

2024 ANNUAL REPORT

ECONOMIC DEVELOPMENT COLLABORATIVE



Welcome to the University of Kentucky's Economic Development Collaborative (EDC) 2024 Annual Report. **This report highlights the role the EDC plays in the implementation of parts of the UK-PURPOSE**, the strategic plan, which provides a road map for the institution's mission to further advance Kentucky. Investing in the EDC's bold ideas and goals will help UK accelerate efforts – working together with partners across the state – to improve the overall health of the Commonwealth by strengthening Kentucky's economy and improving the lives of its citizens.

The EDC Core Committee is composed of representatives from six colleges **united in the mission to advance the Commonwealth**. In addition, it includes representatives from the following offices: President, Provost, Finance and Administration, HealthCare, Student Success, Research, Human Resources, Information Technology, Philanthropy and Alumni Engagement, University Relations, Community Relations and Athletics. The committee also involves leaders from six economic development engagement areas: the Stuckert Career Center, UK Innovate, the Coldstream Research Campus, the Community and Economic Development Initiative of Kentucky, the Office of Business Engagement and the Von Allmen Center for Entrepreneurship.





CORE COMMITTEE DUTIES

The EDC Core Committee serves as the board of advisors, guiding the formulation of strategies to be implemented across the **six economic development engagement areas**. Additionally, it suggests metrics to assess the success of these strategies in making a **positive impact on the campus, community and Commonwealth**.

1. **Communicate** appropriate information and news to their colleges and departments.
2. **Promote and recommend** economic development opportunities with a focus on the "Bold Ideas."
3. **Encourage** other UK officials to be part of the effort.
4. **Advocate** for proper resources in terms of leadership, staffing, technology needs, web presence and other expenses.
5. **Develop** communication plans and incentives to encourage faculty to identify and coordinate potential opportunities through the EDC.

1 FOCUSING

on the five bold ideas with the most impact and advocating for them to be incorporated in the UK Strategic Plan

2 SETTING

the strategy to guide Talent, Innovation, Place, Partnership and Economic Engagement across the university

3 ASSEMBLING

the necessary resources to execute new impact and/or innovative opportunities both internally at the university and with external partners

4 ADVOCATING

for administrative processes and guidelines that favor the emergence of agile qualities in our academic organizations and rewards appropriate risk taking

5 IMPROVING

communication with campus and the community regarding UK economic development activities

6 GROWING

financial resources through business contracts and support through donations

7 RESOURCING

in terms of leadership, staffing, technology needs, web presence and other expenses



GUIDING PRINCIPLES



BOLD IDEAS

#1

Provide the staffing and other resources necessary for a successful Office of Business Engagement reflective of a university of the same size and scope as UK, including access to business intelligence data.

UK-PURPOSE Principle #1 Taking Care of our People

Prior to 2019, the University of Kentucky's corporate partnership efforts were managed by a single-person office, supported by a committee that met monthly to share engagement activities and plan for the future. Today, the Office of Business Engagement has grown significantly – it is **now supported by four staff members** from the Economic Development and Real Estate team and is housed in the same office suite as UK Innovate. Together, these teams collaborate to identify and pursue business engagement opportunities. This effort is further strengthened through the EDC Partnership Subcommittee, fostering broader collaboration across campus.

The Office of Business Engagement is also strengthened by OneUK. This initiative has expanded significantly since its launch in 2023, growing from **three partners to six partners in 2024**: Appalachian Regional HealthCare, Bullard, Catalent, Fidelity Investments, Fischer Homes, and Valvoline Global. In addition to the core team managing its day-to-day operations, OneUK is supported by 24 College Liaisons representing all 20 of UK's colleges. These liaisons play a crucial role in bridging their respective colleges with OneUK. By collaborating with the core team, they help develop engagement plans tailored to partner needs, fostering strong, mutually beneficial partnerships.

