



THE UNIVERSITY OF
TENNESSEE
MARTIN

ADVISORY BOARD MEETING

JANUARY 24, 2025

The University of Tennessee at Martin

Advisory Board

Date:	Friday, January 24, 2025
Time:	1:00 PM (CST)
Location:	Boling University Center, Room 206 – UT Martin Campus

Agenda

- I. Call to Order and Roll Call
- II. Opening Remarks
Chairman Art Sparks and Chancellor Yancy Freeman
- III. Approval of Minutes - *Requires a vote* – Tab 1
- IV. 2025 Legislative Outlook – Tab 2
Assistant Vice President of Government Relations and Advocacy Tim Sigler
- V. Capital Projects Update – Tab 3
Senior Vice Chancellor for Finance and Administration Petra McPhearson
- VI. Athletics Update – Tab 4
Vice Chancellor for Athletics Kurt McGuffin
- VII. Enrollment and Retention Update – Tab 5
Assistant Vice Chancellor for Enrollment Management Destin Tucker and Director of Retention Brad Baumgardner
- VIII. Approval of 2025-2030 Strategic Plan – *Requires a vote* – Tab 6
Chancellor Freeman
- IX. Approval 2026 Meeting Schedule – *Requires a vote* – Tab 7
- X. Comments by the Chancellor
- XI. Closing Remarks
Chairman Sparks
- XII. Adjournment

UNIVERSITY OF TENNESSEE AT MARTIN AT MARTIN
ADVISORY BOARD
MINUTES

The University of Tennessee at Martin Advisory Board convened on September 20, 2024, at the UT Martin campus, in Boling University Center, Room 206 AB, with Chairman Art Sparks presiding. The meeting commenced at 1:00 PM CST.

I. Roll Call

The meeting opened with a roll call led by Secretary Jake Bynum, who confirmed the presence of the following members: Art Sparks, Chairman, Hal Bynum, Dr. Tonya Reynoldson, Dan Strasser, Dr. Dan McDonough - Faculty Senate Representative, and Chayil Watkins – Student Representative (attended virtually)

John Woolfolk was absent. With six of the seven members present, Chairman Sparks confirmed that a quorum was established, allowing the meeting to proceed.

II. Opening Remarks

Chairman Art Sparks began by reflecting on the state of affairs at UT Martin, expressing his optimism about the university's future. He noted the wealth of positive developments, from rising enrollment numbers to improving retention rates, and emphasized that the institution was in a better position than it had been in recent years. However, Sparks also cautioned that with growth comes responsibility, including anticipating challenges and managing the complex issues that arise with expansion.

On a more personal note, Sparks offered condolences to Chancellor Yancy Freeman on the recent passing of his brother and sister. He extended heartfelt sympathies on behalf of the board, noting the strength and resilience Chancellor Freeman had shown during such a difficult time.

Chancellor Yancy Freeman then provided a comprehensive update, beginning with his deep appreciation for the overwhelming support he received from the university community during his recent bereavement. He stated that this experience reinforced his belief in the firm, caring nature of the UT Martin family, which had rallied around him with compassion.

Freeman shifted focus to the university's achievements, expressing pride in the team of faculty, staff, and students who had contributed to the institution's success. He credited their collaborative efforts for UT Martin's positive momentum, particularly

in enrollment growth, campus activities, and academic improvements.

Chancellor Freeman took a moment to recognize Dr. Stephen Gentile, the Executive Director of the Tennessee Higher Education Commission (THEC), who was attending the meeting as a special guest. Freeman warmly welcomed Dr. Gentile, noting the critical role that THEC plays in supporting higher education across the state. He also promised to showcase UT Martin's unique "Martin Made" experience during Dr. Gentile's visit, highlighting the university's close-knit community and innovative spirit.

III. Approval of the Minutes from the Previous Meeting

Chairman Sparks proceeded to the approval of the minutes from the May 17, 2024 Advisory Board meeting. The minutes had been distributed to the board members in advance of the meeting for their review. Sparks asked if there were any corrections or amendments to be made. Hearing none, the floor was opened for a motion to approve.

Dr. Tonya Reynoldson moved to approve the minutes.

Dan Strasser seconded the motion.

The minutes were unanimously approved, as presented by a roll call vote.

IV. Election of Chairperson

Chairman Sparks explained that the board was due every two years for its routine chairperson election. Hal Bynum spoke first, nominating Art Sparks for reelection as chairman.

Dan Strasser seconded the nomination.

The board unanimously voted to reelect Sparks as Chairman by roll call vote. In accepting the position, Sparks shared personal anecdotes about his deep connection to the university, recalling how his father had begun teaching at UT Martin when Sparks was just three years old. He reiterated his dedication to serving the university, aiming to give back to the institution that had provided him and his family many opportunities.

V. Recognition of UT President Award Winners

The meeting continued with the recognition of the UT President Award winners. Chairman Sparks first acknowledged Jennifer Schlicht, who works with the UT Foundation. While Schlicht could not attend the meeting, Sparks emphasized her

significant contributions to the UT Martin community, mainly through her fundraising and alumni relations work. Despite her formal role with the foundation, Schlicht's efforts have been instrumental in advancing UT Martin's goals.

The board then honored Dr. Joe Ostenson, a beloved professor affectionately known by his students as “Dr. O.” Ostenson was the recipient of the prestigious Optimistic and Visionary Award for 2024 in recognition of his inspiring work with students and his innovative approach to education. Dr. Ostenson was present at the meeting, and Sparks took the opportunity to thank him for his dedication to his students and his contributions to UT Martin’s academic community.

VI. Welcome Weekend and Start of Semester Activities

Dr. Andy Lewter, Vice Chancellor for Student Affairs, provided a detailed report on the university’s Welcome Weekend and other campus activities that marked the start of the semester. Lewter was enthusiastic in his assessment, noting that the university had experienced a record-breaking year for housing. UT Martin’s residence halls were at full capacity, marking the highest occupancy rate in ten years. The surge in housing demand, he said, reflects the growing appeal of on-campus living and the university’s efforts to create a welcoming environment for new and returning students.

Dr. Lewter explained how logistical improvements to move-in day—such as assigning students designated time slots for arrival—help reduce traffic congestion and make the experience more organized for families. He also highlighted the Welcome Home Picnic, which drew over 1,400 attendees, including students, their families, and faculty members. The event featured food, games, and giveaways, all designed to foster community connections.

Dr. Lewter then introduced a new campus tradition, which was initiated in collaboration with Academic Affairs and the Student Success Center. During convocation, first-year students were given pins bearing the “Invest and Empower” inscription. These pins symbolize the students’ investment in their education. At the end of their academic journey, as they prepare to graduate, students will have the opportunity to present the pin to a faculty or staff member who played a pivotal role in their success. This tradition is meant to strengthen the bonds between students and their mentors, fostering a greater sense of community and shared achievement.

VII. Housing Update

Dr. Lewter then turned to campus housing and outlined UT Martin’s plans for future growth, driven by the university’s goal of reaching an enrollment of 10,000 students by 2030. A key component of this plan involves the demolition of Browning Hall, an outdated residence facility. In its place, the university intends to build a modern, 400-bed residence hall featuring pod-style, single-occupancy rooms with shared

bathrooms and common areas. Dr. Lewter noted that this design reflects student preferences for more private living arrangements while encouraging communal interaction.

The project is currently in the design phase, and construction is expected to be completed by fall 2028. Until the new residence hall is ready, the university will implement temporary housing adjustments, such as converting single occupancy rooms into doubles, to accommodate the growing student population.

Dr. Lewter also addressed the broader issue of housing shortages, acknowledging that while the university is committed to providing sufficient on-campus housing, it will also need to explore partnerships with local investors and property developers. Off-campus housing developments will likely be necessary to support the increased student population and the additional faculty and staff required to serve a campus of 10,000.

VIII. Enrollment and Retention Update

Next, Destin Tucker, Assistant Vice Chancellor of Enrollment Management, delivered an optimistic report on enrollment and retention figures. Tucker began by highlighting the 8% increase in total enrollment for the fall 2024 semester, with 7,507 students attending UT Martin. This represents an enrollment increase of 5.6% above the university's goal of 7,105 students. Tucker expressed excitement that UT Martin had enrolled its largest incoming class since 2013, with 1,220 first-year students.

In addition to new student growth, UT Martin also saw a 15.7% increase in transfer students, reversing a trend of declining transfer enrollments in recent years. Tucker attributed this increase to targeted efforts to streamline the transfer process and enhance partnerships with community colleges.

Retention efforts were another major success story. The first-year retention rate reached 77%, the highest rate in 25 years. Tucker emphasized that this achievement resulted from campuswide efforts to provide students with the academic and personal support needed to persist through their first year. Notably, retention rates among male students increased by 6.8 percentage points, and first-time Black students saw an improvement of 7.61 percentage points.

Dual enrollment also saw significant growth, with 1,823 high school students participating. Tucker noted that partnerships with school districts, particularly in Rutherford and Robertson counties, were instrumental in this growth. The dual enrollment program strengthens ties with local high schools and is a critical pipeline for future UT Martin students.

IX. Fiscal Year 2024 Recap

Petra McPhearson, Senior Vice Chancellor for Finance and Administration, provided a comprehensive overview of the university's financial performance for FY 2024. McPhearson reported that the university had successfully closed the fiscal year with a \$5.6 million surplus. However, she cautioned that the university faced shortfalls in some areas, particularly tuition and fees. The lower-than-expected revenue in this category was attributed to a decrease in students paying mandatory fees, such as those for debt service and technology. This shortfall was particularly pronounced among online and dual enrollment students exempt from many of these fees.

Despite these challenges, the university benefited from increased auxiliary revenues driven by growth in housing and dining services. Additionally, the university's success in securing grants and contracts helped offset some shortfalls, mainly through indirect cost recovery from research grants.

McPhearson also noted that the university would soon transition to a new accounting system, scheduled to go live in January 2025. This system is expected to improve financial reporting and streamline processes but will require careful management during the transition period.

X. Strategic Plan Update

Dr. Philip Acree Cavalier, Provost and Senior Vice Chancellor for Academic Affairs, presented an update on the development of UT Martin's new strategic plan, which will guide the university through 2030. Dr. Cavalier explained that the strategic planning process began in early May 2024 and has been informed by input from a wide range of stakeholders, including faculty, staff, students, and community members.

