

| I. Partnerships for Students (Teaching and Learning) | Assmnt | Assmnt | Assmnt | Assmnt | Assmnt |
|---|--------|--------|--------|--------|--------|
| Point People: John Delaney and Jocelyn Sanders | May-08 | Dec-08 | May-09 | Dec-09 | May-10 |
| A. Provide an external curricular experience for every student that includes one or more opportunities such as service learning, clinical experience, co-operative education | ✓ | ✓ | | | |
| 1. Defined terms | | | | | |
| 1. Surveyed academic departments concerning student participation | | | | | |
| 1. Prepared a summary report | | | | | |
| NEXT: | | | | | |
| Consult with departments concerning increased opportunities | | | | | |
| Revise the list of benchmarks | | | | | |
| B. Provide richer connections to campus for students with faculty and staff | ✓ | ✓ | | | |
| 1. Received responses from 13 programs from two colleges about their distinctive experiences | | | | | |
| 2. Found NSSE data indicate declining trend in additional collegiate experiences, attending campus events and activities, and contributing to the welfare of your community. | | | | | |
| Areas below the national average include working with faculty members on activities other than course work and study abroad | | | | | |
| 5. Found areas below the national average on NSSE data include working with faculty members on activities other than course work and study abroad | | | | | |
| Areas showing improvement are participation in activities to enhance your spirituality, community service or volunteer work, participation in a learning community or or some other formal program and practicum/internship/field experience/ co-op experience. | | | | | |
| NEXT: | | | | | |
| 1. Follow-up with departments that reported relevant experiences to gather assessment data from students and faculty | | | | | |
| 2. Analyze NSSE data | | | | | |
| 5. Review efforts to construct a formal service-learning structure with a strong academic focus, and a civic/community-engagement program to foster and strengthen the participation of students and all members of the UTC community in these outreach initiatives and partnerships. | | | | | |
| C. Provide institutional support to ensure student success by strengthening undergraduate and graduate education and advising | ✓ | ✓ | | | |
| 1. Hired a consultant (Dr. McMillen) to assess retention data | | | | | |
| 4. Hired an assistant provost for Student Retention and Success (Dr. Bender) | | | | | |
| 6. Purchased Banner SIS | | | | | |
| 8. Initiated Freshman Academic Success Tracking (FAST) in fall 2008 | | | | | |
| 11. Began assessment of General Education Committee w/ Dr. Adsit. assessment | | | | | |
| NEXT: | | | | | |
| Conduct retention/advisement sessions at beginning of Spring 2009 session | | | | | |
| D. Enhance UTC accessibility for students in region and state | ✓ | ✓ | | | |
| 1. Developed and initiated in Fall 2008 an online graduate certificate program in Non Profit Management. | | | | | |
| 1. Developed and initiated an online course delivery for all upper level (junior and senior) coursework can be completed online initiated in 2008-09 | | | | | |
| 2. Implemented out-of-state tuition waiver (undergraduate) for residents of contiguous northwest Georgia and northeast Alabama counties. | | | | | |
| 2. Increased contiguous out-of-state county enrollment by 21% in fall 2008 and 25% in spring 2009. | | | | | |
| 2. Developed and initiated a baccalaureate program in criminal justice in 2008-09 which allows all upper level (junior and senior) work to be completed online. | | | | | |
| NEXT: | | | | | |
| Submit a UC Foundation grant proposal for the Division of Continuing Education and the Walker Teaching Resource Center to develop general education courses for online delivery. This is an essential step to providing expanded access to UTC programs for students bound by geography and time. | | | | | |
| Continue work to develop online delivery of all upper level courses courses in criminal justice. | | | | | |
| E. Identify and support distinctive academic programs and administrative and support units | ✓ | | | | |
| II. Partnerships for Education and Research | Assmnt | Assmnt | Assmnt | Assmnt | Assmnt |
| Point people: Phil Oldham and Peggy Kovach | May-08 | Dec-08 | May-09 | Dec-09 | May-10 |
| A. Provide centralized administrative support to coordinate research efforts to eliminate disincentives and stimulate scholarship | ✓ | ✓ | | | |
| 1. Developed an inventory of incentives/disincentives affecting faculty research productivity (See attached list) | | | | | |
| 1. Identified STEM education center for centralized administrative support | | | | | |
| 1. Organized staffing in Grants/Research office to provide centralized support for special projects | | | | | |
| NEXT: | | | | | |
| Identify ways to support faculty research in challenging fiscal environment | | | | | |
| Develop STEM education center | | | | | |
| B. Identify, develop and deliver educational and research initiatives that build on UTC strengths and meet needs of Chattanooga region. | ✓ | ✓ | | | |
| 1. Produced report of UTC/community strengths and challenges that impact | | | | | |

