is a major asset. Dr. Deal appealed to everyone to assist our university by helping to open doors with anyone interested in making a difference.

## **IX. Budget Overview Presentation & Approval of Campus Recommendation of Annual Operating Budget**

Chair Sparks invited Sr. Vice Chancellor for Finance and Administration, Petra McPhearson, to update the Board on the campus' annual operating budget and present the proposed FY2022-23 operating budget for review as required by Tennessee statute and the Bylaws of the UT Board.

Vice Chancellor McPhearson began her budget presentation with an overview of the university's proposed E&G (Educational and General) at \$107.5 million revenue sources, based on projections at \$60.7 million in tuition and fees, \$42.1 million in state appropriations, \$0.2 million in grants and contracts, \$3.7 million in sales and service, and \$0.8 million in other revenues. Looking back to last year's budget, this year's proposal reflects a \$3.3 million decrease in tuition and fee revenue, which is offset by an additional \$4.2 million from the state's generous investment in higher education.

Vice Chancellor McPhearson acknowledged UTM's largest campus expenditure commitment is attributed to instruction, at \$45.8 million. Other significant areas of investment include Student Services at \$14.6 million, Academic Support at \$10.1 million, followed by Operations and Maintenance at \$11.3 million, and Scholarships and Fellowships at \$14.4 million. Institutional Support (at \$9.1 million) saw an increase this year supporting a strategic investment in marketing to recruit and retain students, and Instruction also saw a funding increase attributed to the Strategic Enrollment Plan focused on attracting additional students. Scholarship programs increased as a means of making college more affordable to attend for more of our students. As noted, the Revenue and Expenditures budgets are built to equal the same amount of funds at nearly ~\$108 million.

Vice Chancellor McPhearson explained that receiving state appropriations is one value associated with being a state institution, providing an additional level of financial support. Fortunately, our state legislators really do believe in higher education. In the 2022-23 year, UTM will receive an additional \$4.6 million from the state. This funding increase represents a complex funding formula, by which the state provides UTM \$2.6 million from Outcome Growth funding (recognizing our student academic success progression), and \$0.2 million in Formula Performance funding. The state is also investing in our employees with a 4% Salary Increase Pool (at \$1.4 million) and Health Insurance Premium increase at \$0.4 million.

In response to the state's generous support, UTM will not be requesting an increase in Tuition and Fees (known as maintenance and mandatory fees). In comparison, UTM is ranked in the middle of its designated Admissions Peer Institutions (competitive peers) and with its Comparable Peers, which are identified by THEC and offer similar academic programs. UTM is ranked at the top of its Aspirational Peers.

For the third consecutive year, UTM did not request an increase in mandatory fees, as part of its focus on college affordability. Mandatory fees include Student Programs and Student Services (i.e.: Student

Activity, Green, and Debt Services) at \$1,120, Technology at \$250, Publications (for full-time undergraduates only) at \$14, and Facilities at \$150, totaling \$1,534.

Proposed maintenance fee (commonly thought of as in-state tuition) increases are as follows:

- Undergraduates at \$8,378 for a 0% increase.
- Graduates at \$9,278 for a 0% increase.
- Out-of-state undergraduate students at \$14,418 for a 0% increase.
- Out-of-state graduate students at \$15,318 for a 0% increase.

Recommended maintenance and mandatory fee totals are as follows:

- In-state undergraduates at \$9,912 for a 0% increase.
- In-state graduate students at \$10,798 for a 0% increase.
- Out-of-state undergraduate students at \$15,592 for a 0% increase.
- Out-of-state graduate students at \$16,838 for a 0% increase.

In final summation, UTM is looking at a balanced budget of:

• Unrestricted educational and general (E&G) funds	\$107,453,710
• Unrestricted auxiliary funds	\$ 10,567,896
<b>Subtotal of unrestricted funds</b>	<b>\$118,021,606</b>
• Restricted funds	\$ 34,224,124
<b>Total Current Operating Funds</b>	<b>\$152,245,730</b>

**Motion: Kelsea Koonce moved that the Advisory Board recommend the proposed campus operating budget for FY 2022-23 to the President as presented in the meeting materials; provided that the Chancellor is authorized to make any relatively minor adjustments (no more than 5%) to calculations, if necessary, prior to submission to the President and to report any such adjustments to the Advisory Board at the time of submission to the President. Julia Wells seconded the motion. An oral vote on the motion was taken, and the motion carried unanimously.**

On a separate note, the Board requested a point of information regarding the Hope Scholarship award process. Vice Chancellor McPhearson responded that if a student meets the criteria for the Hope Scholarship, then lottery funding is transferred to the individual student account from the state directly to the student’s university account. Hope Scholarships are available to students attending public and private state institutions.

**X. Comments by the Chancellor**

Chancellor Carver thanked the Advisory Board members for their time. He highlighted UTM’s programs on the campus Master Plan, including a number of new academic programs that the university is adding to its curriculum inventory and the impact that the Blue Oval City announcement in gaining legislative approval to fund the TEST Hub facility. As a regional institution, the outlook for UTM is really bright with new jobs and new people moving to this area. Both the Strategic Enrollment Plan and the Strategic Plan Refresh, offer guidance in building toward a healthy and positive future. Chancellor Carver thanked the university team and the Advisory Board members for supporting Advancement efforts; noting it is not accidental, but a result of our friends, alumni, and donors advocating for UTM and making gifts. Many of our students are making their first gift before leaving the university, proudly receiving a green cord to wear at commencement, and the sight of these students crossing the stage with their green cord draped around their neck is so powerful to see.

He expressed gratitude to the Board for engaging in our budget process and their interest in an open process related to our financial planning. He stated that one of the things that he is most grateful for is

the great team we have at the university, leading colleges and units and the partnership of the Advisory Board in sharing the university vision. We have the right team at the university and on this board.

Chair Sparks stated that he could not express enough appreciation for the Chancellor's leadership and the work of his team.

#### **XI. Closing Remarks by Chair**

In closing, Chair Sparks recognized and honored Advisory Board member Hal Bynum for completing his term of service as an inaugural member of the Advisory Board and serving as the Weakley County representative since 2019. Chair Sparks emphasized that the Board is pleased to have Mr. Bynum continuing in service as we await Governor Bill Lee's appointment decision. Additionally, Ms. Monice Hagler is completing her service as an inaugural member of the Board representing the Alumni. She, too, will continue in service until Governor Lee announces his appointment decision. We are fortunate to have her service and would benefit from an extended appointment. As Faculty Member to the Board, Dr. Philip Smartt is completing his two-year term of service but could not be in attendance today. Dr. Smartt is a Professor of Natural Resource Management in the College of Agriculture and Applied Sciences and served as a calm voice in the uncertain days of the pandemic and as a strong advocate for the faculty during Board discussions. He expressed appreciation for Dr. Smartt's participation and leadership with the Board and more importantly for the leadership he provides to the university as an educator. And finally, he thanked Advisory Board Student Member, Ms. Kelsea Koonce for her leadership and one-year service term with the Board. She is a senior, majoring in Agricultural Business with a concentration in Ag Communication. This summer, Ms. Koonce will be completing an internship with Farm Bureau in Special Programs. Chair Sparks stated that the Board appreciates her fine work and in appreciation for her service, Chair Sparks and Chancellor Carver presented Ms. Koonce with a diploma frame as token of the Board's appreciation and in anticipation of her fall 2022 graduation. He ended by stating that Kelsea has been and will continue to be a great ambassador for UT Martin!

Chair Sparks thanked each Advisory Board member for their individual service.