The strategic plan is structured around four core themes:

- a. People – investing in faculty, staff, and students.
- b. Places – improving and expanding campus infrastructure.
- c. Partnerships – strengthening collaborations with external organizations like Ford and other industry leaders.
- d. Achievement – fostering academic and personal success for students, faculty, and staff

Dr. Cavalier emphasized that the plan aims to address the campus's growing needs as UT Martin works toward its goal of enrolling 10,000 students by 2030. He noted that the plan would include strategies for accommodating increased enrollment, such as expanding teaching spaces, enhancing student services, and addressing infrastructure needs, including housing and dining facilities.

The final version of the strategic plan is expected to be presented to the UT Board of

Trustees at their February 2025 meeting, and the Advisory Board will receive an advance copy for review in January.

XI. Comment by the Chancellor

In his closing remarks, Chancellor Freeman expressed his pride in the university's achievements, particularly in enrollment growth and retention. He commended the faculty and staff for their hard work and dedication, which contributed to the university's success in exceeding its enrollment projections and achieving the highest retention rates in decades.

Freeman also outlined his vision for international student recruitment: to increase the number of international students to 5% of the total student population. Once the university reaches its goal of 10,000 students, this would amount to approximately 500 international students. Freeman acknowledged that this would require significant investment in recruitment and support services, but he expressed confidence that the university could achieve this goal.

Freeman also announced plans to establish a Staff Council, providing a formal structure for engaging with exempt and nonexempt staff and addressing their concerns. This council would complement the existing Faculty Senate and Student Government Association, ensuring that all members of the UT Martin community have a voice in university decision-making.

XII. Closing Remarks

Chairman Art Sparks initiated the closing segment of the meeting by inviting additional comments and questions for Chancellor Yancy Freeman.

Sparks briefly touched on the progress of the university's new facilities and programs. He mentioned that since the last meeting, UT Martin had launched a new regional center in Springfield, Tennessee, in partnership with Volunteer State Community College. Freeman elaborated, explaining that the center recently received final approval from the Tennessee Higher Education Commission (THEC), officially making it UTM's sixth regional center. The center initially focuses on agriculture programs, with potential for expansion into other disciplines. Freeman described how unexpectedly large the turnout was for the center's ribbon-cutting ceremony, with 150 attendees from the community, including high school and FFA chapter members, demonstrating the center's strong local support.

Freeman then updated the board on the status of the TEST Hub project. He reported that construction will begin around April to June 2025 near Pacer Pond. The project is a collaborative effort between UTM, TCAT Henry/Carroll, and Dyersburg State, and the university has been finalizing programming with these partners. The TEST Hub

will provide valuable resources for students and the wider community.

Turning to the highly anticipated Business Building, Freeman noted that it is currently ranked second on the University of Tennessee's project priority list, just behind the Chemistry Building at UT Knoxville. The project has already secured a lead gift from a donor, but the university is now waiting for state funding to begin construction. Freeman emphasized that while they remain hopeful, it is a "wait-and-see" situation, with the next step depending on the state legislature's funding decisions.

Finally, Sparks revisited an earlier conversation about possibly holding future Advisory Board meetings at regional centers like Springfield or Somerville. Freeman expressed enthusiasm for the idea, explaining that these centers provide exceptional support to students and families. He welcomed the idea and suggested that logistical arrangements could be made, with Jake Bynum assisting in the planning.

Sparks thanked the board for re-electing him as Chairman and reminded members that their mission includes actively promoting UT Martin. He encouraged them to address any negative perceptions about the university and speak up in defense of UTM's achievements, which have garnered positive attention in Northwest Tennessee and the state.

XIII. Adjournment

With no further business, Chairman Sparks made a motion to adjourn.

Dan Strasser seconded the motion.

The motion to adjourn was unanimously approved by roll call vote, with Watkins being absent.

Looking Ahead: 2025 Agenda and Legislative Outlook

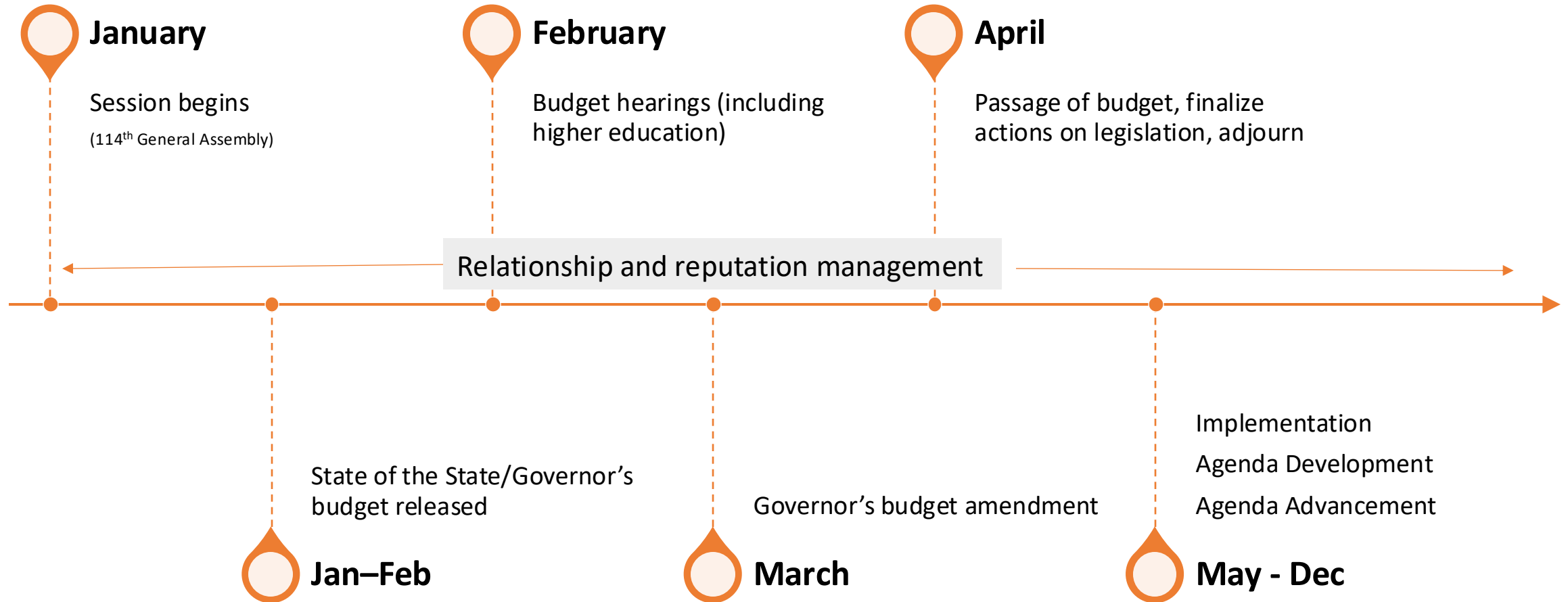


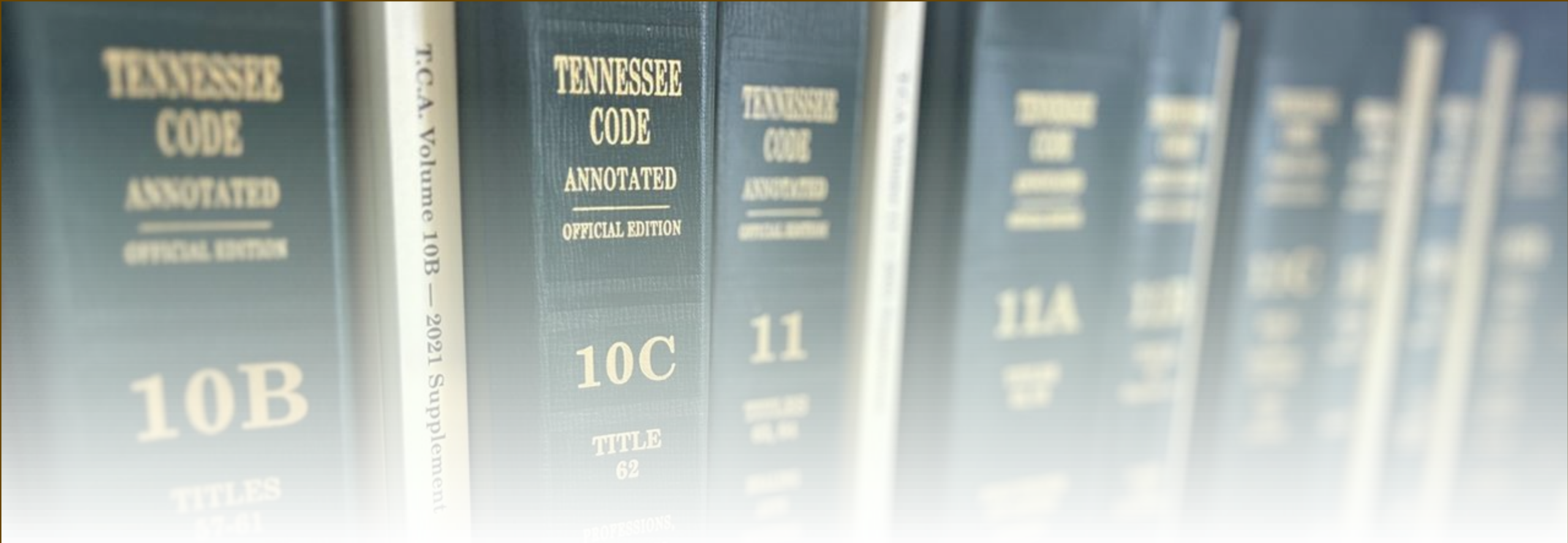
Election Overview (State)

- Four Incumbents Defeated This Cycle
- Three Committee Chairs Defeated
- Campus Representation
- 12 new members