Significant progress has also been made on the integrated business engagement dashboard project thanks to the dedicated efforts of Institutional Research, Analytics and Decision Support (IRADS). Additionally, the recent hiring of a full-time Salesforce CRM administrator dedicated to the work of the EDC **reflects the university's commitment to advancing its business engagement initiatives.**

#2

Develop the UK Innovation District (Scott St to Bolivar / Limestone to Broadway) including co-location space for UK students/researchers and industry partners.

UK-PURPOSE #3 Inspiring Ingenuity

Five years ago, the Cornerstone was still under construction, the idea for what would become the Gray Design Building was just beginning to take shape and the University of Kentucky had recently acquired a tattoo parlor at the corner of Broadway and Bolivar. Today, the Gray Design Building serves as the home of the College of Design. With the recent purchase of the Tolly Ho building, **UK now owns the entire block from Bolivar to Scott Street.** The Cornerstone is now home to regular university, community and business programming.

Initial meetings with master planning consultants are underway to determine the scope and users of the innovation district. A team consisting of EDC Core Committee leaders and UK Facilities leadership is spearheading the innovation district planning and stakeholder meetings.





#3

Develop multi-disciplinary institutes (and consortia) to grow UK's impact on the Commonwealth.

UK-PURPOSE #3 Inspiring Ingenuity

Five years ago, few could have imagined the University of Kentucky **leading a consortium to compete for a \$160 million grant**. Today, through UK Innovate's leadership, this bold vision is taking shape with GAME Change, a consortium uniting university and industry leaders to drive innovation leadership in sustainable manufacturing, materials reuse and circular economy workforce development.

Key partners in the consortium include UK, Amazon, Eastman Chemical Co., Lexmark International, Family Scholar House, CVG Cincinnati/NKY Airport, Kentucky Community and Technical College System (KCTCS), Kentucky Science and Technology Corporation (KSTC), Launch Tennessee, Vanderbilt University, University of Louisville, Tennessee State University and the University of Tennessee, Knoxville.

In October, the National Science Foundation (NSF) selected GAME Change to advance in its \$160 million Engines proposal competition. In December, GAME Change and Lexmark partnered to plan a **60,000-square-foot Technology & Talent Scale Center on Lexmark's campus** in Lexington, pending funding and final approvals.

Another exciting consortium is the **Estate Whiskey Alliance (EWA), which launched in March and expanded to 14 members, including seven Kentucky businesses**. Led by UK Innovation Connect, the EWA will be debuting the Estate Whiskey Certified™ program in early 2025, which will authenticate whiskey products meeting strict criteria. The criteria for certification includes that all production processes that include milling, cooking, fermentation, distillation, barreling, aging and bottling occur on the estate distillery, and that at least 2/3 of all mash bill grains are grown on estate-owned or -controlled land. The EWA is dedicated to **discovering, advancing and promoting the virtues of estate-produced whiskey**.

#4

Create an Opportunity Map of central Kentucky and focus on economic engagement

UK-PURPOSE #5: Bringing Together Many People, One Community

An Opportunity Map is a tool that visualizes demographic information by layering various data sets onto a Geographic Information System (GIS) map.

The map will be used to **monitor progress** in specific neighborhoods or business zones, focusing on increasing engagement with disadvantaged business enterprises and improving economic engagement in these areas.

In 2023, a Sustainability Challenge Grant Award funded the development of **version 1.0 of the Opportunity Map**. Using these funds, a Digital Mapping master's student from UK's Department of Geography created the initial map. This version includes coverage of all counties in the Commonwealth, all Metropolitan Statistical Areas involving Kentucky counties and all census tracts and zip codes in Fayette County. The map allows for a comparison of two key economic and demographic variables.

Plans for version 2.0 include incorporating **observation stories** to interpret the data from different points of view, including those of students, faculty, staff and community members.