**The next meeting of the Advisory Board will be the annual Fall Meeting scheduled for September 23, 2022, held in-person.**

#### **VIII. Adjournment**

With no further business to come before the Board, a motion to adjourn was made by Johnny Woolfolk and seconded by Monice Hagler. The meeting adjourned at 2:23 p.m.

Respectfully Submitted,

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Edie Gibson, Secretary

THE UNIVERSITY OF TENNESSEE AT MARTIN  
ADVISORY BOARD

ACTION ITEM

DATE: September 23, 2022

ITEM: **Approval of Campus Recommendation of Strategic Plan**

RECOMMENDATION: Approval

Pursuant to Tennessee law and the Bylaws of the Board of Trustees, the UT Board is responsible for approving the strategic plan for each University of Tennessee campus. Additionally, Tennessee law directs the campus Advisory Board, in accordance with the process established by the Board of Trustees, to submit a recommendation to the President on the proposed strategic plan for the campus prior to approval by the Board of Trustees and in accordance with the process established by the Board of Trustees.

The Chancellor shall submit the proposed new or modified strategic plan to the Advisory Board for recommendation prior to submission to the President. If the Advisory Board's recommendation differs from the campus proposal, the Chancellor shall consider the feedback of the Advisory Board and decide whether to modify the plan before submitting the plan to the President. The Chancellor shall submit any modification of the plan to the Advisory Board for further consideration and the Advisory Board shall adopt a recommendation regarding the proposed plan, as modified. The Chancellor shall submit the proposed strategic plan, together with the Advisory Board's recommendation, to the President for review. If the Advisory Board's recommendation is not positive, the Chancellor shall also submit a written explanation of why the Chancellor is submitting the plan to the President without a positive recommendation by the Advisory Board. In accordance with the UT Board process, the Board of Trustees has responsibility for overseeing and monitoring the strategic plan processes.

The Chancellor requests that the Advisory Board recommend the proposed strategic plan, as presented, to the President.

**Motion:** I move that the Advisory Board recommend the proposed strategic plan for FY 2022-25 to the President as presented in the meeting materials.

# Prepare for Takeoff 2.0

## 2022-2025

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UT Martin Advisory Board  
Sept. 23, 2022

# Timeline



# Goal Committees

## Goal 1

### Co-Chairs:

Nancy Buschhaus  
Stephanie Kolitsch

Ross Pruitt  
Clint Taylor  
Tim Dasinger  
Saman Sargolzaei  
Sarah Haig  
Heidi Busch  
Joey Mehlhorn  
Erica Bell  
Adam Wilson

### Liaison:

Phil Cavalier

## Goal 2

### Co-Chairs:

Ashley Bynum  
Jamie Mantooth

Danny Pirtle  
Erik Nordberg  
Lauryn Davis  
Emilie Head  
Tara Tansil Gentry  
Ryan Martin  
Joe Ostenson  
Brad Baumgardner  
Kelli Deere  
Julius McNair

### Liaison:

Destin Tucker

## Goal 3

### Co-Chairs:

Henri Giles  
Grace Ruiz

Renee LaFleur  
Kameron Echols  
Anthony Prewitt  
Joyce Washington  
Damien Hanks  
Cindy West  
Charita Brent

### Liaison:

Mark McCloud

## Goal 4

### Co-Chairs:

Amy Belew  
Ahmad Tootoonchi

Gwendolyn Hopkins  
Alisha Melton  
Kurt McGuffin  
Rachna Tewari  
Destin Tucker  
Anderson Starling  
Dana Prince  
Erica Bell  
Rion McDonald  
Brad Burkett  
Michael Washington  
John Abel

### Liaison:

Petra McPhearson

## Goal 5

### Co-Chairs:

Alisha Melton  
Katie Mantooth

John Oelrich  
Sim Taylor  
Dawson Gremmels  
Brad Thompson  
Hannah Alexander  
Justin Martin

### Liaison:

Charley Deal



# Goal I

Prepare graduates to be responsible, informed and engaged citizens in their workplaces and the larger community.

# Goal I

## Selected Recommendations



Enhance faculty effectiveness by expanding opportunities for professional development and by strengthening advising and mentoring.



Enhance student-learning opportunities outside of the classroom such as travel study, internships, undergraduate research, and service-learning opportunities.



Review and revise FYI, GENS 101.



## Goal II

Recruit, retain, and graduate students prepared for careers, professions, and life.

# Goal II

## Selected Recommendations



Review processes such as registration, holds, due/delinquent charges to ensure that they do not unnecessarily create obstacles for students.



Create consistency in communication and process in each departments and colleges.



Re-convene the co-curricular transcript committee (Skyhawk Scholars) to continue developing co-curricular transcript in Runway.



## Goal III

Ensure a campus that is open, accessible, and welcoming to all.

# Goal III

## Selected Recommendations



Create a central steering committee with representatives from all groups working on diversity, inclusion, and equity by Spring 2023.



Develop measurable goals for recruiting and retaining underserved prospective students by Summer 2023.



Establish a professional development track to prepare staff and faculty members for promotion opportunities by Spring 2023 and increase by 5% diversity of campus leadership.

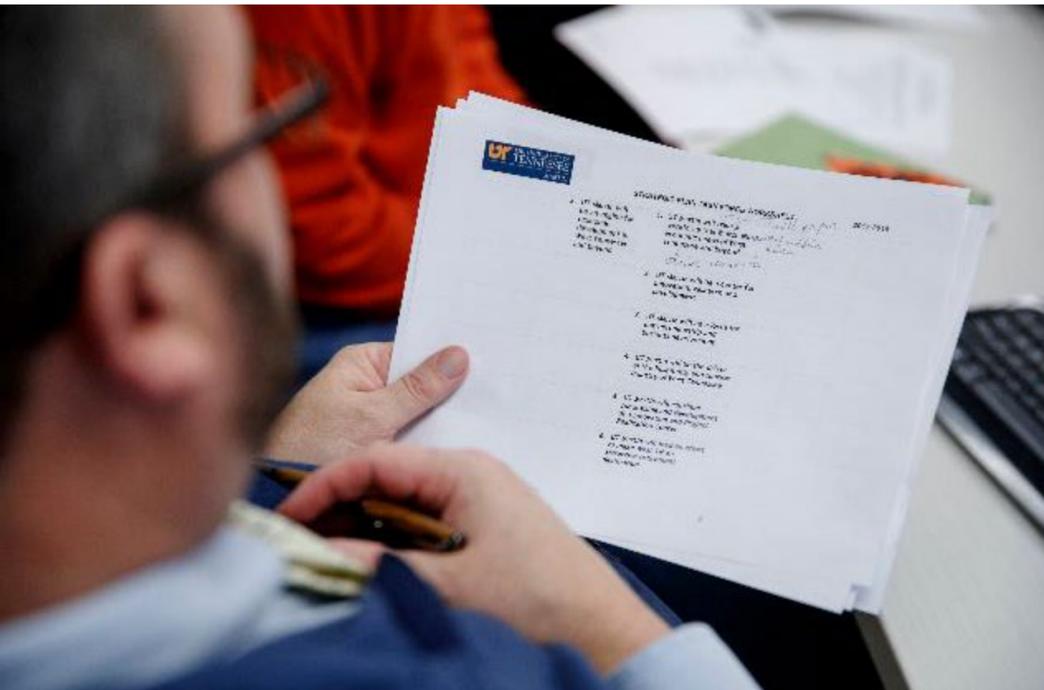


## Goal IV

Promote strategic, sustainable, and responsible stewardship of human, financial and capital resources in support of university goals and objectives.