Legislative Timeline

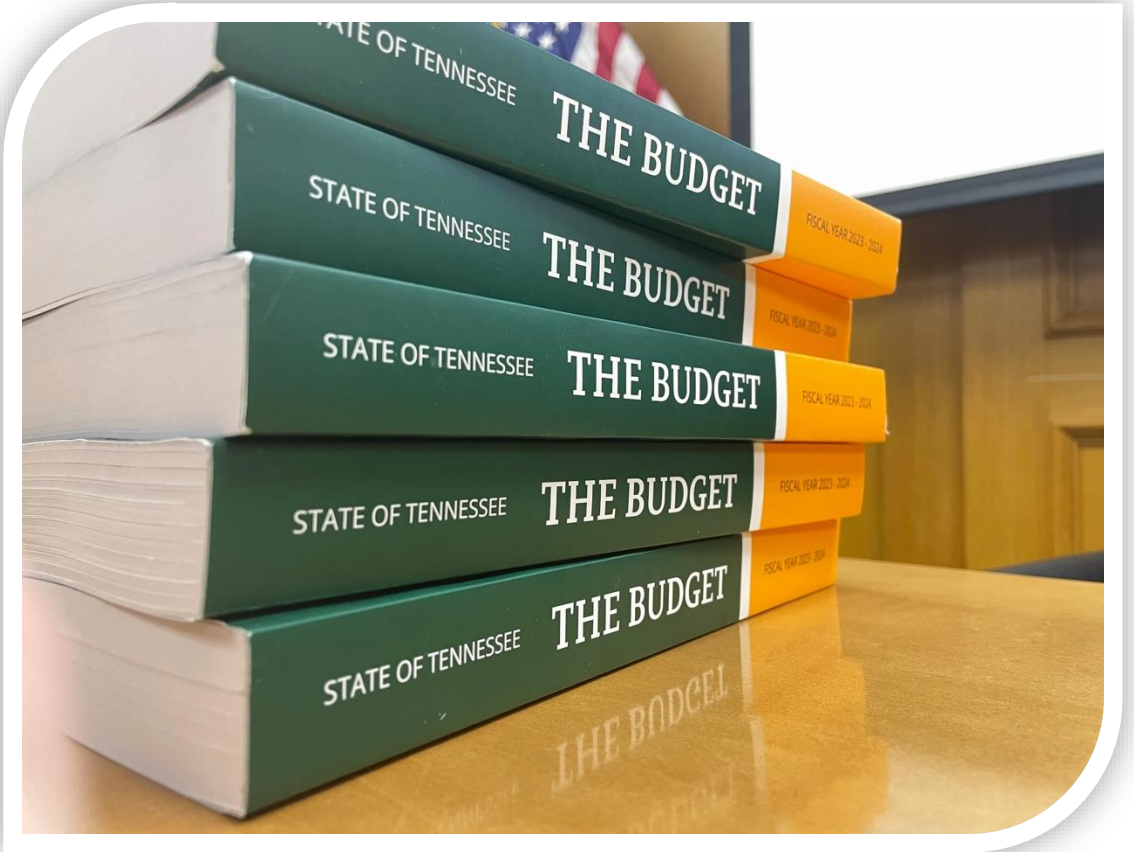




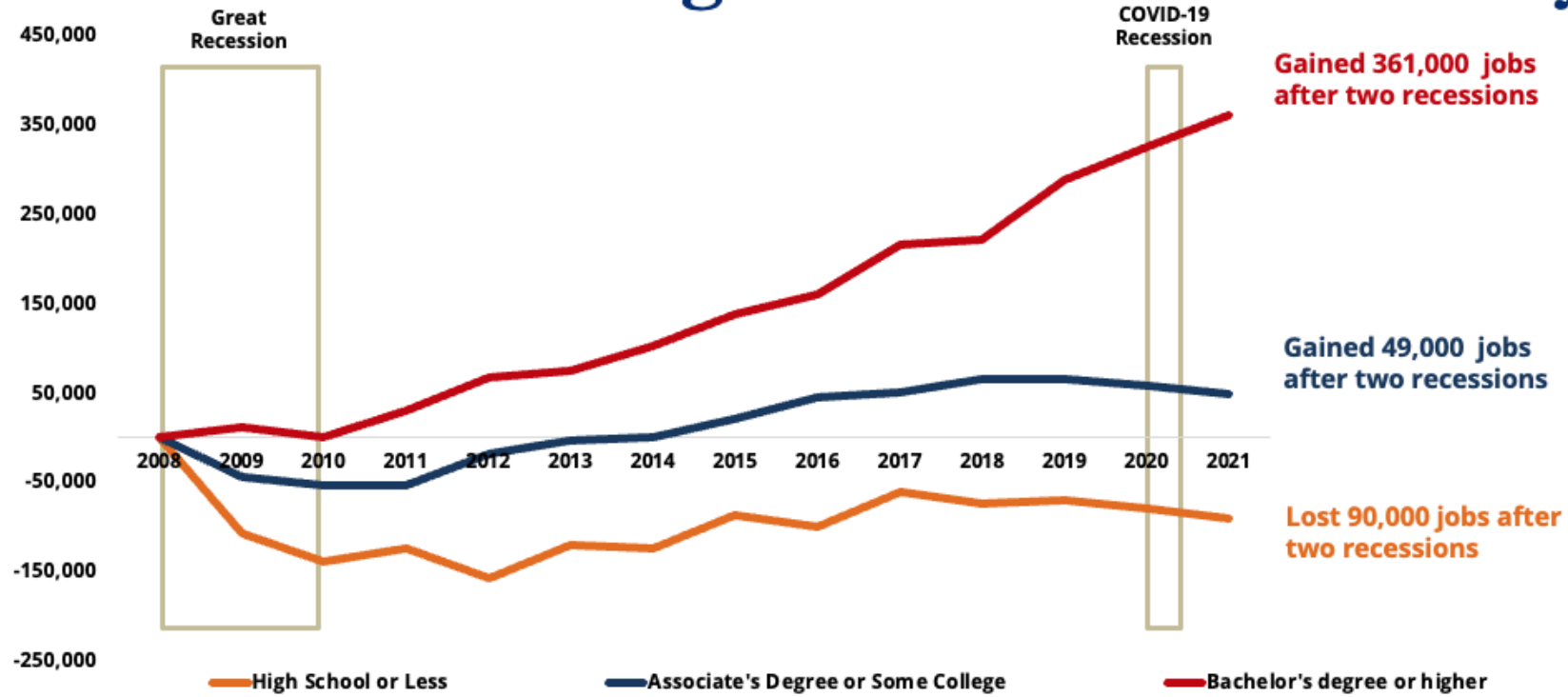
2025 Legislative Session & UT Priorities

FY25-26 Budget Landscape

- State Funding Board Projections
- Governor's office preparing stakeholders for "new normal"
- Budget Considerations
 - Disaster relief
 - F&E tax refunds
 - School choice
- Recurring revenue used for non-recurring expenses



Recession Proofing the Tennessee Economy



Notes: 2020 data is unavailable.

Source: Tennessee Higher Education Commission analysis of American Community Survey (ACS) data, 2008-2021. (Adapted from Carnevale, A.P., Jayasundera, T., & Gulish, A. (2016), *America's Divided Economy: College Haves and Have-Nots*.)



361,000

TN job growth requiring a bachelor's degree
(2008-2021)

71,000

Systemwide enrollment goal
by 2030

The Case for Capital



298 Buildings

Over 60 years old

60 Buildings

Over 100 years olds

44%

UT's buildings as %
of TN public higher
education buildings

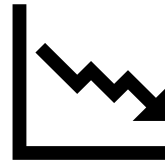


The Case for Capital



\$1.3B

Deferred maintenance



60%

Capital maintenance
decrease since FY21



\$3.7B

Capital needs
over the next decade

FY25-26 Funding Priorities

UT Capital Requests:



\$165.2M

UTK Chemistry Building



\$57.5M

UTM College of Business



\$28M

UTIA College of Veterinary
Medicine

Bonds for Academic Facilities



FY25-26 Funding Priorities

UT *Operating Requests:*



\$1.9M recurring

UT Southern
Productivity Funds



\$3M recurring

UTIA Precision
Agriculture
Initiative



**Recurring operating
increase formula**

For medical non-
formula units

Potential State Legislative Issues



- School choice
- Financial aid
- Campus safety/firearms
- Value of degrees/ROI
- Accreditation
- R&D competitiveness
- Academic Program Approval Efficiency

Questions?

Capital Projects Overview

Campus Advisory Board

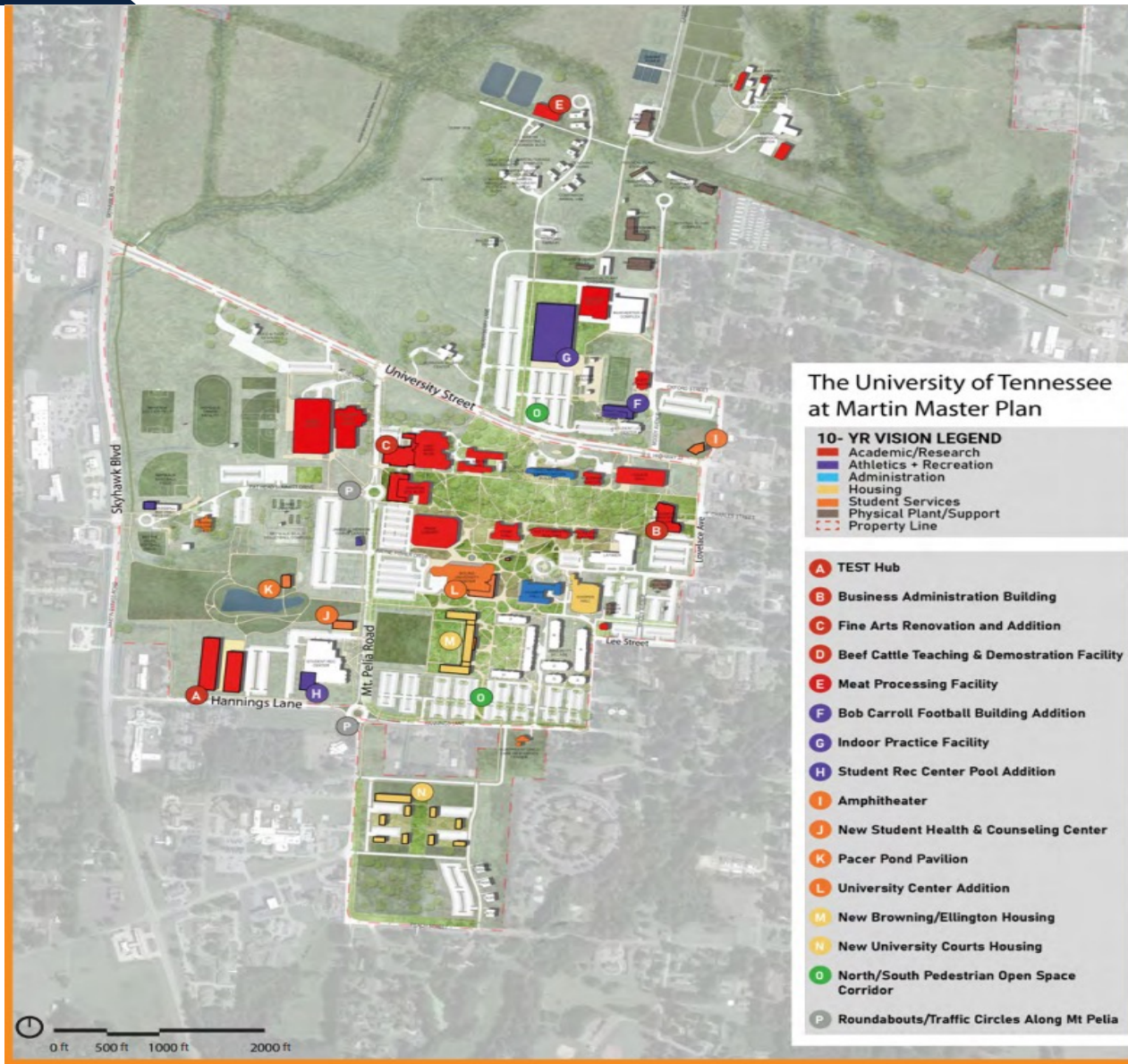
January 24, 2025

Project Updates

- Hall-Moody Building Systems Upgrade
- TEST Hub
- Athletic Facilities Improvements
- Safety and Security Enhancements
- College of Business & Global Affairs Building
- New Student Housing

