

2023-2024
FISCAL YEAR



Advancement

Annual Report





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A NOTE FROM ADVANCEMENT

Unbelievable, Phenomenal, Amazing, Incredible! These are just a few of the words that sum up the results of the single-largest fundraising year in the history of the University of Tennessee at Chattanooga.

This university's alumni, donors and friends stepped up in an unbelievable fiscal year 2024, helping UTC's Advancement team raise \$60,056,026 from 6,762 donors from June 1, 2023 - July 30, 2024. This fundraising total represents a 325% increase from the previous fiscal year in dollars raised to support students, faculty and staff.

This fundraising success showcases the incredible work that's happening on our campus and our community realizing that an investment in UTC is an investment in the future of our city and region.

In addition to the generous support of Gary and Kathleen Rollins with a \$30 million gift to support the expansion of Fletcher Hall and home to the Gary W. Rollins College of Business, UTC's School of Nursing received its largest gift in history - an \$8 million gift from the Kennedy Foundation, Inc. to name the Dorothy and Jim Kennedy Health Sciences Building, the new home for the School of Nursing.

With a record Mocs Give Day and a banner year for UTC Athletics, UTC also engaged 49,204 alumni, almost a 10% increase from the previous year. Whether it was attending alumni events or visiting campus, our alumni want to be involved with their alma mater.

Philanthropy is the 'good to great' for our campus, and we're excited to work with our alumni, donors and partners to make new opportunities possible in the years to come.

Go Mocs!

Kim White ('82)
*Vice Chancellor of Advancement,
Executive Director of the UC Foundation*



UC FOUNDATION

ENDOWMENT NUMBERS

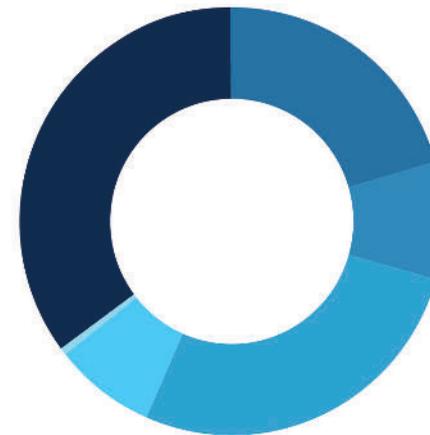
The UC Foundation, created with an initial investment of \$6 million dollars when this campus became part of the UT System in 1969, has grown an endowment of over \$180 million dollars and real estate assets currently valued at over \$200 million. A true game-changer for UTC, the Foundation's mission is to provide resources that support distinctive programs and promote bold initiatives that enrich the educational experience. An invested fund that spends a portion of the generated interest annually, the endowment is a perpetual tool that allows donors to have a long-lasting impact on students, faculty and staff.



ENDOWMENT VALUE



ENDOWMENT BALANCE BY CATEGORY



Academic Support:	\$74,095,464		35.2%
Scholarships:	\$43,410,771		20.6%
Professorships:	\$18,625,092		8.9%
Institutional Support:	\$56,925,459		27.1%
Capital Building Funds:	\$16,278,995		7.7%
Faculty Development:	\$1,009,525		0.5%
Total:	\$210,345,306		

ENDOWED FUNDS PROVIDED AWARDS FROM

43

Professorship Endowments

6

Faculty Development Endowments

41

Academic Program Endowments

277

Scholarship Endowments

9

Institutional Support Endowments

ALEXANDER-HIGHAM SCHOLARSHIP

The Scholarship Impact Abroad

Every other summer, students journey from Chattanooga to Spain to take upper-level Spanish and culture classes. One of these trips included Jacqueline Alvarado, a senior Political Science major and first-generation college student at UTC. Jacqueline's experience was made possible by the Alexander-Higham Fund for First Generation Study Abroad.

Drs. Michael Alexander and Carol Higham, husband and wife, who established the fund "want young people... to go out into the world and let it change them."