# Goal IV

## Selected Recommendations



Create task force to analyze, and recommend changes to, summer course compensation formula and adjunct salaries.



Develop plan for increasing staff, faculty, and adjunct faculty compensation to be competitive with TN, peer, and aspirant compensation.



All units should prepare a tentative budget reduction plan for the fiscal year 2023-2024 in the same manner as they did for FY 2022-2023 to be prepared for unforeseen financial difficulties.



## Goal V

Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

# Goal V

## Selected Recommendations



Increase on-campus internships through Handshake connection with departments – pilot to better implement and document internships.



Establish comprehensive tracking of public service activities and outreach to assist with assessment and improvement.



Blue Oval City Response Team – maintain core group to serve as a coordinating body for workforce, curriculum, communication, etc.

# Questions?





THE UNIVERSITY OF  
TENNESSEE  
MARTIN

# Prepare for Takeoff 2.0

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## 2022-2025

September 2022 update of Prepare for Takeoff 2018-2023

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## Introduction

### Strategic Plan Refresh Development

April 1	Committee co-chairs selected
April 11	Launch meeting with co-chairs; committee members selected
July 15	Goal Committee recommendations submitted to Chancellor
August 8	Draft of Strategic Plan Refresh circulated to Cabinet
August 17	Plan presented at Fall Faculty Meeting
August 24	Plan circulated to Goal Committee members
September 15	Plan posted on website for faculty and staff comments
September 21	Town hall with UTM community to discuss Plan

## Strategic Plan Goal I

### (Aligns with UT Systemwide Strategic Plan Pillar 1)

Goal I: Prepare graduates to be responsible, informed and engaged citizens in their workplaces and the larger community.

#### Objectives

- Be a leader in public education for excellent academic programs.
- Implement high-impact educational experiences in and out of the classroom.
- Prioritize our students' development of essential life skills.

#### Recommendations

1. Enhance faculty effectiveness by expanding opportunities for professional development and by strengthening advising and mentoring.
  - a. Create a Center for Teaching Excellence.
  - b. Review advising across campus and enhance the quality of advising.
2. Enhance student-learning opportunities outside of the classroom.
  - a. Expand travel study, internship, undergraduate research, and service-learning opportunities.
  - b. Expand support and recognition for students participating in travel study, internships, under graduate research, and service-learning opportunities.
3. Expand online and other offerings to reach more students.
  - a. Offer more online offerings and programs to attract non-traditional students.
  - b. Invest in strategies to better understand the needs of both current students and potential students, especially adult learners, in terms of educational needs, method of delivery, etc., to inform decisions about future course and program offerings.
4. Review and revise FYI, GENS 101
  - a. Develop and implement action plan based on results from the Foundations of Excellence self-study.

5. Expand the use of existing department- or program-level strategies that have proven to be effective.
  - a. Expand the use of peer-to-peer mentoring programs that match upper-division students with first-year students in the same major to provide peer guidance (e.g., Engineering program).
  - b. Create short-term or half-term classes where students can intensively focus on basics before moving on to higher level skills.
  - c. Create a summer “boot camp” for students who are coming in with identified academic deficiencies.
  - d. Create weekly group tutoring/review sessions for first-year, high-enrollment general education courses where faculty members teaching the course(s) in question share responsibility for and take turns providing tutoring/review sessions for students enrolled in the course (similar to the old FE Exam Review process in engineering).
6. Expand the use of program-level or department-level alumni surveys and advisory/ focus groups to identify program weaknesses and provide suggestions for improvement.
7. Install a method for a mandatory data-driven campus review of the roadblocks and successes caused by all courses in the general education curriculum (including BA/BS traditional degrees) for all students (campus, centers, transfer, etc.) every five years.
8. Establish a protocol for annual review of strategic plan/goals at college/department/ unit level to ensure that college or department or unit goals mesh with/ support strategic plan.

## Strategic Plan Goal II

**(Aligns with UT Systemwide Strategic Plan Pillar 4)**

Goal II: Recruit, retain, and graduate students prepared for careers, professions, and life.

### Objectives

- Implement a comprehensive and aggressive Strategic Enrollment Management (SEM) plan in all areas of the university.
- Amplify the collegiate experience through co-curricular programs and activities that increase student engagement in campus life.
- Educate responsible citizens for careers, professions, service, and personal well-being.

## Recommendations

1. Create consistent processes and messaging to students among the departments and colleges.
2. Reconvene the committee from the co-curricular transcript program (Skyhawk Scholars) and resume the work completed before COVID-19 while also prioritizing the conception of the co-curricular transcript in Runway.
3. Review processes on campus such as registration, holds, and due/delinquent charges to ensure that students do not encounter unnecessary obstacles and that they are encouraged to continue their education at UT Martin.

## Strategic Plan Goal III

(Aligns with UT Systemwide Strategic Plan Pillars 1, 3, and 4)

Goal III: Ensure a campus that is open, accessible, and welcoming to all.

### Original Goal III objectives

- Elevate support and visibility of the Office of Multicultural Affairs.
- Demonstrate diversity and inclusiveness through more spaces for students, faculty and staff to gather around their interests while respecting the free speech rights of students and faculty.
- Establish a plan for recruiting diverse faculty and staff on an inclusive campus.

### Proposed revised Goal III objectives

- Increase funding, support, and visibility for services and programs that support historically underserved populations.
- Facilitate recruitment and retention of diverse faculty, staff, and students.
- Create a succession plan to increase diversity in leadership positions across campus.
- Highlight university policies and procedures regarding diversity and inclusion through increased training for faculty and staff.

## Recommendations

1. Centralize efforts across campus and assist in advocacy, funding projects/programs, and visibility efforts in DEI across campus and as a recruiting tool.
2. Create a central hub that includes a committee with representatives from all groups working on diversity, inclusion, and equity within the Office of Diversity, Equity and Inclusion (DEI) by spring 2023.

3. Survey the underserved members of the student body, K-12 counselors, and other advocates for historically underserved populations to identify current knowledge of services available to UTM students and assess others needed for these students by summer 2023. Prior data may also be used in determining direction.
4. Develop a prioritized strategy (work plan) to improve visibility and responses to other possible projects by fall 2023.
5. Increase funding by 3% for DEI efforts in working with historically underserved students by summer 2025.
6. Submit a report to the DEI Steering Committee of funds currently designated for the DEI efforts by fall 2022.
7. Assign a centralized committee member who will work directly with UT Foundation staff to create a plan to support DEI giving by spring 2023.
8. Compile a list of faculty/staff who are willing to directly assist with UT Foundation efforts and will receive appropriate training for that role by summer 2023.
9. Establish a welcome committee to meet with interviewees and new hires by December 2022.
10. Require each college to have diverse search committee to help attract a pool of diverse candidates by summer 2023.
11. Utilize faculty and staff professional networks to contact interested candidates or connect new employees to community resources by fall 2022.
12. Develop recruitment tools to showcase current opportunities for historically underrepresented communities by spring 2023.
13. Involve current students of diverse backgrounds to help the recruitment efforts by the Office of Undergraduate Admissions by summer 2023.
14. Develop measurable goals for attracting and retaining underserved populations by summer 2023.
15. Assess the current rate of diversity among campus leadership by fall 2022. Establish a professional development track system to prepare staff for promotion opportunities by spring 2023.
16. Create new avenues of leadership that supplement existing diversity commitments by spring 2023.
17. Increase diversity among campus leadership by 5% by fall 2024.
18. Create and distribute survey to current faculty and staff to establish baseline results by spring 2023.