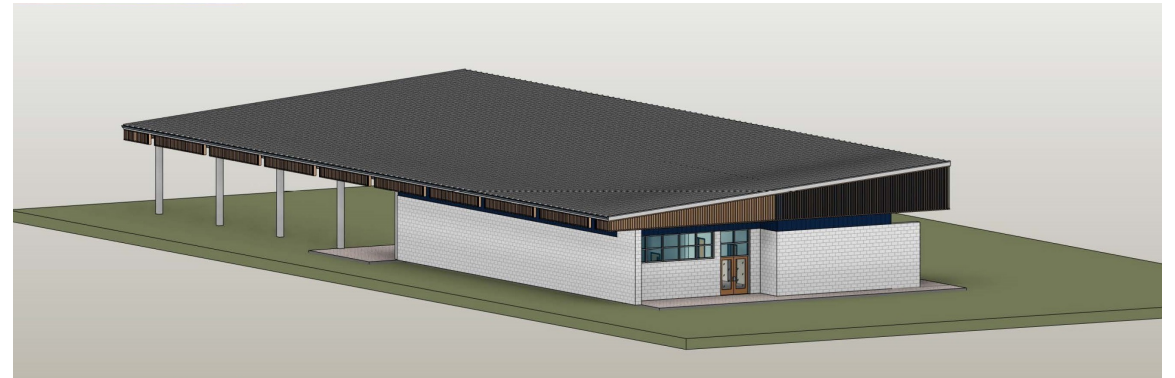
Campus Master Plan

2021 -2031



What's Next?

- Cattle Education and Reproduction Laboratory (CERL)
 - This project will develop a beef cattle teaching and demonstration area that will include classroom, laboratory, handling facilities, covered arena, equipment and fencing.
- Completed program document
- Estimated \$4 – 6 million
- Explore alternate funding sources



What's Next?

- Student Health & Counseling Center
 - Construction of a new Student Health and Counseling Center to replace the existing 1959 residential style structure.
- Programming document underway
- Estimated \$5 - \$8 million
- Exploring funding sources



Campus Master Plan Projects

- College of Ag & Applied Sciences Buildings and Facility Improvements
 - Expansion of the Vet Science Building and Replacement of Graves Stables.
 - Estimated \$8 million
- Student Support Services Addition & Upgrades
 - Addition/Upgrades to the University Center and Repurposing of the Elam Center former pool to support student services.
 - Estimated \$43 million

Campus Master Plan Projects

- EPS Renovation and Addition
 - Update the west side systems and finishes and add new teaching and office space
 - Estimated \$76 million
- Campus Site Enhancements
 - Provide an outdoor space for campus events, gateway enhancements, trail connection for Brian Brown Greenway, wayfinding enhancements, sidewalk replacements and additions, and internal pedestrian corridor that connects the campus north and south.
 - Estimated \$8 million

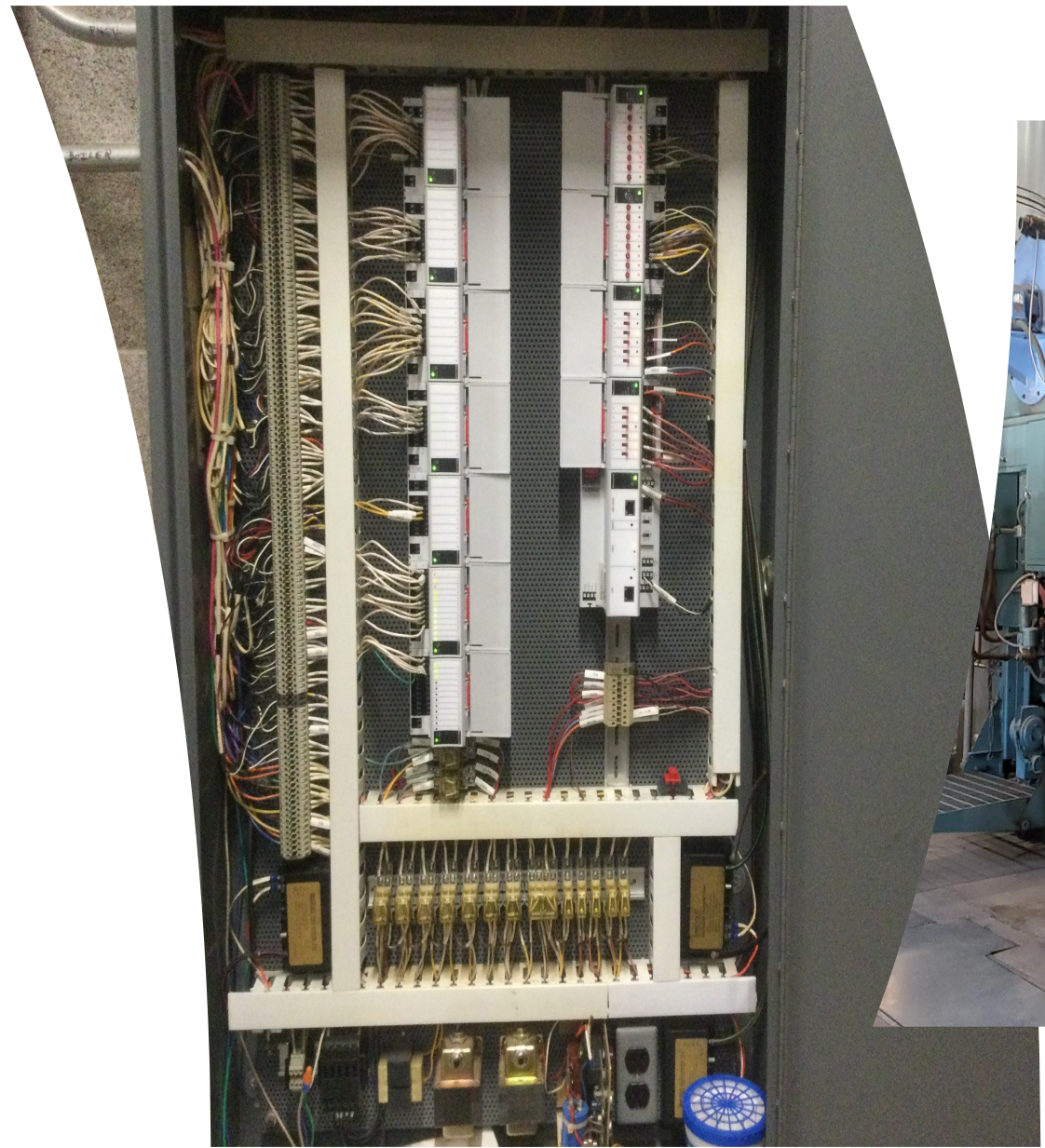
Campus Master Plan Projects

- Fine Arts Musical Hall & Theater Renovation
 - Addition of a music-focused Performance Hall and a dedicated Recital Hall.
Addition of an Acting Studio/Lighting Lab and strategic theatrical renovations.
Addition of a Dance Studio to bring dance classes into the Fine Arts facility.
 - Estimated \$58 million

Capital Maintenance Requests

HVAC Upgrades

- Replace obsolete HVAC controls & systems in the University Center, Gooch Hall, Brehm, South Chiller Plant and Central Steam Plant
- Improve operations, energy efficiency, and provide energy savings
- Existing Steam Plant Cleaver Brooks Hawk ICS Boiler controls and the Honeywell controls in Gooch Hall, Brehm Hall and University Center are obsolete; South Plant tertiary loop controls are ineffective to provide required redundancy
- Estimated \$3 million