Once a political science major at UTC, Dr. Alexander wished he had studied abroad as an undergraduate and describes his year conducting doctoral dissertation research in Tunisia as "the single most formative year in [his] adult life." When discussing the impact he hopes this scholarship fund will have, Dr. Alexander said, "we want - we need - to create more young people who can simultaneously appreciate both the rich value of particular cultures and the fundamental qualities that we all share as humans."

"Receiving this scholarship has been a transformative experience for me," said Jacqueline as she recounted her time in Spain. Twenty miles outside of Madrid, at the Universidad de Alcalá, Alvarado spent weeks immersed in the Spanish culture. "It opened my eyes to new perspectives, cultures and ways of thinking."

When describing what it meant to have been awarded this scholarship, Jacqueline shared that it "represents more than just financial assistance - it is a representation of my resilience and determination to break new ground in my family."

Planning on attending law school after graduation and focusing on law, Jacqueline descends from immigrant parents. "I've seen firsthand the challenges and obstacles that many in our community face. I have a passion for advocating on behalf of those who often feel voiceless."



This scholarship has empowered me to pursue my dreams.

- Jacqueline Alvarado
*Political Science, Fall 2024
Nashville, TN*



ALL ABOARD FOR WOMEN'S ATHLETICS

Launched in February 2024 to amplify support for women's athletics at UTC, the All Aboard: The Drive for UTC Women's Athletic campaign quickly gained speed. Created as a focused campaign to drive resources and attention toward elevating women's sports programs, this campaign also aimed to ensure female student-athletes receive the same opportunities, scholarships and resources as their male counterparts.

Exceeding expectations by raising over \$225,000—25% above its initial goal—with the participation of 72 donors, 20% of these supporters were first-time contributors to UTC. This level of support reflects the increasing recognition of the importance of investing in women's sports and fostering growth and opportunity for female athletes.

"We are very excited with the enthusiastic support for our women's programs," Vice Chancellor for Athletics Mark Wharton stated. "It was a resounding success. Our community is so supportive of all of our programs, but the overwhelming response for this shows how strongly women's sports are valued in the present, and how excited we can be for their future."

The funds raised through All Aboard have already been put to work, notably leading to the creation of a new endowed scholarship for a female student-athlete. This scholarship, aimed at supporting young women who excel both on and off the field, represents a commitment to empowering UTC's student-athletes to pursue their academic and athletic dreams.



FAMILY, SPORTS AND UTC

The Boeck Family

For the Boeck family, the University of Tennessee at Chattanooga has been a cornerstone of their lives for over three decades. Troy ('91) and Karin ('91) Boeck met as student-athletes, with Troy playing football and Karin on the basketball team. The couple's bond, shaped through shared experiences at UTC, continued to strengthen as they watched their son, Ty Boeck ('23), make his mark on the football field.

"One of my favorite moments was when Ty passed me on the all-time tackles list," Troy recalls. "I was both angry and elated. My competitive nature wanted my name above his, but Ty was too good for that." Watching Ty play brought immense joy to Troy, a feeling that surpassed his own playing days.

After graduating, Ty joined Stewart Haas Racing's pit crew. But the Boeck family's connection to UTC remains strong. Troy, now a high school coach, encourages his athletes to consider UTC. Karin, a physician, has seen many UTC graduates as patients.

The couple frequently attends games, enjoying the gameday energy and the opportunity to reconnect with old friends. "We often tell our friends about our experiences at UTC," Troy says. "The next time you're at a game, come say hello."



One of my favorite moments was when Ty passed me on the all-time tackles list.

- Troy Boeck ('91)



I believe that everyone needs someone to encourage them. Serving on the board has allowed me to be that source of encouragement, and I am proud of the strides UTC has made toward becoming a more inclusive institution.

- Marla Cobb ('95, '98),



For Marla Cobb ('95, '98), the University of Tennessee at Chattanooga was a launching pad for a lifetime of dedication to her community. Raised in Etowah, Tenn., Marla credits both the challenges and support she encountered as shaping her path toward a career in social work and education. As a double alumna, earning a bachelor's in social work and a master's in guidance and counseling, Marla's involvement in the Student Government Association and work in student registration set forth the foundation for her professional success.