19. The central committee will work with the Office of DEI to sponsor regular training (at least two times annually for the next three years) for faculty and staff to ensure a campus that is safe, open, accessible, and welcoming to all. The first such training should be available by fall 2022.
20. The Office of DEI will disseminate on an ongoing basis other training, readings, conferences, etc., that are being offered on or off campus that may offer additional opportunities for DEI training by fall 2022.

## **Strategic Plan Goal IV**

**(Aligns with UT Systemwide Strategic Plan Pillar 4)**

Goal IV: Promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives.

### **Objectives**

- Enhance and diversify revenue streams through internal cost efficiencies, philanthropy, and partnerships.
- Implement more competitive salary and compensation plans to attract and retain a qualified and diverse workforce.
- Prioritize critical facilities growth and improvements that advance the university's strategic goals.

### **Revised Goal IV**

By 2023, promote strategic, sustainable, and responsible stewardship of human, financial, and capital resources in support of university goals and objectives by increasing median compensation to that of peer institutions, revenues by 25%, and facility maintenance to level 2 APPA standards.

#### **Objective 1:**

1. Increase plan for offering more online undergraduate and graduate programs as well as certifications to support Blue Oval City employees and the accompanying supplier companies.

Additional recommendations include:

1. The Division of Academic Affairs should use various promotional activities to increase the enrollment in summer classes.

2. A task force should be formed by the provost, comprised of 8-12 faculty members representing every college, and be given the responsibility to:
  - a. Conduct a thorough analysis of the formula that is currently used for determining the faculty compensation for teaching summer classes.
  - b. Develop an alternative method of calculating the compensation for summer teaching, preferably a flat rate based on faculty rank to replace the current method.
  - c. Make a recommendation to the provost for adjustments in the use of an appropriate and fair mechanism for determining faculty compensation for summer teaching.
3. Each college should be charged with engaging the faculty and staff in:
  - a. Development of a strategic recruitment and retention plan with the goal of increasing the enrollment and retention of students in individual colleges. The plans must include specific goals to be achieved within a specific timeline. For instance, the goal for the College of Business and Global Affairs could be to increase the enrollment of the MBA program by 10% by the end of 2024-2025 academic year.
4. Review programs that consistently have low enrollments and assess their long-term viability.
5. Increase adjunct faculty compensation from \$2,010 to \$2,500 for teaching a 3-credit course and compensation for faculty for overload teaching from \$1,815 to \$2,500.
6. All units should prepare a tentative budget-reduction plan for the fiscal year 2024-2025 in the same manner as they did for FY 2023-2024 to be prepared in advance for unforeseen financial difficulties.

### **Objective 2:**

1. Develop a plan for increasing the staff compensation to be competitive with the job market, especially within the state of Tennessee.
2. Develop a plan for increasing the adjunct faculty and overload compensation to be competitive with the job market, especially within the state of Tennessee.
3. Develop a plan for hiring more Physical Plant staff with adequate compensation in order to enhance the quality of facility maintenance to the level 2-APPA standards.
  - a. Create an internal ad-hoc committee to conduct a careful review of the staff compensation to determine ways to raise it to the level competitive with that of the staff at other institutions within the UT System.

4. Develop a plan for increasing the compensation for student workers to be competitive with the job market, especially within the state of Tennessee.
5. Develop a plan for making appropriate adjustments in faculty salaries relative to the peer institutions and closing the salary gaps among faculty in each discipline within the university.

## **Strategic Plan Goal V**

**(Aligns with UT Systemwide Strategic Plan Pillar 2 and 3)**

Goal V: Through service and advocacy, UT Martin will improve the vitality and prosperity of West Tennessee and beyond.

### **Objectives**

- Create awareness of being the cultural hub for Northwest Tennessee and the region.
- Promote civic engagement through service learning, internships, undergraduate research, and travel-study.
- Designate an office to serve as a clearinghouse, and coordinate outreach and community activities directed at research, outreach, and economic development.
- Implement a comprehensive strategic communications and marketing plan in support of the university's focused direction and increased contributions to communities, the region, and the state.

### **Recommendations**

1. Continue to advocate and raise funds for the Northwest Tennessee Arts Center.
2. Expand this goal to include community services outside of student activities such as volunteering and recycling.
3. Define student research and create clear parameters.
4. Ensure all travel-study programs are included in the records for the Center for Global Education and Experience for compliance/reporting and SGA funds used for travel included in reporting.
5. Track internship scholarships – Career Planning and Development (CPAD), agriculture, business – tracking and expansion to other areas.
6. Increase on-campus internships through Handshake connection with departments – pilot to better implement and document internships.

7. Continue with additional micro-internships opportunities such as the one with Parker Dewey.
8. Continue goal of coordinating Research, Outreach, and Economic Development activities.
9. Establish comprehensive tracking of public service activities and outreach to assist with assessment and improvement.
10. Continue community connections related to quality of life – mental/physical/emotional health, volunteering, and networking
11. Economic impact/needs studies – funding included in the TEST Hub proposal to be completed in the next two years
12. Blue Oval City Response Team – maintain core group to serve as a coordinating body for workforce, curriculum, communication, etc.

## Appendix 1: Strategic Plan Refresh Team Members

### Goal 1

**Co-Chair: Nancy Buschhaus**

**Co-Chair: Stephanie Kolitsch**

Ross Pruitt

Clint Taylor

Tim Dasinger

Saman Sargolzaei

Sarah Haig

Heidi Busch

Joey Mehlhorn

Erica Bell

Adam Wilson

### Goal 2

**Co-Chair: Ashley Bynum**

**Co-Chair: Jamie Mantooth**

Danny Pirtle

Erik Nordberg

Lauryn Davis

Emilie Head

Tara Tansil Gentry

Ryan Martin

Joe Ostenson

Brad Baumgardner

Kelli Deere

Julius McNair

### Goal 3

**Co-Chair: Henri Giles**

**Co-Chair: Grace Ruiz**

Renee LaFleur

Kameron Echols

Anthony Prewitt

Joyce Washington

Damien Hanks

Cindy West

Charita Brent

### Goal 4

**Co-Chair: Amy Belew**

**Co-Chair: Ahmad Tootoonchi**

Gwendolyn Hopkins

Alisha Melton

Kurt McGuffin

Rachna Tewari

Destin Tucker

Anderson Starling

Dana Prince

Erica Bell

Rion McDonald

Brad Burkett

Michael Washington

John Abel

### Goal 5

**Co-Chair: Alisha Melton**

**Co-Chair: Katie Mantooth**

John Oelrich

Sim Taylor

Dawson Gremmels

Brad Thompson

Hannah Alexander

Justin Martin

# Fall 2022 UTM Advisory Board Title IX Overview

Dominique Crockett, MHA

Director of Equity and Diversity

Title IX Coordinator

# Presentation Overview



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Defining Title IX

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UTM Title IX Commitment

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Annual Title IX Report

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Campus Title IX Updates

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Upcoming Prevention and Education Efforts