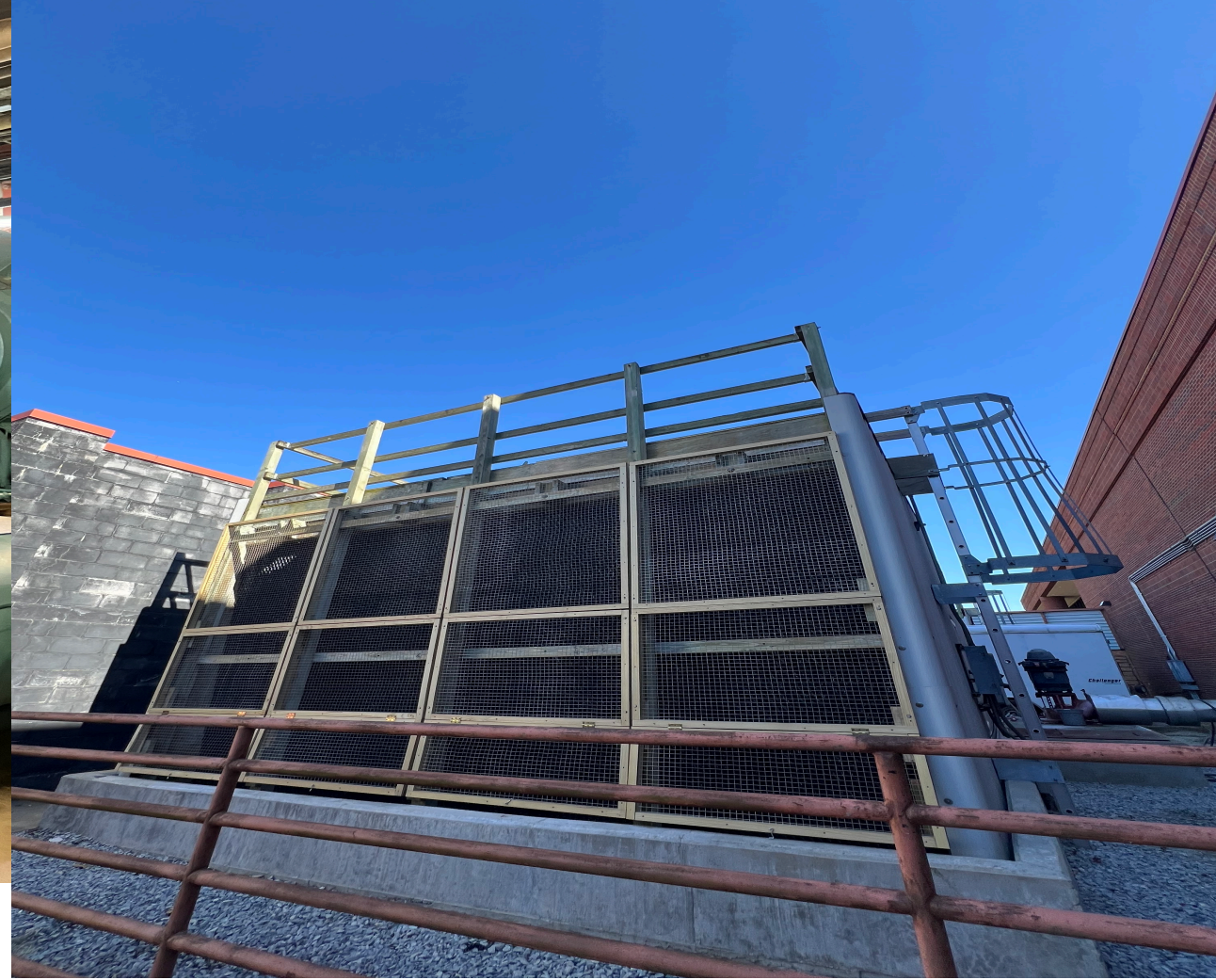
Building Envelope Repairs

- Replace siding and windows on the Perry Children's Center
- Humanities building flashing and other remedial water proofing measures to prevent moisture infiltration between exterior brick & interior block
- Crisp Hall window replacement due to rotting frames (noted in the Building Assessment 2021)
- Replace EPS single pane windows and exterior doors original to the building
- Replace aged Ag Pavilion roll up doors and exterior doors
- Estimated \$3 million



Replace Chiller at the North

- Replace existing 25+ year old chiller with a larger capacity, oil-less type chiller, including pumps and tower
- Will help accommodate increased chill water loads
- Future loads include the New College of Business and Global Affairs and Fine Arts Music Hall addition
- Estimated \$3 million



Additional Capital Maintenance Projects

- Campus Fire Alarm Upgrades - \$1.5 million
- Heating Plant Boiler Replacement - \$2 million
- Campus Elevator Upgrades - \$2.2 million
- South Plant Chiller Replacement - \$3 million
- Storm and Sewer Line Upgrades Phase 2 - \$2 million
- Campus Underground Steam Line Replacement - \$3.8 million
- Clement System Upgrade Phase 3 - \$15 million (may be multi phased)

UT Martin Athletics



Athletic Accomplishments



- Nine Skyhawk athletic programs have captured a total of 43 OVC team championships, 34 of which have come since 2009.
- Football Back-to-Back-to-Back Big South OVC Championships
- OVC MBB OVC Champions
- WBB NCAA Tournament Appearance
- Stunt finished 3rd in the Country
- 5th in OVC Commissioner's Cup



Athletes in the Classroom

Year	Recipients
Fall 2019	219
Spring 2020	285 (School Record)
Fall 2020	280
Spring 2021	261
Fall 2021	261
Spring 2022	248
Fall 2022	248
Spring 2023	235
Fall 2023	233
Spring 2024	254
Fall 2024	287 (School Record)

Year	Recipients
2017-2018	130 (School Record)
2018-2019	128
2019-2020	191 (School Record)
2020-2021	181
2021-2022	161
2022-2023	124
2023-2024	168

OVC Commissioner's Honor Roll

(3.25 GPA)

2,927 overall since inception

Athletic Director's Honor Roll

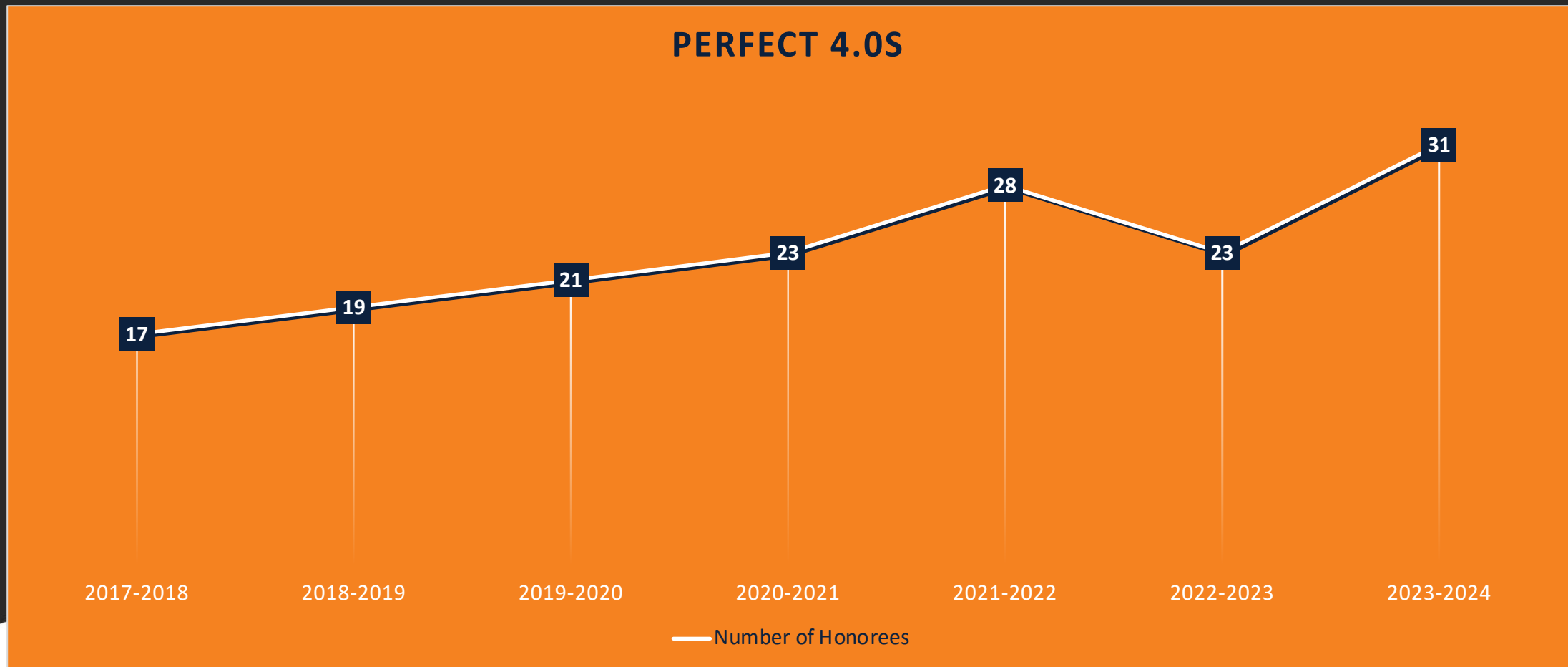
(3.0 GPA)

2,810 overall since inception
(Fall 2019)

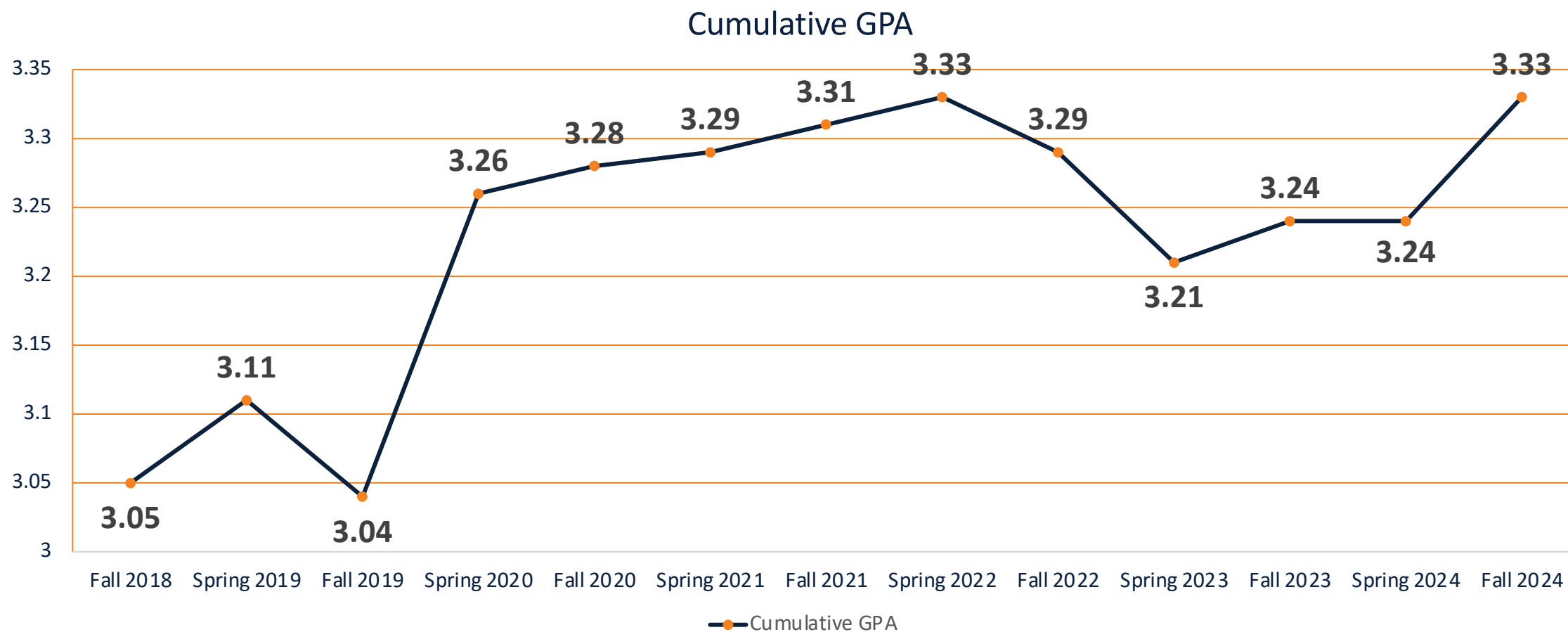


OVC Medal of Honor

OVC Medal of Honor recognizes student with 4.0 for both Fall and Spring Semester



Cumulative GPA of Student Athletes





Departmental Upgrades



Facilities:

- Renovated Men's Basketball Locker Room (2024)
- Baseball Hitting Facility (2023-2024)
- Baseball Field and Fence (2024)
- Student Life Center Football Weight Room





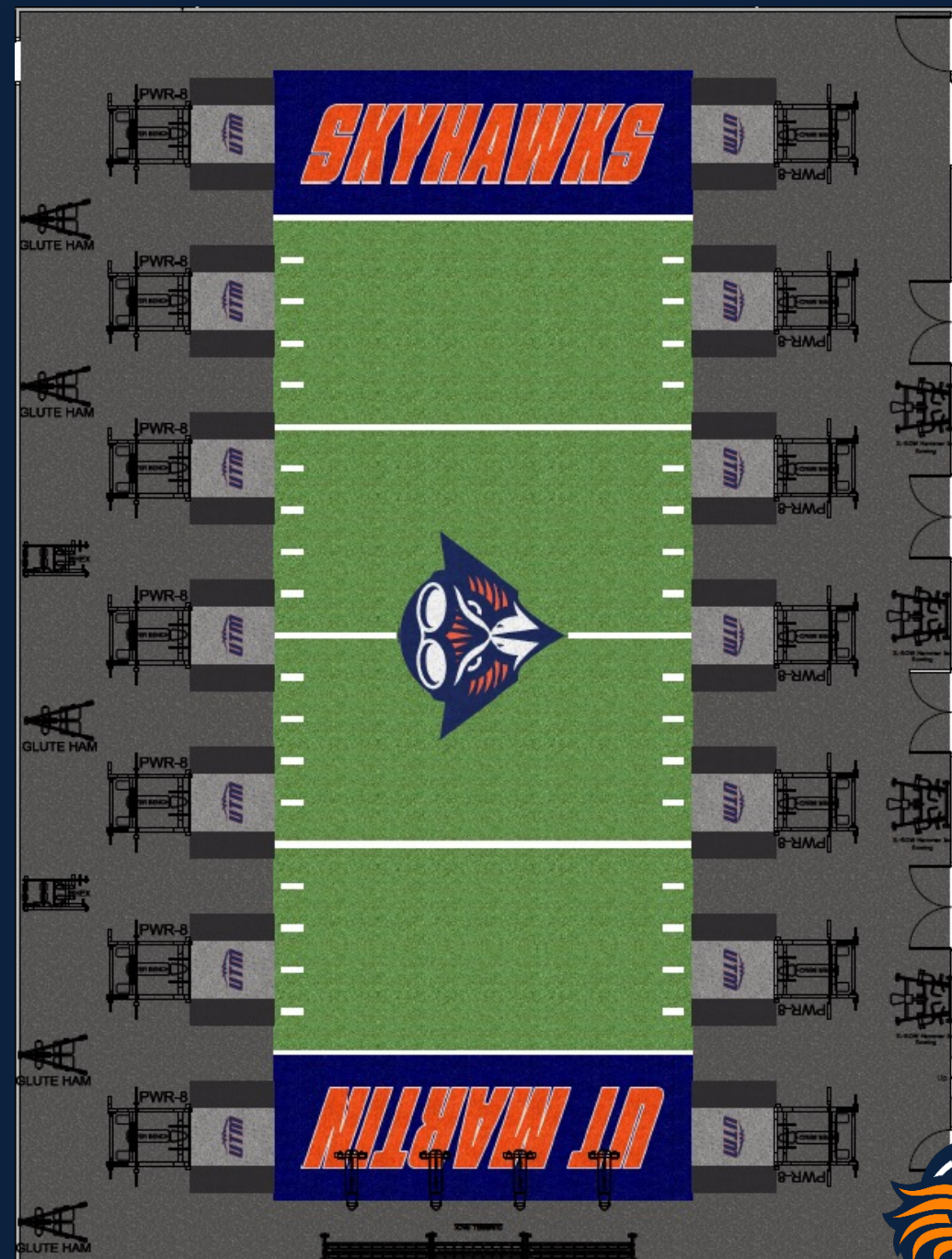
Future Departmental Upgrades

- Install Outfield Fencing at Baseball
- Renovation of Track Complex
- Bob Carroll Upgrades
- Rodeo & Equestrian Upgrades

Elam Center Enhancement

- Center-Hung Video Board/ Shot Clock Upgrades/ Scores Tables Replacement
- Arena Face-Life
- Sound System Upgrades





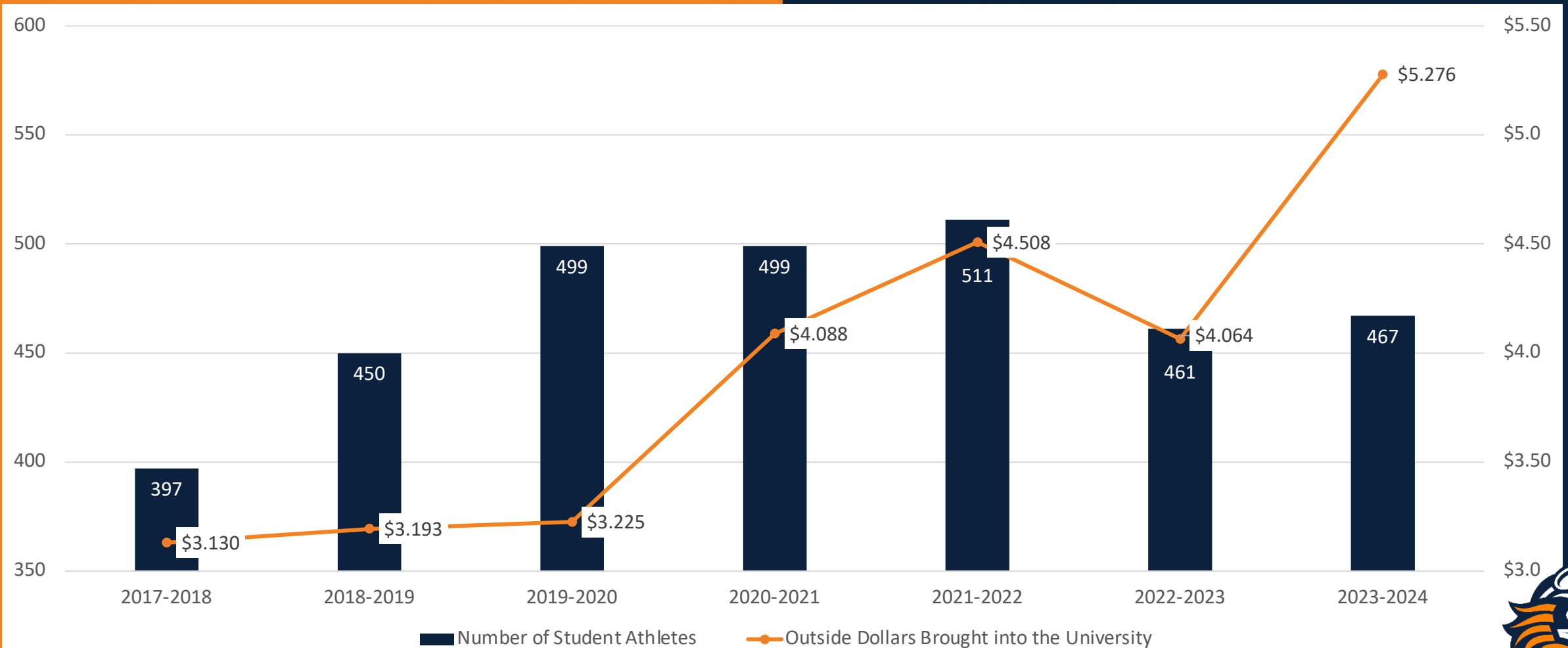
Fundraising Numbers

Fundraising Increased 200% over the past two years

Year	Funds Raised	Amount of Donors
2018	\$912,782	1643
2019	\$1,045,770	1598
2020	\$1,032,796	2086
2021	\$1,457,700	1636
2022	\$2,225,553	1486
2023	\$5,509,462	1363
2024	\$1,689,923	1330



Athletics Student Population & Financial Contributions to UT Martin



What are the *House* Settlement Stipulations?

- All Division I Schools are permitted, but not required to offer benefits to student-athletes in the way that NIL payments have become permissible for third parties
 - Additional benefits will be capped at the same level for every institution based on a formula
 - Formula evaluates eight revenue categories for each Power 5 institution, dividing that by the number of member institutions, and taking 22% of that resulting dollar figure
- Exemptions from NIL payments:
 - Alston awards
 - Third party NIL payments
- NCAA financial aid limits are replaced with roster limits
 - All financial aid awards will become equivalency awards



NCAA Financial Aid Limits & UTM GIA Budget

Sport	New NCAA Roster Limits	In-State Units	Out-of-State Units	Sport	New NCAA Roster Limits	In-State Units	Out-of-State Units
Baseball	34	11.7	11.7	Women's Basketball	15	15	15
Men's Basketball	15	13	13	Equestrian	?	0	0
Golf	9	4.5	3.5	Soccer	28	14	14
Football	105	63	58.4	Softball	25	12	12
Men's Cross County	17	5	4	Women's Cross County	17	6	6
Men's Track	45	7.6	0	Women's Track	45	12	8
Rifle	?	3.6	3.6	Volleyball	18	12	12
				Beach Volleyball	19	1	1

Benefits to Opting In to *House* Settlement

- Freedom to provide additional benefits to student-athletes
 - Be mindful of the cap for NIL payments
 - Alston payments can go beyond the \$5980 limit
- More control over NIL payments by the institution
 - NIL can be brought in-house
 - Additional reporting requirements will also increase transparency
 - More enforcement over third party NIL arrangements (ensuring FMV for student-athletes, arbitration process)
- Schools receive settlement protections for ten years