"Those who doubted or challenged me were my biggest motivators, but the leaders and teachers who supported me were instrumental in guiding my path," Marla reflects.

Now an assistant principal and a doctoral candidate at UTC, Marla continues to give back to her alma mater as an active member of the Black Alumni Council and a representative on the UTC Alumni Board. Her passion for creating a diverse and inclusive campus environment drives her involvement in alumni events, such as football tailgates and student mentorship.

DEDICATION TO GROWTH AND COMMUNITY

Marla Cobb ('95, '98)

BUILDING UP BUSINESS

Fletcher Hall Expansion

UTC's Gary W. Rollins College of Business serves a vital role in Chattanooga and throughout the state by strengthening the economic, social and financial well-being of our region. In the last decade, the college has increased student retention, graduation rates and the number of graduates, along with growing student internships and placement opportunities.

To continue this growth, the home to the Rollins College of Business is embarking on a significant building development. A new 81,000-square-foot expansion to Fletcher Hall will connect all four existing building floors and include state-of-the-art classrooms, advanced analytics labs and collaborative spaces for teaching and research. The addition will also feature a soaring atrium and other gathering spaces, allowing the building to serve as a hub for regional community engagement.

Thanks to the generosity of Gary ('67) and Kathleen Rollins, with a gift of \$30 million to the project and significant support from the State of Tennessee, the impact of this expansion goes far beyond a building.

With support from additional donors and partners new and expanded programming will be developed to help promote entrepreneurial thinking and hands-on, multidisciplinary student learning and research. Construction will begin in early 2025 with expected completion in 2028.



This expansion will enhance our ability to equip students with the skills, knowledge and experiences to support our region's 21st-century workforce and to build fulfilling careers and lives.

*- Dr. Robert Dooley
Dean, Gary W. Rollins
College of Business*



THE LEGACY OF A FAMILY

Hollis Wooten ('75)

A legacy can be defined as having a long-lasting impact, and Hollis Wooten's ('75) support of UTC will have an impact forever.

Born in 1939, the second of six children to Lawson and Lila Mae Wooten, Hollis graduated UTC at the age of 36 – a nontraditional student before the term was coined.

Ultimately securing a scholarship to complete his engineering degree, Hollis had a distinguished professional career, including stints with Westinghouse and Oak Ridge National Laboratory.

Hollis shared in an interview with UTC shortly before his passing in 2021, "I thought one of the best ways to remember the people who helped me would be to provide something for other students."

In addition to his parents, Hollis credited his success to his wives, Elsearean, who passed in 1997 and Hertistine, who passed in 2017.

While Hollis became a UTC donor in 1985, he started the Wooten Family Endowed Engineering and Computer Science Scholarship Fund in 2019. The fund provides scholarships to undergraduate students pursuing an engineering or computer science degree. Hollis set up the fund to recognize his mother, father and late wives.

In the same 2021 interview, Hollis shared, "This is for all of them and not for me. Without my mother and dad, I would not have been able to be successful and also without my spouses."

The culminating gift for the fund was an estate gift made after Hollis' death.

In a fitting recognition of his generosity, the Wooten family gathered on campus in 2024 to commemorate his legacy.

Hollis' niece, Elsearean Wellington, echoed her uncle's philosophy of giving back. "Hollis received help to attend college. He wanted others to have the same opportunity."



I thought one of the best ways to remember the people who helped me would be to provide something for other students.

– Hollis Wooten ('75)



DISTINGUISHED ALUMNI AWARDS

Honoring David Wade ('04) and Zan Guerry



The University of Tennessee at Chattanooga proudly recognized David Wade ('04) and Alexander "Zan" Guerry as recipients of the 2023 Distinguished Alumni Award and the Outstanding Service Award, respectively. These honors celebrate their extraordinary contributions to UTC and their community.