# Title IX Defined



*“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”*

# UTM Title IX Commitment

Policy

Prevention and Education

Support and Interim Measures

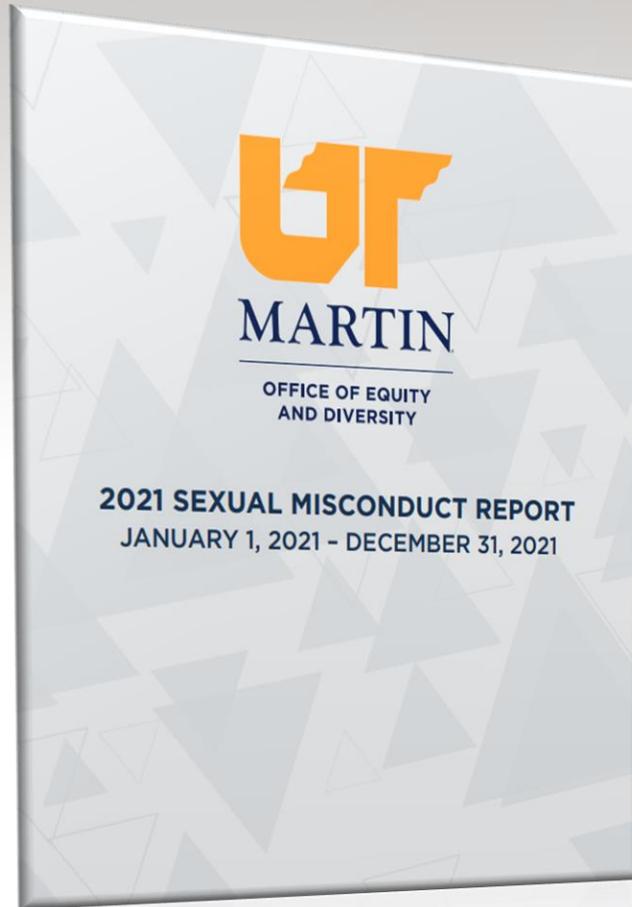
Investigation and Resolution

Patterns and Trends



**9**  
**TITLE**  
**X**

# Annual Title IX Report



- Snapshot of previous year
- Highlights education, prevention and training efforts
- Provides campus statistics to help us identify patterns and trends

# Campus Title IX Updates

Annual Title IX  
Training

Campus  
Engagement

Accommodations  
for Pregnant  
Students

# Upcoming Prevention and Education Efforts

DVAM Events

Lunch time  
with Title IX

Title IX  
Presentation  
with IFC

Thank you, and questions?

Advisory Board  
Meeting  
September 23,  
2022

Capital Projects  
Update

University of Tennessee at Martin

## Maintenance Facts

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2,537,979 Total Gross Square Feet of Campus Buildings

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798,765 Total Gross Square Feet of Housing

---

320 Acres of Main Campus, 1000 Acres with Farm

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Total Facilities Staff (Maint & Construction): 89

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2021-22 AFOE/GSF = \$2.37

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2021-22 Utility Costs/GSF = \$0.95

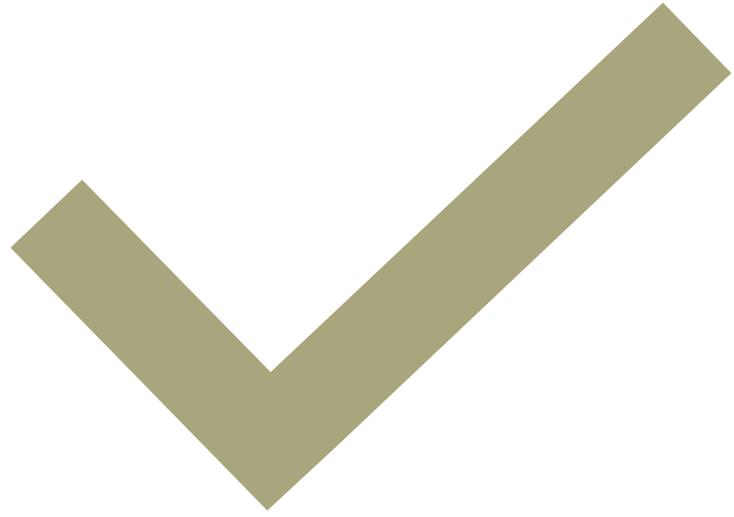
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263 Tons of Recycle & 2000 tons of trash in FY 2021-22

# TOTAL CAPITAL PROJECTS

\$129,354,193





# Recently Completed Projects

Clement  
Building  
System  
Improvements  
\$10,126,693

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Scope: Upgrading infrastructure and finishes in north and east wings (4<sup>th</sup> floor unfinished)

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Status: Project in 1 year warranty period

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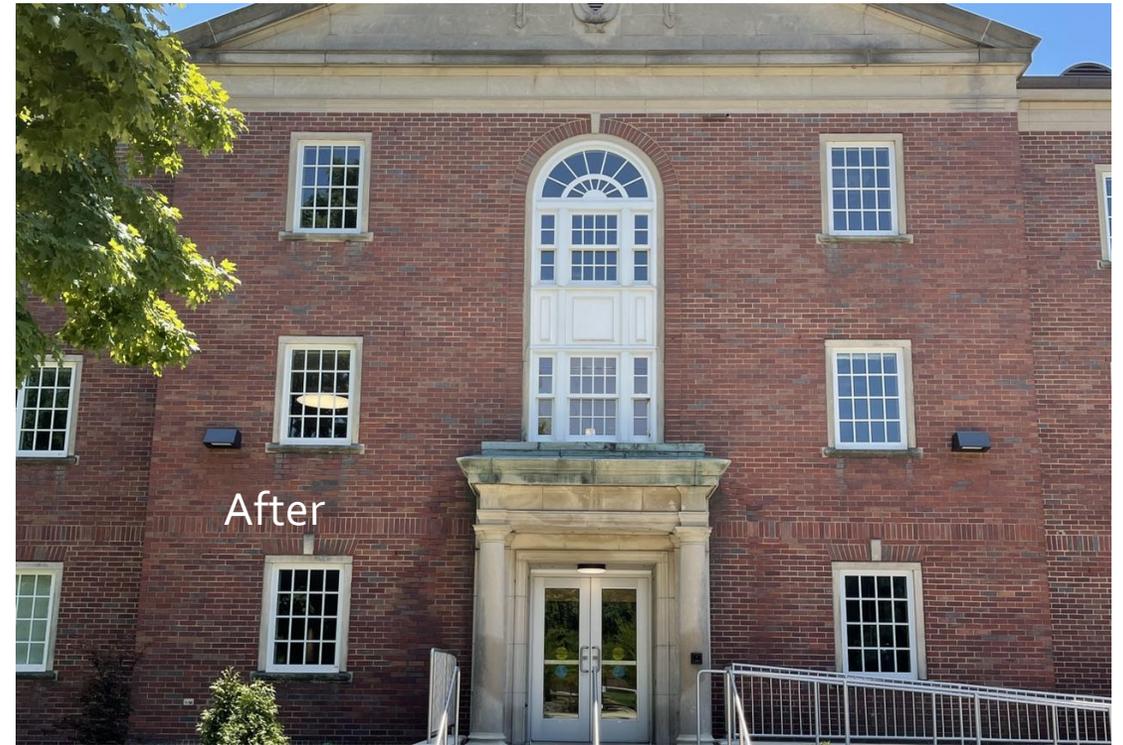
Designer: HNA Engineering & Haizlip Studios

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Contractor: Barger Construction

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Substantial Completion: January 10, 2022



# Clement Building System Improvements



# Clement Building System Improvements



# Clement Building System Improvements

Security  
Improvements  
\$1,022,000

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Scope: Add security cameras and upgrade classroom door hardware to lock from inside