Retain more UK graduates for jobs in Kentucky by inspiring a campus-wide career ready culture that focuses on the workforce needs of the Commonwealth

UK-PURPOSE #1: Putting Students First

#5

The University of Kentucky continues to set records in student enrollment, retention and graduation rates, demonstrating a strong commitment to cultivating a career-ready culture aligned with Kentucky's workforce needs. **For Fall 2024, UK reported an overall enrollment of 35,952 students, including 6,514 first-year students.** The six-year graduation rate for the Fall 2017 cohort reached 71%, and a total of 8,097 degrees were conferred during the 2023-2024 academic year.

A key strategy in this effort is UK's focus on **"Growing Our Own,"** a concept applied across multiple areas, including **health care workforce development.** UK HealthCare, the largest employer of UK graduates, is expanding its capacity to educate future health care providers through the construction of the new Health Education Building. This facility will prepare more doctors, nurses and other health professionals to meet the state's critical needs.

Looking ahead, the EDC plans to support initiatives in 2025 aimed at increasing graduate retention and recruiting alumni back to Central Kentucky. This includes **continuing to partner with Commerce Lexington on the talent and workforce development aspects** of their regional competitiveness plan. But there is more to do, as directed by the Advancing Kentucky Together Network, which calls upon UK to work with partners to improve the overall health of the Commonwealth by enhancing workforce, education, research and training for health professions.

2024 EDC NEWS



OneUK has been integral to building the type of business engagement culture we want at UK.”— Kim Kluemper



UK ANNOUNCES 2ND COHORT OF ONEUK, THE HOLISTIC BUSINESS ENGAGEMENT PROGRAM FOR STRATEGIC COLLABORATORS

The University of Kentucky is proud to announce the strategic collaboration with Bullard, Catalent and Fidelity Investments as the second cohort of OneUK.

OneUK provides a long-term, coordinated and holistic engagement experience between the university and select businesses through a mutual commitment to broaden and deepen their engagement with UK.

“OneUK has been integral to building the type of business engagement culture we want at the University of Kentucky,” said Kim Kluemper, director of business engagement at UK. “The cross-campus coordination through the college liaisons and within the core OneUK team ensures we bring the full range of university resources to address the diverse interests of our partners in the most efficient and impactful way.”

The program aims to deepen relationships with strategic collaborators across all UK colleges, centers and institutes. This collaboration in talent, innovation and support is intended to be mutually beneficial for both the university and its strategic collaborators, ultimately advancing the economic interests of the Commonwealth.

The second cohort consists of businesses with strong ties to Kentucky. Bullard is headquartered in Cynthiana, with an additional office in Lexington; Catalent’s flagship U.S. manufacturing location is in Winchester; and Fidelity operates in Covington with satellite offices across the state. Additionally, the cohort represents diverse industries, including personal protective equipment, pharmaceuticals and financial management. These companies reflect the varied economic landscape of Kentucky and highlight their contributions to the state’s growth and development.

This second cohort joins the inaugural OneUK cohort, which includes Appalachian Regional Healthcare, Fischer Homes and Valvoline Global. Since the launch of OneUK, these collaborators have collaborated with the OneUK core team and college liaisons to engage with the university, sponsoring events such as DanceBlue, hosting Career Builder Days on campus and sponsoring UK faculty and student research.

For additional information on OneUK and its strategic collaborators, visit the program’s website at <https://businessengagement.uky.edu/oneuk>.

One UK



Catalent



UK GATTON COLLEGE OF BUSINESS AND ECONOMICS INITIATIVE RECEIVES ECONOMIC DEVELOPMENT AWARD

The University of Kentucky Economic Development Collaborative (EDC) and the Graham Office are proud to announce being named the 2024 University Economic Development Association (UEDA) Award of Excellence winner for the Talent category. This prestigious recognition was presented at the 2024 UEDA Summit held from October 7-9 in South Bend, Indiana.