David Wade's journey with UTC began after a brief hiatus from his academic studies, during which he started his career at EPB. Determined to finish his degree, Wade returned to UTC, earning a bachelor's in engineering management while simultaneously rising through the ranks at EPB from assisting lineman to CEO. Now serving as the president and CEO, Wade has led transformative projects like Chattanooga's fiber optic network and EPB's groundbreaking quantum technology initiatives.

"While I am thankful to UTC for this recognition, my career accomplishments would not have been possible without the support of my EPB colleagues and my family," says Wade. "My time at UTC gave me the tools to not only advance my career but also work to enhance the quality of life for everyone in Hamilton County."



Zan Guerry with his family at Light Upon a Hill Celebration

Zan Guerry's legacy at UTC is rooted in family history—his grandfather, Dr. Alexander Guerry, served as the president of the University of Chattanooga from 1929-1938. Zan has continued his family's commitment to the university through his leadership of Hamico, Inc., his instrumental role in launching UTC's Honors College and supporting athletics. His devotion to the university has left an indelible mark on campus.



One of my joys in life is doing things where I feel I can make a difference. UTC has a lot of momentum, and I'm proud to contribute to its continued success.

– Zan Guerry



David Wade ('04)



MARCHING MOCS ON THE GLOBAL STAGE

Ninety two members of the University of Tennessee at Chattanooga's Marching Mocs embarked on a once-in-a-lifetime journey to perform at the 2024 London New Year's Day Parade. This exciting opportunity was made possible through the generosity of alumni and supporters, who raised over \$120,000 to reduce the students' financial burden, ensuring that all participants could go and focus on representing UTC on the global stage.

Ember Evans, a junior in music education and the only female tuba player in Marching Mocs, shared her elation when she learned that her trip cost was reduced by almost a third due to donor support. "It saves me a lot of stress and something that I really don't have to worry about. It makes me extremely grateful."

Fundraising for the trip began in 2022, with key contributions coming from Mocs Give Day and a GoFundMocs campaign. Additional support came from alumni and former band members, many of whom expressed their pride in the Marching Mocs as ambassadors for UTC.

Marching Mocs members represent a wide variety of majors across campus, and this formative experience was made possible in part due to philanthropy.

"It is wonderful in our position to be able to raise up great programs that are going on at the University," says Kim White, Vice Chancellor of Advancement. "As an alum, I'm doubly proud to say that our band continues to be such an excellent representative of what students can achieve."





The University of Tennessee at Chattanooga has become the first academic institution to be connected to EPB Quantum NetworkSM powered by Qubitekk. In late 2022, EPB and Qubitekk jointly launched the nation’s first industry-led, commercially available quantum network for running equipment and applications in an established fiber optic environment. UTC is connected to the network via a node within a quantum technology laboratory on campus in the University’s Multidisciplinary Research Building, co-located with activities of the UTC Research Institute, Interdisciplinary Geospatial Technology Lab and doctoral program in computational science.

“We appreciate the collaborative relationship with EPB and Qubitekk leading to this extraordinary milestone in the development of our education and research programs,” said UTC Chancellor Steven R. Angle.

EPB CEO and President David Wade and the 2023 UTC Distinguished Alumni Award recipient cited the importance to the company of UTC’s involvement. “Having UTC connected to EPB Quantum Network is integral to our strategy to prepare our community with the education they need to be successful in the quantum age,” Wade said. “This could put our city at the forefront when quantum companies consider where to locate their operations.”

In 2022, UTC started an institutional initiative in quantum information science and technology with a goal of establishing a program known for excellence in education, innovation and economic development enabled by quantum technology. The initiative engages departments and programs in both STEM and non-STEM disciplines—communication, sociology, economics, entrepreneurship and more—and will advance collaborations with partners in Chattanooga, in academia and industry.

UTC GOES QUANTUM



THE HONORS IMPACT

The impact of the UTC Honors College can be seen among its alumni at the annual Honors Gala. In 2023, nearly 100 Honors alumni and friends gathered in the Guerry Center, the program’s home, to reminisce and support this tight-knit community.