---

Status: Project in 1 year warranty period

---

Designer: Haizlip Studios

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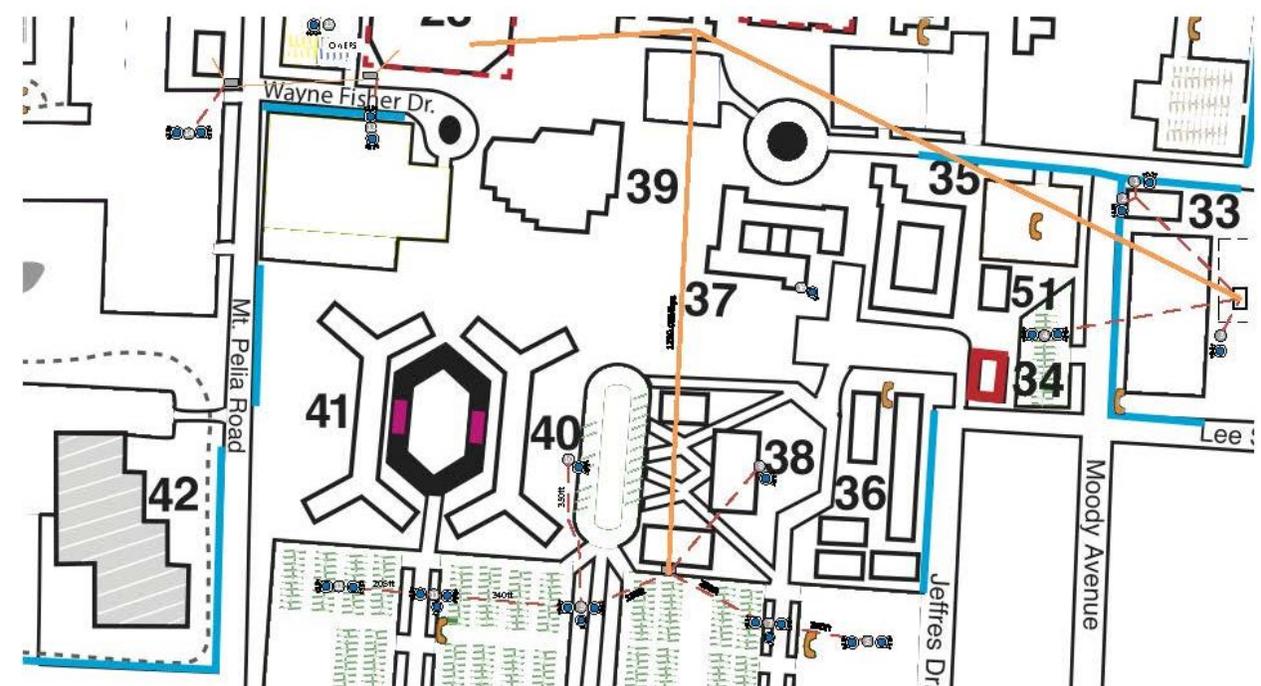
Contractor: Cameras – UTM ITS

Door Hardware – Barger Construction

---

Substantial Completion: April 20, 2022

# Security Improvements



Campus  
Master Plan  
\$500,000

---

Scope: Update the 10 year campus  
master plan

---

Status: Master Plan completed, with  
UT, THEC, & SBC final approvals

---

Designer: DLR Group

# 10-YEAR VISION PLAN



University  
Center Sodexo  
Freshens  
Project  
\$140,500

---

Scope: This project will provide an update to the food court area named “Freshens”

---

Status: Project is in construction

---

Designer: Emily Saylor Architect, LLC

---

Contractor: Ryzek Group

---

Schedule: Completed August 2022

# freshens FRESH FOOD KITCHEN



University Center  
Sodexo Freshens  
Project

clean,  
fresh,  
real.



# Projects in Design



Elam Center  
Mall Glass  
Replacement  
\$4,130,000

---

Scope: Replace the glass roof over the Elam mall area and update associated systems as needed

---

Status: In design

---

Designer: TLM Associates, Inc, Jackson

---

Contractor: TBD

---

Schedule: Plan to start construction early 2023



# Elam Center Mall Glass Replacement

Indoor Batting  
Facility  
\$620,000

---

Scope: Construct a new batting facility for the baseball team to replace the existing facility

---

Status: In design

---

Designer: Renaissance Group, Inc

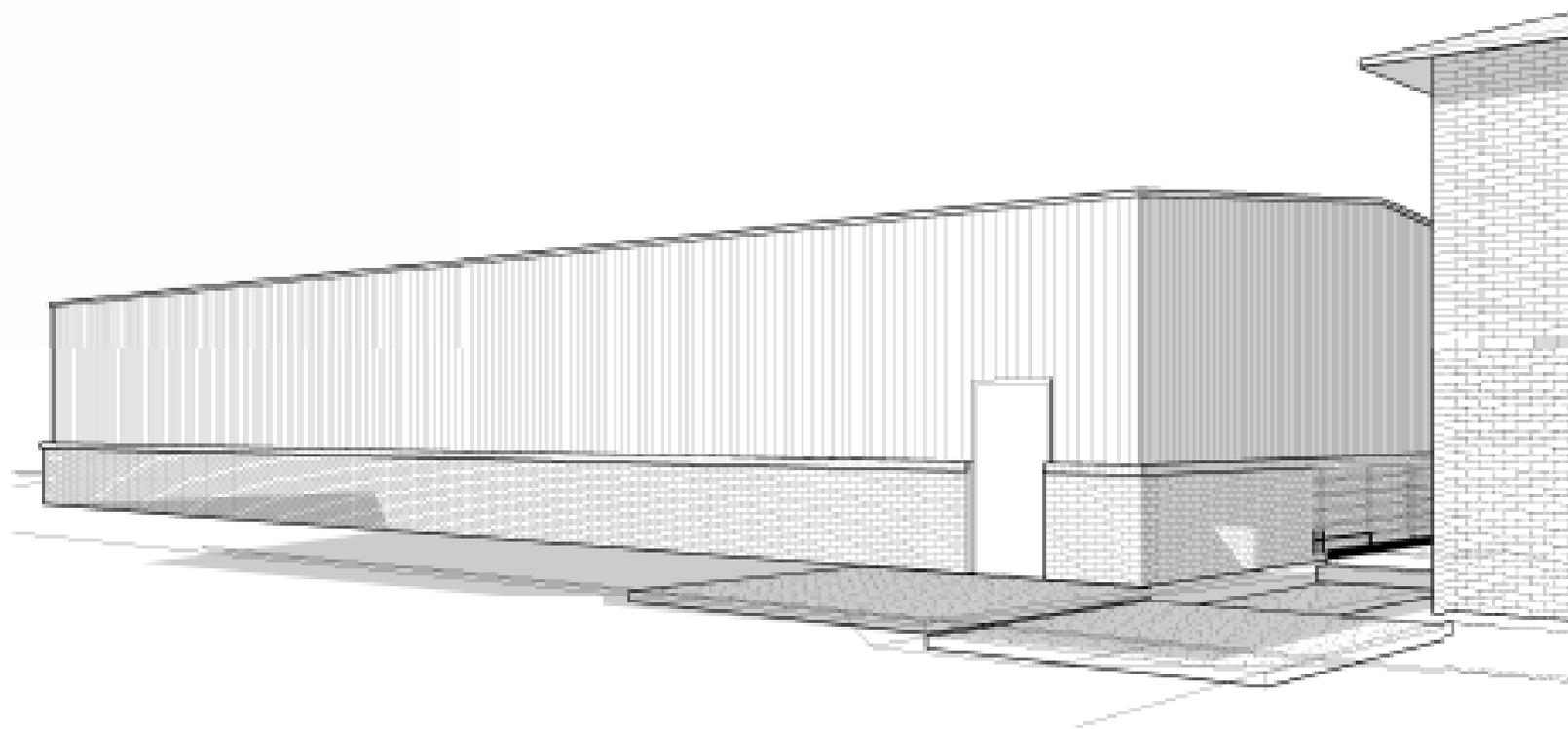
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Contractor: TBD