The UEDA Awards of Excellence program celebrates initiatives, research, or accomplishments that represent outstanding economic development impact. This is the third UEDA Award of Excellence won by the University of Kentucky, marking the eighth time the University has been named a national finalist. The award highlights the University's ongoing efforts to proactively grow economic prosperity in Kentucky in the areas of talent, innovation, place, partnership, and economic engagement.

The Graham Office of Career Management received the award for its innovative program, "#WhatsYourStartDate: A Career Center's Strategic Scaling Strategies to Take Gen-Z from Backpack to Briefcase." This program reflects the office's dedication to connecting students with job opportunities in Kentucky, supporting the economic growth of the state.

"We began by taking a fresh slant in how we marketed ourselves, coining a tagline-meets-mission-statement that anchored our work along three objectives that both challenge and equip students to get into purposeful career alignment: Learn who you are. Plan where you'll go. Get where you're going. Next, we established a tri-fold approach to scale our efforts across three differentiated channels: Graham in the Office, Graham in the Classroom, and Graham virtually. These strategic investments have had very solid returns, as our four-year data now shows," Josh Taylor Said.

The Gatton College has experienced a remarkable enrollment growth of 59% over the last four years, and Graham's multipronged approach to reaching students in different ways (career-coaching sessions with a counselor, career fairs, for-credit career development courses, online resources) has allowed the Office's reach to expand alongside the College's growth.

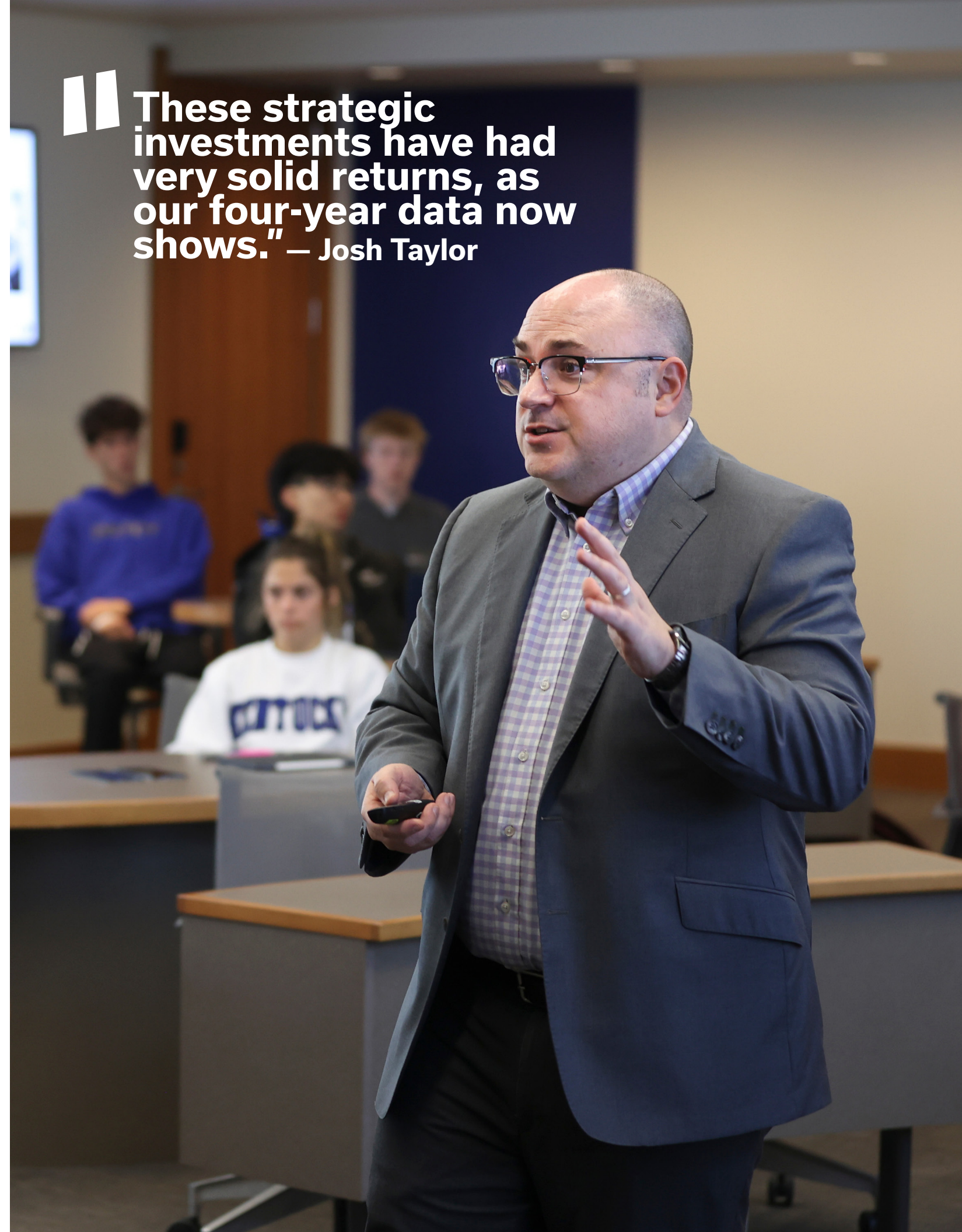
(Graham in the Office) 65% increase of students meeting Graham's counselors in person.