First envisioned by longtime Honors College champion Debbie Bell over ten years ago, Honors alumnae Elizabeth Maounis ('06, '08) and Kelly Jo Fulkerson-Dikuaa ('06) adopted the Gala’s planning after Bell’s retirement to recreate some of the program’s nostalgia.

“Kelly Jo and I wanted to get involved because we love and respect our professors, and we wanted their good work to continue,” states Elizabeth.



The Gala has evolved into a full-scale fundraising event that demonstrates the passion those who go through our programs have.

– Linda Frost
Dean, Honors College



One way that Elizabeth and Kelly Jo focused on sustaining the college’s work was to promote giving to the O’Dea Lecture in the Humanities series at the Gala. Named after UC Foundation Professor of English Gregory O’Dea, who also served the Honors College for more than 25 years, Gala attendees and other supporters raised over \$34,000 for the new lecture series which will bring topics of language, literature, history, ethics, the arts and more to campus.

“The Gala has evolved into a full-scale fundraising event that demonstrates the passion those who go through our programs have,” states Dr. Linda Frost, dean of the UTC Honors College. “Our alumni are crazy dedicated to what we do and seeing them each year and hearing their stories reminds me of the power an honors experience has to change people’s lives for the better.”





- 225% increase in all-in fundraising since 2020
- 98% increase in Mocs Club annual fund support since 2020
- 65% increase in number of Mocs Club annual fund donors since 2020
- 33% increase in overall number of donors since 2020



A BANNER YEAR FOR STUDENT-ATHLETES

Mocs Club

Mocs Club reached unprecedented heights, raising an all-time high of \$4.71 million—a remarkable 21% increase from the previous year. The annual fund also saw a 31% surge, bringing in \$1.05 million, another record for UTC Athletics. With nearly 2,000 donors, this marks the second-largest number of contributors in Mocs Club history, a testament to the unwavering support of the Chattanooga community and its belief in the transformative power of student-athletes.

“We are incredibly grateful for the ongoing support of our donors,” says Mark Wharton, UTC Vice Chancellor and Director of Athletics. “Their generosity directly impacts the success of our student-athletes, providing the resources they need to excel both academically and athletically.”

Mocs Club continues to be a driving force in supporting scholarships, facilities and programs that enhance the student-athlete experience at UTC. With this record-breaking year, UTC Athletics is better equipped than ever to empower its student-athletes to succeed on and off the field.





Passionate supporters of UTC Athletics, Walker ('13) and Sarah ('15) Rhodes have a special connection to the university that began as students. A love story rooted in UTC sports, Walker met most of Sarah's family, prior to meeting Sarah, through their shared enthusiasm for Mocs football. Walker and Sarah finally met after the 2013 Southern Conference Championship game. "It's safe to say that without Chattanooga Athletics, we would have never met," Walker recalls.

Their passion for UTC basketball, especially women's basketball, runs deep. Attending the Southern Conference Tournament in Asheville each year, they've witnessed

unforgettable moments, including the women's back-to-back championships and David Jean-Baptiste's buzzer-beater in 2022. "These women are role models and scholars," says Sarah. "Their dedication deserves recognition."

As key supporters of the All Aboard Initiative, which focuses on elevating women's sports at UTC, the Rhodes believe in the power of athletics to build community and foster growth. "Supporting these programs helps develop strong, driven women who excel both on the court and in the classroom," Walker adds.