---

Schedule: Plan to start construction Spring 2023

# Indoor Batting Facility



Blaylock  
Outdoor  
Classroom  
\$2,443,000

---

Scope: Construct a new outdoor classroom space

---

Status: Awaiting Notice to Proceed

---

Designer: TLM Associates, Inc, Jackson, TN

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Contractor: Barger Construction, Yuma, TN

---

Schedule: TBD

# Blaylock Outdoor Classroom



THE ORACLE

Hall Moody  
Building  
Systems  
Upgrade  
\$7,600,000

---

Scope: Update the building systems and finishes at Hall Moody Administration

---

Status: In design

---

Designer: Pickering Firm, Memphis

---

Contractor: TBD

---

Schedule: Plan to start construction Spring 2023



# Hall Moody Building Systems Upgrade

Grove  
Apartment  
Demolition  
\$500,000

---

Scope: Abate and demolish all of Grove Apartments, closed in May 2019, partially funded

---

Status: \$500,000 approved funding, \$1M requested, designer selected

---

Designer: PROJX, LLC, Nashville

---

Contractor: TBD

---

Schedule: TBD

# Grove Apartments Demolition



EPS Building  
System  
Upgrades  
\$9,870,000

---

Scope: Update building systems for the east wing of the building

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Status: In Design

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Designer: Pickering Firm, Inc, Memphis

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Contractor: TBD

---

Schedule: TBD

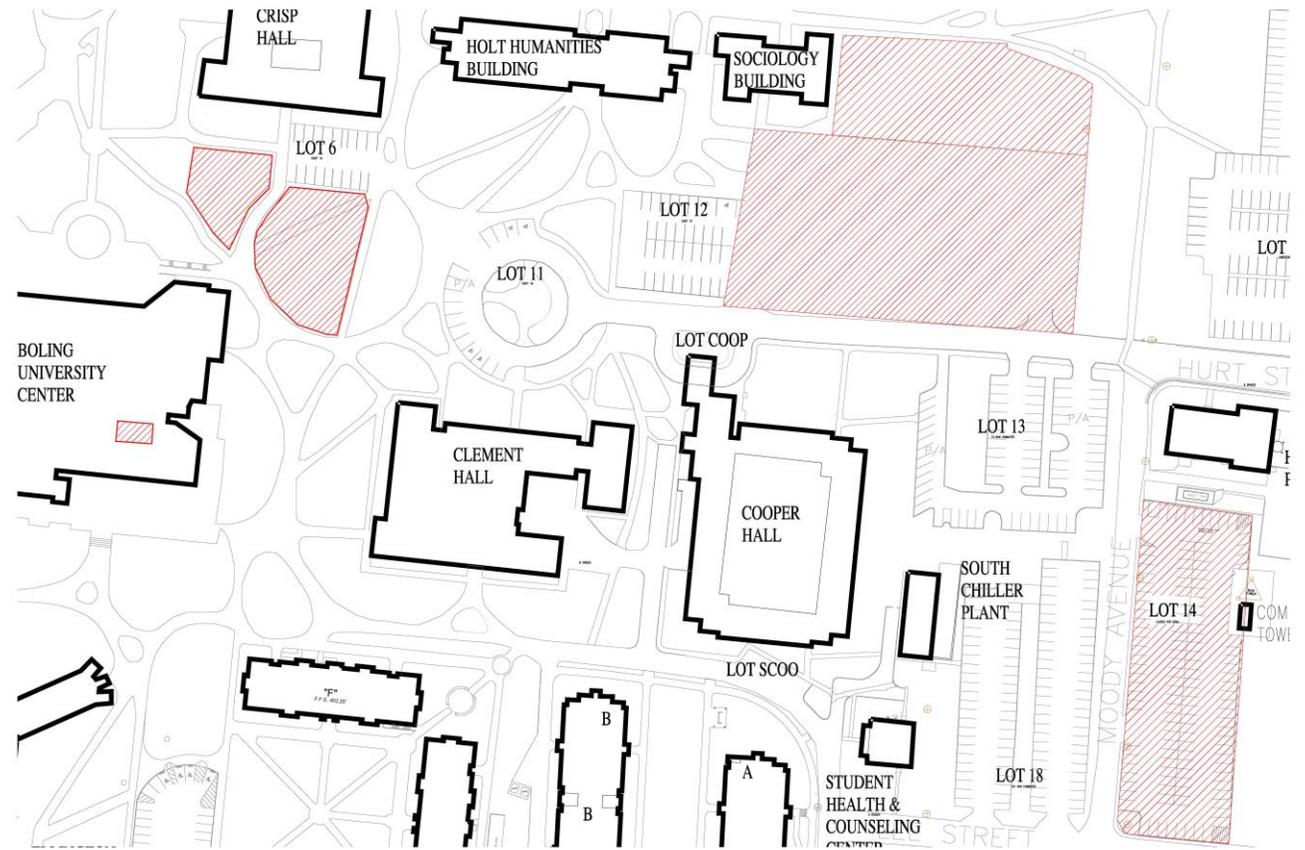


# EPS Building System Upgrades

# Projects in Construction



# Construction Zones



Latimer  
Engineering &  
Science  
Building  
\$65,000,000

---

Scope: This project will provide a 121,696 sf classroom building for Engineering, Physics, Chemistry, Math, Computer Science

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Status: Project is in construction

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Designer: TLM, Jackson & Smith Group, Detroit

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Contractor: EMJ Construction

---

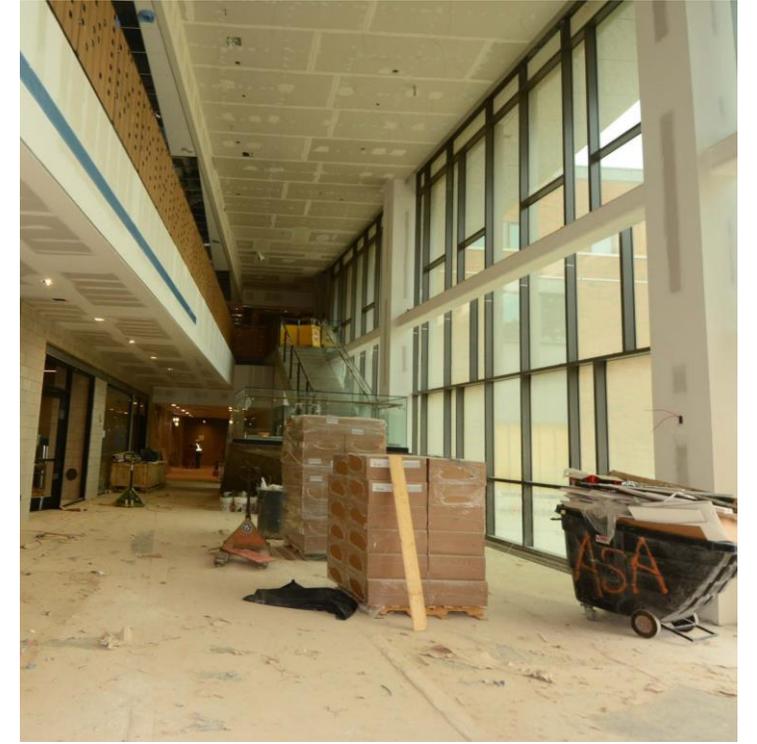
Schedule: Scheduled for classes in Spring 2023; substantial completion scheduled for September 23, 2022