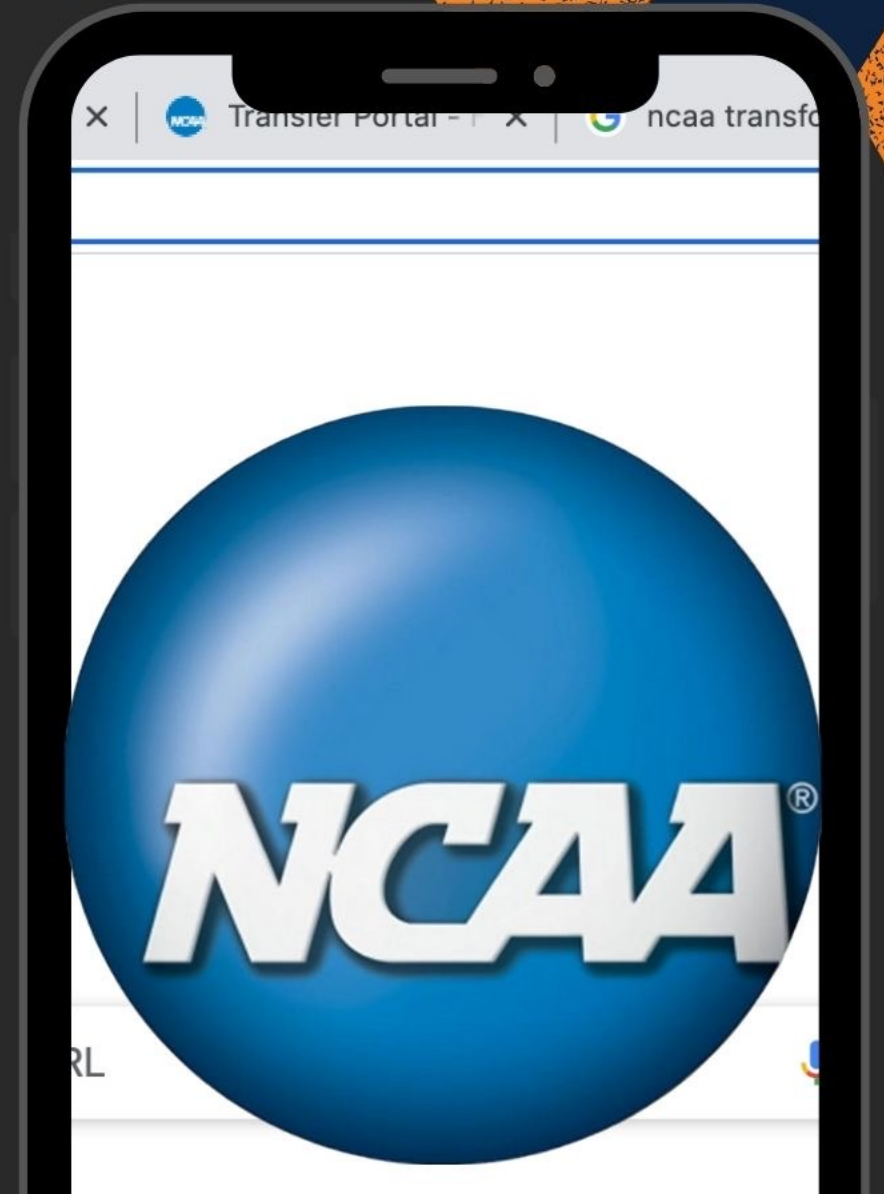
Risks to Opting In to *House* Settlement

- Roster limits
 - Threat to walk-ons
 - Could impact enrollment
- Uncertainty about whether OVC schools are positioned to take advantage of the new opportunities the settlement provides
- Unknown costs associated with assessing FMV
- Opting in will bring with it new reporting responsibilities that will create more administrative work for institutions
- Is the return on investment sufficient?



National Issues

- NCAA Settlement
- Transfer Portal





Thank You

QUESTIONS?





Enrollment Update

UT Martin
Advisory Board
January 24, 2025



ENROLLMENT UPDATE

- Spring 2025 Enrollment
- Persistence & Retention Update
- Fall 2025 Goals and Tracking

Spring 2025 Enrollment

SPRING 2025 ENROLLMENT UPDATE

Population	Spring 2024 Census	Point-to-Point Comparison		
		Spring 2024	Spring 2025	% Change
Total Enrollment	6,450	6,455	7,023	8.8%
Graduate	656	654	671	2.6%
Undergraduate	5,794	5,801	6,352	9.5%
FTE	4,781	4,779	5,181	8.4%

Point-to-Point comparison as of January 9, 2025

NOTABLE INCREASES FOR SPRING

Population	Spring 2024 Census	Point-to-Point Comparison		
		Spring 2024	Spring 2025	% Change
Returning	3,969	3,968	4,210	6.1%
1st-time Graduate	111	108	119	10.2%
Dual Enrollment	1,453	1,465	1,748	19.3%
Transfer	146	125	156	24.8%

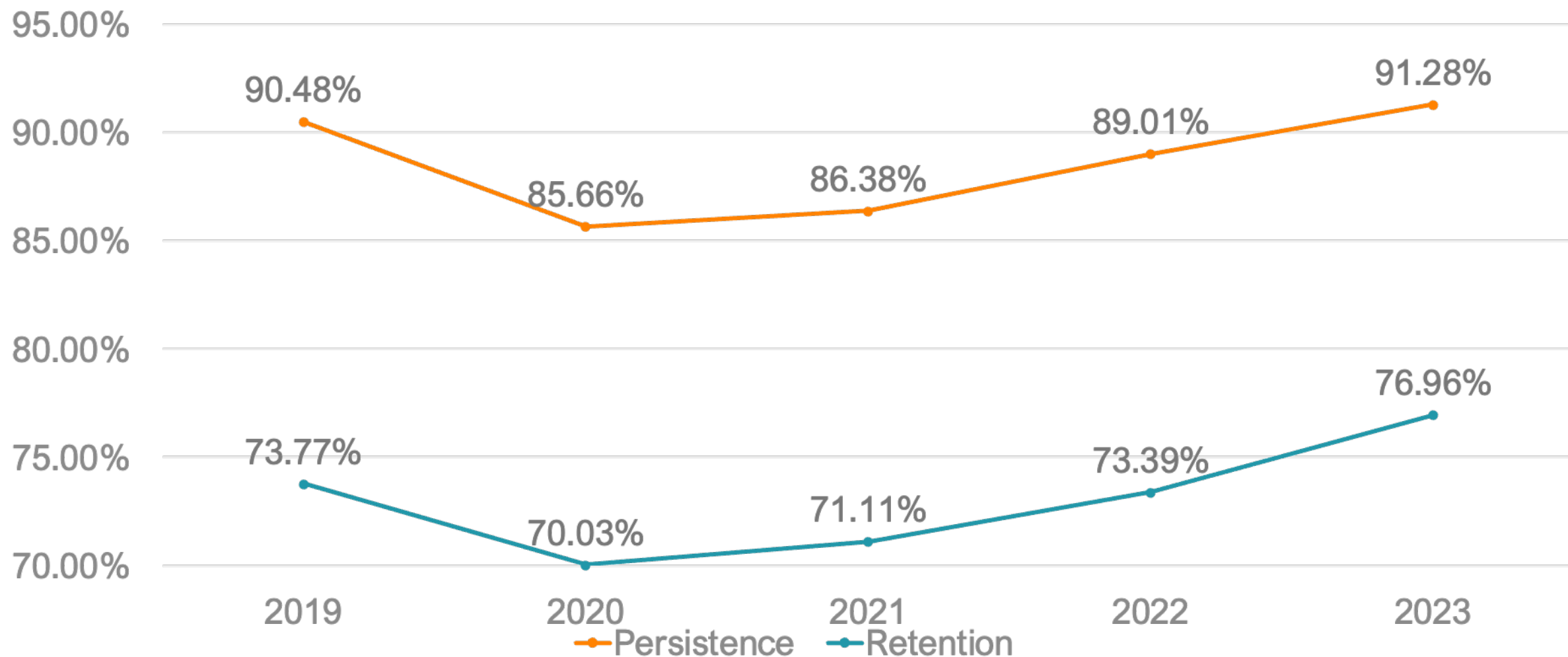
Point-to-Point comparison as of January 9, 2025

Persistence and Retention Update

DATA DEFINITIONS

- **Persistence** – continued enrollment and/or graduation from Fall to Spring. Useful as an early indicator for retention and completion estimates
- **Retention** – continued enrollment and/or graduation from Fall to Fall
- **Progression** – advancement within credit hour benchmarks – 30, 60, 90

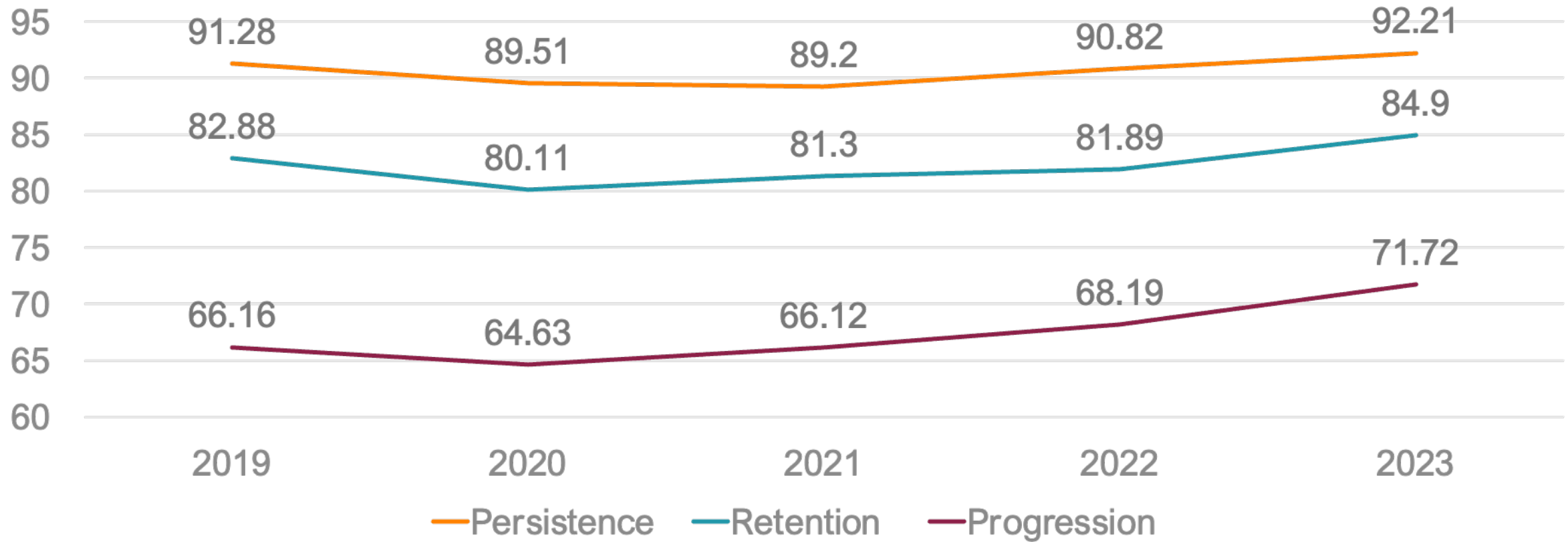
FTFT PERSISTENCE RELATED TO RETENTION



FTFT PERSISTENCE RELATED TO RETENTION

Year	Fall to Spring Persistence	Fall to Fall Retention
2019	90.48%	73.77%
2020	85.66%	70.03%
2021	86.38%	71.11%
2022	89.01%	73.39%
2023	91.28%	76.96%
2024*	92.00% (current as of 1.10.25)	