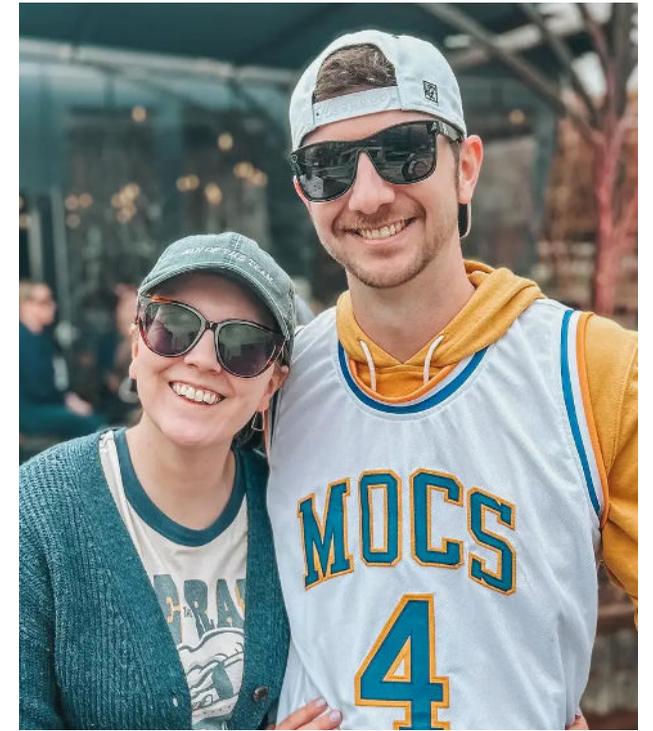
SUPPORTING UTC STARTS EARLY

Walker ('13) and Sarah ('15) Rhodes



Investing in these talented student-athletes goes beyond contributing to success in their sport. It empowers strong, driven women who excel both on the court and in the classroom.

- Walker Rhodes ('13)





INVESTING IN THE FUTURE OF HEALTHCARE

The Dorothy and Jim Kennedy Health Sciences Building

The University of Tennessee at Chattanooga's health sciences building garnered swift support since getting the green light from the State Building Commission in the fall of 2022. UTC's School of Nursing, among other programs, will soon have a much-needed new home made possible largely by three significant gifts.

In October 2023, UTC received an \$8 million gift from the Kennedy Foundation, Inc. to name the forthcoming Dorothy and Jim Kennedy Health Sciences Building. This is the largest single gift in the UTC School of Nursing history.

Named after the parents of the current Kennedy Foundation trustees - Jim Kennedy III, Elizabeth Kennedy Spratlin and Molly Kennedy ('82) - this will be the first building on campus to be named after an alumna. Dorothy ('82) received a degree from UTC in English while attending at the same time as her daughter Molly. "My father left his entire estate to the Kennedy Foundation and tasked us with giving to his hometown," states Jim Kennedy, III. "We knew there was no better way to honor his wishes than giving to UTC."

In addition to the generous support from the Kennedy Foundation, UTC received a \$500,000 grant in May 2024 from Unum Group to become the School of Nursing's Premier Mental Health Partner at the new building.

The partnership will leverage Unum Group's expertise for their qualified Unum Clinical team to serve as adjunct clinical professors; contribute to community and mental health curriculum and programming; and provide tools, including resiliency training and/or support groups, for nursing students.

The Kennedy Health Sciences Building project will break ground in late 2024, and construction is anticipated to be completed in 2026.

More recently, Dr. Ken Grubbs and Mr. Steven Gee committed a \$3 million estate gift to support the School of Nursing, the largest documented estate gift for the school.

Dr. Grubbs is a two-time alumnus, receiving his Doctor of Nursing Practice degree and Bachelor of Science in Nursing from UTC in 2020 and 1997, respectively. Dr. Grubbs is the executive vice president for accreditation and certification operations and chief nursing officer for The Joint Commission.



Jim Kennedy III speaking about his family's gift to UTC



*Dr. Ken Grubbs ('97, '20)
Chief Nursing Officer
for The Joint Commission*



We knew there was no better way to honor his wishes than giving to UTC.

**- Jim Kennedy III
Kennedy Foundation, Inc. Trustee**

A NIGHT TO CELEBRATE LIGHT UPON A HILL

The inaugural Light Upon a Hill event, held in September 2023, was a night to celebrate the impact of philanthropy at UTC. During Founder's Week, this event welcomed UTC's most generous donors to say thank you and show how philanthropy is changing lives on our campus.

In 1886, a journalist referred to campus as "a light upon a hill," referencing the physical light coming from campus and the symbolic beacon of opportunity this institution plays for our region.