(Classroom) 380% increase in career development course enrollment

(Graham Virtually) 2,000 unique users each month.

By continuing to connect talented graduates with promising career opportunities within the state, the Graham Office of Career Management is playing a vital role in shaping a brighter future for Kentucky and its residents.

"These strategic investments have had very solid returns, as our four-year data now shows." — Josh Taylor





We seek to drive innovation, workforce readiness and community resilience.” — Laura Stephenson

UK LAUNCHES CONNECT 120 INITIATIVE TO FOSTER STATEWIDE ECONOMIC GROWTH

The University of Kentucky's Cooperative Extension Service, supported by the UK Economic Development Collaborative (EDC), is launching Connect 120, a new initiative designed to connect the university's resources and expertise to all 120 county extension offices in Kentucky.

The initiative, introduced during UK's annual State of the EDC event, is a strategic effort to enhance economic development across the state by connecting Kentuckians with the wealth of programs, services and knowledge available at the University of Kentucky.

Connect 120 aims to reach every corner of the Commonwealth, ensuring that the university's resources are accessible to all residents and communities, regardless of location. This effort comes as the University of Kentucky has been charged by its Board of Trustees to "Advance Kentucky Together".

At its retreat in October, the board's resolution directed UK to work with partners across the state to formally launch and expand the Advancing Kentucky Together Network.

The goal is to work with partners in communities and counties across the Commonwealth to do more than any institution in the country to advance the overall health of the state.

This university-wide effort expands UK's longstanding commitment to make it easier for patients to access specialty care and extends it into areas such as workforce training and education. Examples of network and partnering activities that tie into Connect 120 efforts include:

1. Support the education, retention and recruitment of Kentucky's workforce.
2. Extend UK resources and expertise where there is an expressed need to continuously improve health outcomes and increase workforce opportunities.
3. Collaborate with partners and communities in ways that improve an organization's ability to track health outcomes and grow clinical services for both UK HealthCare and the community health partner.

"The land-grant mission of extending the knowledge and resources of the university is a key component of Connect 120," said Laura Stephenson, vice president for land-grant engagement and dean of the Martin-Gatton College of Agriculture, Food and Environment. "We seek to drive innovation, workforce readiness and community resilience. By translating research into real-world solutions, we equip individuals and industries with the tools they need to thrive."

The Connect 120 initiative highlights UK's dedication to supporting Kentuckians from all walks of life. By leveraging its existing infrastructure and partnerships, UK is working to enhance local economies, create new jobs, and build sustainable business growth across the state.