PERSISTENCE, RETENTION, PROGRESSION



OVERALL PERSISTENCE RELATED TO RETENTION

Year	Fall to Spring Persistence	Fall to Fall Retention	Progression
2019	91.28%	82.88%	66.16%
2020	89.51%	80.11%	64.63%
2021	89.20%	81.3%	66.12%
2022	90.82%	81.89%	68.19%
2023	92.21%	84.9%	71.72%
2024*	92.4% (as of 1.10.25)		

ANALYSIS AND FACTORS

- Increased investment in tutoring and student support, including grant and QEP initiatives
- Increases to scholarships and revision of scholarship retention
- Gen Ed and Catalog Updates
- Growth in all brackets, not just Fall to Fall
- Weekly trackers and comparative analytics Fall and Spring cycles
- Enrollment campaigns
- Campus Partnerships

Fall 2025 Goals and Tracking

FALL 2025 ENROLLMENT GOALS

Enrollment Category	Fall 24 Census	Fall 25 Goal	% Change
Total Enrollment	7,507	7,946	5.85%
Undergraduate Students	6,817	7,222	5.94%
Graduate Students	690	724	4.93%
First-Year Students	1,220	1,281	5.00%
First-Time Transfers	383	402	4.96%
First-Time Graduates	170	179	5.29%
Retention Category	Fall 24 Census	Fall 25 Goal	% Change
First-Year Retention	76.96%	77.25%	0.29%
Overall Undergraduate Retention	84.90%	85.00%	0.10%

NEW STUDENT TRACKING

- **First-Year Students-** 9.5% increase in Admits
 - Implementation of Common App
 - Upcoming Future Skyhawk Receptions
 - New Housing Application
- **First-time Transfers-** down about 20 admits but early in cycle

NEW STUDENT TRACKING

- **Graduate Students**
 - New application launch
- **International Students**
 - Working with BetterWayz Consulting
 - Received first applications from group
 - International Travel

ENROLLMENT PLANNING

- Centralized Enrollment Communication & Operations
- International Recruitment Strategy
- Strategic Plan Launch
- Strategic Enrollment Plan Working Groups- plan ready summer 2025

QUESTIONS?



Watch Us Soar: **Strategic Plan 2025-2030**

Strategic Planning Process

- **Conducted:** A SWOT analysis and focus groups.
- **Proposed:** Five goals from the steering committees.
- **Vetted:** The goals with UTM stakeholders.
- **Developed:** Strategies with targets and metrics.
- **Surveyed:** UTM stakeholders for feedback.
- **Presented:** Strategic Plan to trustees.
- **Involved:** 265 UTM stakeholders from start to finish.



UT Martin Strategic Plan

GOAL 1

To achieve sustainable enrollment growth by investing resources to attract and support a wide range of learners.

GOAL 2

To enhance our institutional reputation by delivering exceptional education and service to all UTM constituents.

GOAL 3

To create and enhance physical and virtual spaces that meet the evolving needs of future learners and educators.

GOAL 4

To reaffirm our commitment to West Tennessee by strengthening existing partnerships and developing new collaborations to drive regional growth and development.

GOAL 5

To promote and celebrate faculty and staff excellence and student achievement for outstanding embodiment of the university mission.





Goal 1

To achieve sustainable enrollment growth by investing resources to attract and support a wide range of learners.

Goal I

1. **Create and implement a comprehensive strategic enrollment plan, incorporating components related to the recruiting of undergraduate and graduate students, including transfer students, adult learners, and place-bound students.**
2. **Develop and implement a robust international student recruitment and retention strategy.**
3. **Recruit and retain exceptional faculty and staff.**
4. **Establish administration, policies, procedures, resources, and trainings for academic advising.**
5. **Identify and address institutional performance disparities among student subpopulations, including first-generation, Pell, and veteran/military students.**



Goal II

To enhance our institutional reputation by delivering exceptional education and service to all UTM constituents.





Goal II

- 1. Expand onboarding for faculty and staff and help new employees understand expectations and standards in the university culture.**
- 2. Enhance support services through well-defined service standards for students and cross-university employee interactions.**
- 3. Advance and promote the UTM brand through consistent, targeted messaging, and communication strategies.**
- 4. Create a more supportive and accommodating learning environment by training faculty and staff in a broad range of teaching practices and philosophies.**



Goal III

To create and enhance physical and virtual spaces that meet the evolving needs of future learners and educators.

Goal III

- 1. Develop a housing plan to address aging facilities, improve residential living options, and enhance the residential experience.**
- 2. Expand areas that support student learning, faculty research, and build community.**
- 3. Develop and sustain flexible technology-enabled learning environments that enrich the teaching and learning experience for both faculty and students.**
- 4. Leverage learning and community spaces across all UT Martin locations to expand access to resources for UT Martin and community members.**
- 5. Develop comprehensive physical and digital navigability across the UT Martin main campus and regional centers to enhance accessibility, ease of use, and the overall experience for students, educators, and community members.**



Goal IV

To reaffirm our commitment to West Tennessee by strengthening existing partnerships and developing new collaborations to drive regional growth and development.



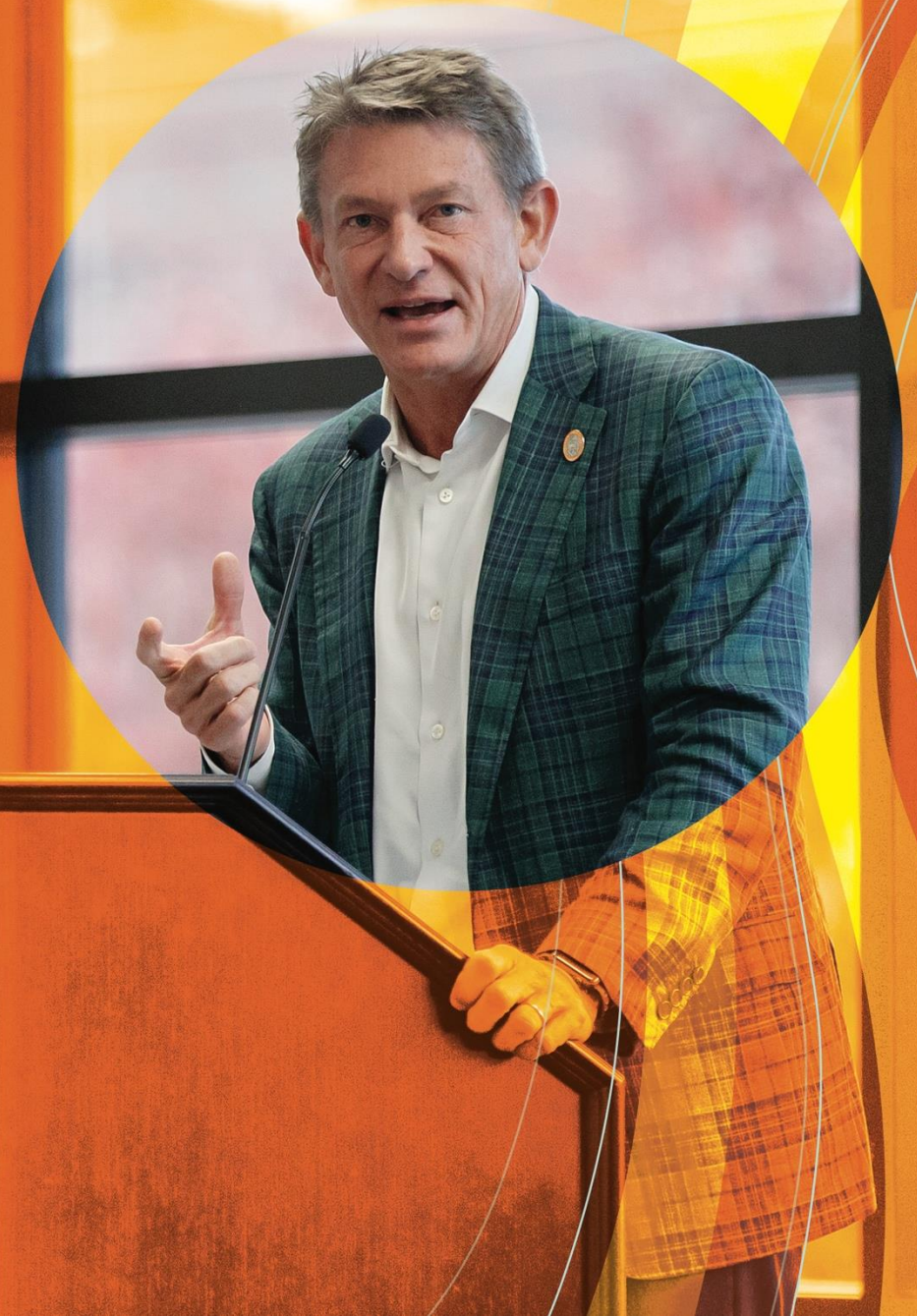
Goal IV

1. Develop a unified communication framework to create clear, consistent messaging that will enhance credibility with external organizations and community stakeholders.
2. Encourage and provide robust support for faculty-led projects to strengthen ties with the region and provide practical learning experiences for students.
3. Cultivate and expand the network of advocates and supporters to advance the University's mission and strategic priorities.
4. Develop a framework for community access and engagement to improve accessibility to university expertise.
5. Create a recognition program for campus experts and partnering organizations.
6. Establish a resources archive and reporting system to maximize efficient use of UTM resources.



Goal V

To promote and celebrate faculty and staff excellence and student achievement for outstanding embodiment of the university mission.



Goal V

1. Expand ways to recognize and encourage excellence for students, faculty, and staff.
2. Create a biennial Skyhawk Innovation Challenge to identify creative, innovative ways for UTM to address major challenges in West Tennessee.
3. Create professional and leadership development programs for faculty, staff, and students.
4. Create a central coordinating body for experiential learning opportunities to make them more widely available to students.





THE UNIVERSITY OF
TENNESSEE
MARTIN

The University of Tennessee at Martin 2025 and 2026 Advisory Board Meeting Schedule

2025 Meetings Dates

May 16, 2025

September 19, 2025

2026 Proposed Meetings

January 23, 2026

May 15, 2026

September 18, 2026