This special night named after this notable moniker, which will now be an annual celebration, is unlike any other as we thank our top donors and recognize their imprint across our campus - helping build buildings, supporting our athletic programs, providing scholarships, underwriting research, funding experiential learning experiences, recruiting talented faculty and more.



GIVING TO UTC

Record Fundraising Year

UTC Raised Over \$60 Million From 6,762 Total Donors

This is the single largest fundraising year in UTC's history!



325%

Increase in Dollars Raised
From Last Fiscal Year



11%

Increase in
Total Donors



2,218

New Donors, a 47% Increase
From Last Fiscal Year



9%

Increase in
Donor Retention

STUDENT PHILANTHROPY IS ON THE RISE

- 455 student donors, an increase of 35% from last FY
- 1 in 10 gifts on Mocs Give Day were given by students
- 222 students participated in the Golden Cords Graduating Senior Campaign, up 37% from last FY



35%

Increase in
Student Donors

GOFUNDMOCS

GoFundMocs, UTC's new crowdfunding platform, launched and successfully funded four projects thanks to generous donor support. These projects included funding equipment to livestream UTC tennis matches, helping to send the Marching Mocs to London, supporting UTC's longstanding Meacham Writers Workshop and the All Aboard: The Drive for UTC Women's Athletics campaign. Overall, GoFundMocs raised over \$139,000 from 160 donors.

GoFundMocs Project	Dollars Raised
Tennis Streaming	\$19,100
Marching Mocs Go To London	\$5,614
Meacham Writers Workshop	\$5,470
All Aboard: The Drive for UTC Women's Athletics	\$108,955



MOCS GIVE DAY 2023

Held in October 2023, Mocs Give Day raised \$1,734,947 from 2,131 donors in the annual giving day event, making it the most successful of the four giving days to date.

▶ **\$1.7 Million Raised From 2,131 Donors**

\$53,880

was raised to support Scrappy's Cupboard which offers various pantry staples, fresh and frozen foods, clothing, feminine care products, household items and more to students in need.



of Gifts Were Under **\$100**

10 Challenges Unlocked 🔒🔒🔒



Mocs Give Day was awarded a 2024 Council for Advancement and Support of Education (CASE) Circle of Excellence Award. The global nonprofit dedicated to educational advancement, the CASE Circle of Excellence Awards is the premier recognition program for educational advancement. The first CASE Circle of Excellence Award in UTC's history, Mocs Give Day, was selected from a pool of 4,228 entries from 28 countries.

ALUMNI ENGAGEMENT

UTC engaged 49,204 alumni, almost a 10% increase from the previous fiscal year. UTC currently has an alumni base of nearly 74,000.

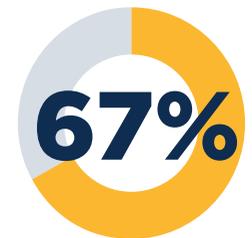
Number Of Engaged Alumni

49,204

UTC ALUMNI FACTS

Top 5 Alumni States

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



of Alumni Live in Tennessee



UC FOUNDATION TRUSTEES



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Portfolio Manager
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Fred Decosimo
Joseph F. Decosimo
Zan Guerry
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Kelly Alling
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Chattanooga Preparatory
School*

Steven Angle
*Ex Officio
Chancellor
University of Tennessee
at Chattanooga*

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*Ex Officio
President
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Attorney (Retired)

D. Keith Helton ('87)
*Physician, CEO
One to One Health*

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*Director, Market Development,
Insurance Sales
Unum*

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*COO
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Roger P. Smith ('73)
*Vice President (Retired)
BB&T Huffaker Insurance*

Edna Varner, Ed.D. ('71, '82)
*Senior Advisor, Leading
and Learning
Public Education Foundation*

R. Marie Webb
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Resources and Chief Talent
& Inclusion Officer
EPB*

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Vice Chancellor of Advancement
and Executive Director of the
UC Foundation*

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Kerry Witcher
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Albert Woodard ('74)
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Quantum Capital Group
& Edison Partners*

Kirby W. Yost
*Attorney
Chambliss, Bahner & Stophel*





Advancement

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 ADVANCEMENT