"It has been a goal of the EDC to expand UK's reach in multiple disciplines to every county in Kentucky," said George Ward, EDC chair. "Connect 120 is designed to provide programming to better prepare Kentuckians to benefit from the economic opportunities in our changing world."

Connect 120 builds on the existing work of the Cooperative Extension Service and the EDC. As part of its land-grant mission, the University of Kentucky is committed to meeting the people of Kentucky where they are, helping them solve problems, and ensuring all areas of the state have equal access to the university's expertise and resources.

UK, KEY ORGANIZATIONS PARTNER TO LAUNCH 'GROWING OUR OWN' WORKSHOP SERIES

The University of Kentucky, in collaboration with several partners, launched the "Growing Our Own" workshop series this fall.

Supported by the UK Office of Land-grant Engagement, the initiative aims to strengthen and grow small, Kentucky-based businesses across the Commonwealth by equipping participants with the knowledge and resources needed to thrive.

The workshop series is a result of a partnership between the U.S. Small Business Administration, Commerce Lexington, the Kentucky Transportation Cabinet, the Kentucky Finance and Administration Cabinet, KY Apex Accelerator, America's Small Business Development Center of Kentucky, UK Procurement and Economic Inclusion, UK Cooperative Extension Service and the UK Economic Development Collaborative. The Office of Land-Grant Engagement's support of this initiative through the Engagement Grant Program underscores the commitment to expanding collaborative efforts and addressing important public needs throughout Kentucky.

"Growing Our Own" is a comprehensive four-week workshop series aimed at helping Kentucky small businesses. Each session will take place at different locations across the state and will include a Q&A segment, offering valuable insights and information to attendees.

The Fall 2024 series includes the following workshops:

1. How to Do Business with the University of Kentucky
2. Knowing Your Kentucky Entrepreneur and Small Business Resources
3. Understanding Bids, Requests for Proposals and Bonding Requirements
4. Understanding Which Business Certification is Right for You

The workshops will be held in person at the Goodwill Opportunity Campus in Jefferson County and streamed via Zoom at the Christian County and Campbell County Extension Offices, as well as the Adron Doran University Center in Rowan County. The workshop series will be offered again in Spring 2025, with dates and regional locations to be announced in the future.

"The 'Growing Our Own' workshops are in perfect alignment with UK Procurement Services' efforts to promote economic opportunity," said Barry Swanson, UK chief procurement officer. "The goal of our programming is to have a positive community impact by identifying, educating and then connecting local companies with UK business opportunities. This not only helps the businesses become a viable business enterprise for UK but also prepares them to serve elsewhere in the Commonwealth. With today's tight labor market, the positive impact of 'Growing Our Own' is profound for all parties."

The "Growing Our Own" initiative is designed to intentionally equip and provide resources to individuals within Kentucky, fostering successful entrepreneurship across the state. By participating in these workshops, attendees will gain crucial knowledge and skills to navigate the complexities of doing business within the state, enhancing their potential for success. In turn, the workshop series will assist the state in growing a base of sustainable businesses, increasing the economic viability of each county and fulfilling UK's land-grant mission of advancing Kentucky.

GROWING OUR OWN

"We aim to connect and collaborate in ways that proactively grow economic prosperity." — Melody Flowers