# Latimer Engineering and Science Building



# Latimer Engineering and Science Building



# Latimer Engineering and Science Building

Elam Arena  
Lighting  
Upgrades  
\$760,000

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Scope: Replace existing lighting fixtures in the Elam Arena with LED Lighting & Controls

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Status: In Construction

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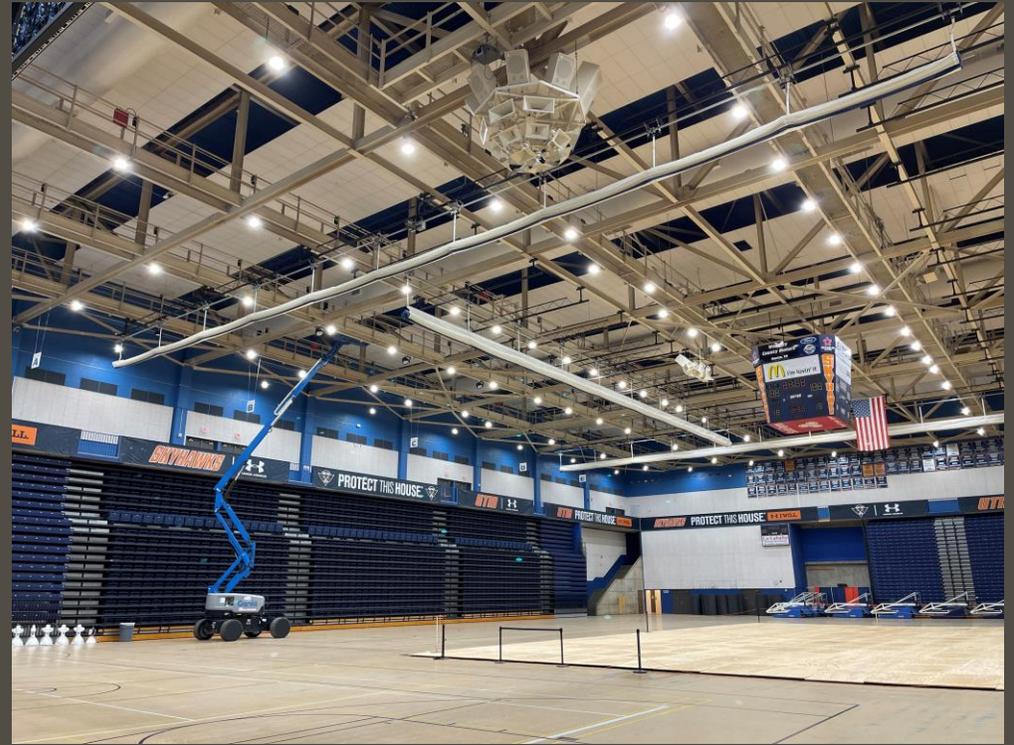
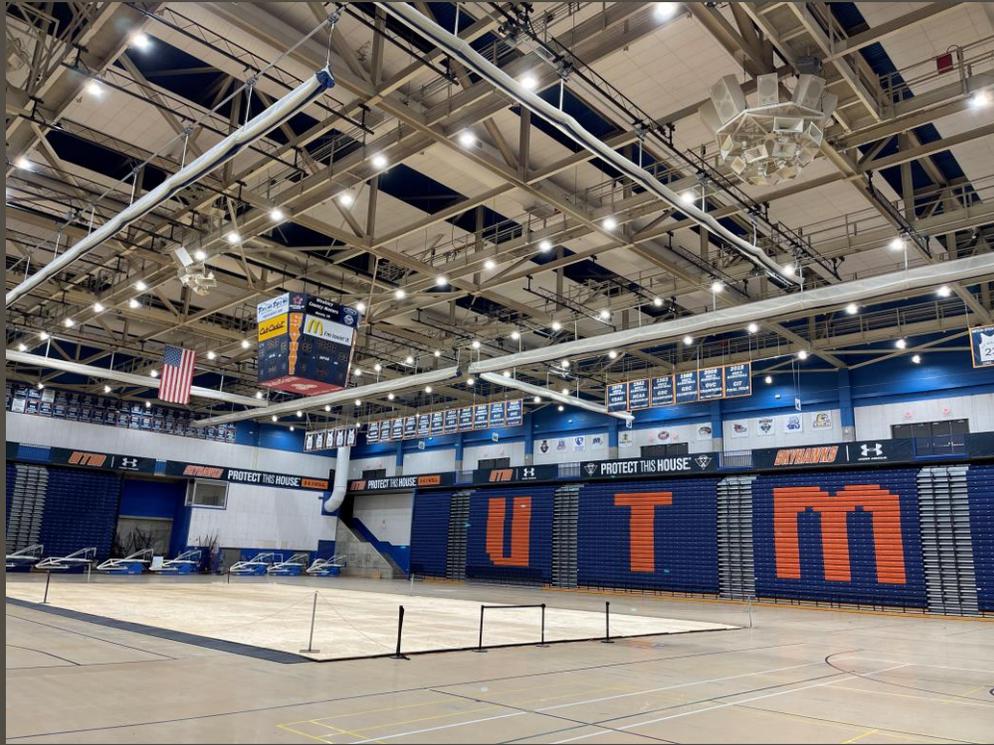
Designer: DePouw Engineering, LLC

---

Contractor: Wade Electric

---

Schedule: Scheduled to be complete August 2022



# Elam Arena Lighting Upgrades



Projects Approved

TEST Hub  
(Tennessee  
Entrepreneurial  
Science &  
Technology  
Hub)  
\$19,160,000

---

Scope: This project will provide a 66,000 sf new facility for engineering, agriculture, TCAT and local industries/partnerships.

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Status: Designer has been selected

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Designer: Haizlip Studios, PLLC, Memphis

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Contractor: TBD

---

Tentative Schedule: Substantial completion January 2026

# TEST Hub



University  
Center Sewer  
Line  
Improvements  
\$890,000

---

Scope: This project will replace the original sewer lines serving the kitchen and dishroom areas

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Status: Designer selection process has begun

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Designer: TBD

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Contractor: TBD

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Schedule: Summer 2023

Clement Hall  
System  
Upgrades  
Phase 2  
\$4,160,000

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Scope: This project will complete the system upgrades for the remainder of the north side of Clement Hall

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Status: Designer selection to begin Fall 2022

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Designer: TBD

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Contractor: TBD

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Schedule: TBD

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South Chiller  
Plant Chiller  
Replacement  
\$1,760,00

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Scope: This project will replace one of chillers at the South Plant

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Status: Designer has been selected

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Designer: DW Collier Engineering, South Fulton

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Contractor: TBD

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Schedule: TBD

ROTC Building  
Envelope  
(brick repairs)  
\$500,000

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Scope: This project will replace the brick on the east facade due to seismic activity

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Status: Project is approved to move into design

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Designer: A2H

---

Contractor: TBD

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Schedule: TBD

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ROTC Building  
Envelope  
(brick repairs)



A scenic view of a university campus. The foreground is a lush green lawn with long, dark shadows cast by large trees. In the middle ground, several large, mature trees with dense green foliage stand prominently. In the background, a large brick building with many windows is visible, partially obscured by the trees. The sun is shining brightly from behind a tree on the right, creating a starburst effect and casting long shadows across the lawn. The overall atmosphere is peaceful and bright.

Thank You!