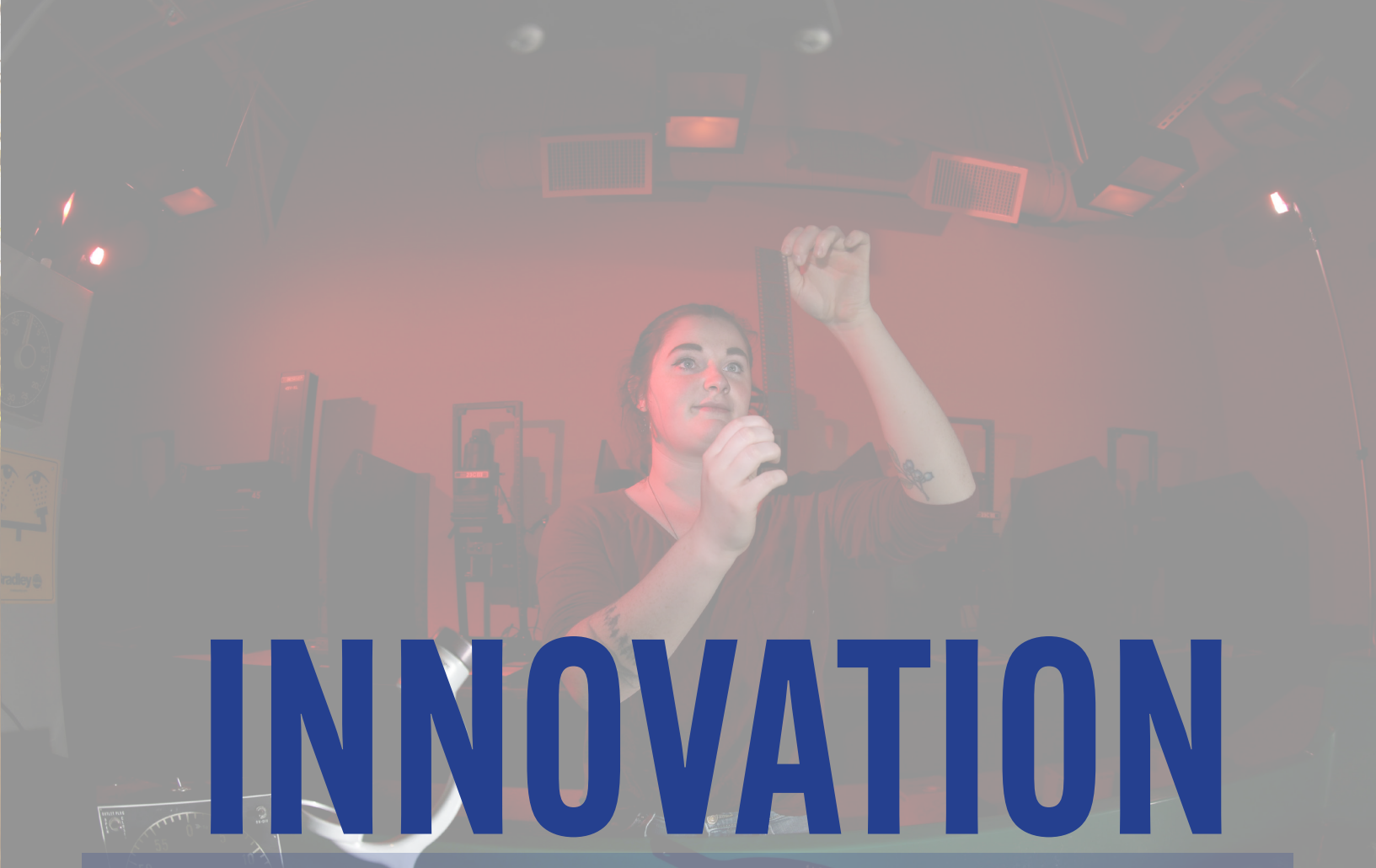


THE ROAD AHEAD



TALENT

1. Name subcommittee co-chairs with **expertise in both pre-college and post-college pipeline** development.
2. Partner with Commerce Lexington to support their regional competitiveness plan, aimed at **fostering future economic growth in nine Kentucky counties**: Bourbon, Clark, Fayette, Franklin, Jessamine, Madison, Montgomery, Scott and Woodford. Click [here](#) for more information on the plan.
3. Focus on workforce pipeline development by collaborating with the Statewide Workforce and Talent Team (SWATT), a state-led initiative that **designs innovative strategies to meet the workforce needs of the Commonwealth's diverse industries and regions**.
4. Collaborate with UK HealthCare workforce development leaders to help meet the **growing health care workforce needs** at UK and across the state.



INNOVATION

1. Advance the **GAME Change NSF Engine**, a UK-led initiative, in collaboration with businesses, nonprofits, startups, communities and academic institutions across the Southeastern Commerce Corridor in Kentucky and Tennessee, focused on promoting innovation and economic prosperity. The initiative is currently in the funding selection process and has progressed to the next stage of the competition. If selected, it could secure up to **\$160 million to establish a technology hub for driving sustainable manufacturing through circular economy**.
2. Facilitate the **third annual KY Innovator Challenge**, a one-day summit on April 15 uniting business leaders, service organizations, and higher education professionals to address Kentucky's most pressing challenges and **explore collaborative solutions** through research and innovation.
3. Activation of **UK HealthCare Innovation** in alignment with the Board of Trustees' directive to "**Advance Kentucky Together**."
4. Successfully debut the **Estate Whiskey Certified™** program in early 2025, which will authenticate qualifying global whiskey products.



PLACE

1. Support the campus master planning efforts to **develop South Campus and the Innovation District**.
2. **Collaborate with UK Extension to further develop Connect 120**, a new initiative launched in December 2024 aimed at linking the university's resources with all 120 county extension offices in Kentucky. Connect 120 will include direct programming for extension clients as well as agent training and support. This will result in enhanced local and economic development impact.
3. **Promote the launch of the CEDIK New Business Roadmap** platform. The roadmap is a free, user-friendly resource developed to guide entrepreneurs through the often-complicated process of starting a business.



PARTNERSHIP

1. Facilitate the implementation of the OneUK **Cohort one and two engagement plans**, continuing to grow and deepen these strategic relationships and work to ensure meaningful engagement across multiple UK colleges and departments.
2. Assemble the **third OneUK Cohort** with an eye toward expanding the geographic reach and industry focus of OneUK partners overall.
3. Publish version 1.0 of the **integrated business engagement dashboards**, including data from industry-engaged units across campus.
4. Train 12 core EDC users on the **consistent input of data** into the Salesforce **business engagement system**, enabling greater communication and collaboration across many industry-facing units on campus.
5. Promote the value of **establishing a university-wide business engagement opportunity database** and partner with leaders from the Office of Philanthropy and Alumni Engagement and the Office of the Provost to advance its development.



ECONOMIC ENGAGEMENT

1. Complete version 2.0 of the **KY Economic Opportunity Map** and make it publicly available for stakeholders.
2. Successfully complete the **fourth cohort of the Construction Business Accelerator**.
3. Facilitate the **"Growing Our Own" workshop series**.

MEET THE TEAM

A hand holds a blue pennant with the white 'UK' logo and the word 'KENTUCKY' in large, white, block letters. The background is a blurred outdoor scene with greenery and a building.**UK KENTUCKY**

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CO-CHAIR: BETSY DEXTER	CHRISTY COFFMAN	HAYLEY HOLLENBERG	GEORGE WARD
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RODNEY ANDREWS	RUDOLPH BUCHHEIT	KENDRA HARVEY	BARON WOLF
TOM BARKER	SETH DEBOLT	SIMON SHEATHER	SERENITY WRIGHT

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JIM BALLARD	ALISON DAVIS	MARK SHANDA	
JOE BREWER	MELODY FLOWERS	VICKI WYNN	

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LANDON BORDERS	CAROLINE FRANCIS	AMANDA LAWRENCE	GEORGE WARD
TODD BRANN	AMY GAMBLIN	SETH POTEAT	
ASHLEY CASTORENA	GINA GREATHOUSE	TRICIA POTTS	
RAY CLERE	KATIE HARDWICK	KIM SAYRE	

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JORGE CASTORENA	LOUETTA HURST	TUKEA TALBERT	
JOHNNY COLLETT	VANESSA JACKSON	ISABEL TAYLOR	