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| partnerships (See attached report) | | | | | |
| 1. Developed eight recommendations from the report | | | | | |
| 1. Implementing the new Task Stream product for tracking information | | | | | |
| 1. Served on committee to recommend portal for community partnerships | | | | | |
| | 4 | | | | |
| NEXT: | | | | | |
| Conduct monthly roundtable discussion for faculty/staff engaged in community projects | | | | | |
| C. Expand and create new global/international relationships and partnerships to enhance course offerings, faculty research and scholarships | ✓ | ✓ | | | |
| 1. Developed and administered a campus wide survey instrument. | | | | | |
| D. Sustain programs of excellence in the arts that build on and contribute to cultural resources of the region | ✓ | ✓ | | | |
| 1. Completed substantial inventory of arts programs offered to the public in 2008 | | | | | |
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| III. Partnerships for Diversity | Assmnt | Assmnt | Assmnt | Assmnt | Assmnt |
| Point People: Barbara Wofford and Bob Lyon | May-08 | Dec-08 | May-09 | Dec-09 | May-10 |
| A. Promote UTC Office of Multicultural Affairs and enactment of its mission | ✓ | ✓ | | | |
| 1. Appointed a staff member to the role of director of the office. | | | | | |
| 1. Established and furnished a new Multicultural Center/Women's Center in the University Center | | | | | |
| 3. Served 1871 students from 10. 2008 to 1. 2009 | | | | | |
| 4. Conducted diversity exercises for Freshman Seminar classes | | | | | |
| 5. Completed multi-cultural survey; results pending | | | | | |
| NEXT: | | | | | |
| Develop Multicultural Center brochure | | | | | |
| Develop Multicultural Center newsletter | | | | | |
| Update Multicultural Affairs Web site | | | | | |
| Conduct programs for Women's History Month | | | | | |
| Host luncheon for Asian-American Heritage Awareness Month | | | | | |
| B. Write post-Geier Statement of Commitment to Diversity and Equal Opportunity for UTC | ✓ | ✓ | | | |
| 1. Completed post-Geier statement of commitment to diversity and access | | | | | |
| NEXT: | | | | | |
| Visit UTK to discuss the process of rolling out their diversity plan. | | | | | |
| C. Reactivate, rename, refocus the Minority Affairs Committee | | | | | |
| Combined this committee with III.A. | | | | | |
| D. Recruit and retain a quality, diverse faculty, staff, student body | ✓ | ✓ | | | |
| 1. Reviewed surveys for items appropriate to this committee's work | | | | | |
| 1. Encouraged campus participation in Coalition of Urban and Metropolitan Universities annual conference in Cincinnati | | | | | |
| 1. Contributed to the revisions of the campus diversity statement | | | | | |
| E. Expand integration of diversity training in academic curricula beyond single courses | ✓ | ✓ | | | |
| 1. Discussed initiative at Council of Academic Department Heads meeting | | | | | |
| F. Partner with regional community in diversity programs | ✓ | ✓ | | | |
| 1. Reviewed proposal from Dr. Medley for Community Engagement office | | | | | |
| 2. Heard report from Development Office concerning diversity funding | | | | | |
| 3. Partnered with Access and Diversity Committee to fund initiatives | | | | | |
| G. Improve physical access to all campus programs and activities by designing, constructing, and/or retrofitting universally designed facilities and infrastructure | ✓ | ✓ | | | |
| 1. Working on a facilities accessibility audit for completion Spring 2009 | | | | | |
| 1. Purchased wheelchair accessible van | | | | | |
| 1. Installed campus tactile map | | | | | |
| 1. Added voice mail capability to campus-wide text messaging | | | | | |
| 2. Completed campus way finding master plan | | | | | |
| NEXT: | | | | | |
| Complete facilities accessibility audit | | | | | |
| Develop project programs | | | | | |
| IV. Enabling Partnerships | | | | | |
| Point People: (A-G) Chuck Cantrell, Richard Brown | Assmnt | Assmnt | Assmnt | Assmnt | Assmnt |
| | May-08 | Dec-08 | May-09 | Dec-09 | May-10 |
| A. Enhance UTC's role as metropolitan institution | ✓ | ✓ | | | |
| 1. Hired assistant provost for research and engagement | | | | | |
| 1. An ad hoc committee of UPRAC held three meetings to discuss an outreach portal for UTC | | | | | |
| 1. Held conversations with the Chattanooga Chamber of Commerce about UTC/s becoming more integrated into the recruitment of businesses to our community. We proposed a small task force to work with the Chancellor and the Provost to continue these conversations with the goal of more fully integrating UTC into MOU development process | | | | | |
| 2. Submitted successful application to Carnegie Foundation for elective classification as a community engaged institution and earned recognition in both the Curricular Engagement and Outreach and Partnership categories | | | | | |
| 2. Found initial results of the Strategic Plan survey indicate high level of understanding and acceptance of the metropolitan mission. Results also indicate that faculty and staff members place value on the metropolitan mission to student learning | | | | | |
| NEXT: | | | | | |

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| Develop strategies to address weaknesses related to mission acceptance and understanding as identified in survey results | | | | | | |
| B. Develop and implement a resource allocation plan based on priorities set by the strategic | ✓ | ✓ | | | | |
| 1. Established UPRAC as a budget and fiscal allocation advisory mechanism | | | | | | |
| 1. Provided budget and financial planning review for SGA, Faculty Senate, Full Faculty Meeting, UT Board of Trustees, and UTC local Trustees. | | | | | | |
| 1. Enhanced budget and financial accountability and disclosure accomplished by publishing budget materials on-line—Budget and Finance Website. | | | | | | |
| 1. Provided monthly campus updates on budget and allocations process. | | | | | | |
| 2. Responded to 2008-09 budget reduction of \$2.6 million | | | | | | |
| 2. Responded to mid-year 2009 budget reduction of 3.5%, \$1.4 million | | | | | | |
| 2. Responded to 2009 -10 budget reductions of additional 10.4%, \$4.5 million | | | | | | |
| 2. Implemented an "Efficiency and Effectiveness" Task Force for strategic cost savings directions and feedback | | | | | | |
| NEXT: | | | | | | |
| Finalize the UTC 2009-10 budget with a specific focus on core mission of instruction, quality, and efficiency. | | | | | | |
| Provide institutional financial re-balancing for tuition and fees and fixed costs fee structure from 7-9%. | | | | | | |
| C. Implement a formal process for evaluating UTC's implementation of strategic plan | ✓ | | | | | |
| Implement when all reports have been submitted and approved. | | | | | | |
| NEXT: | | | | | | |
| D. Provide appropriate technology for instruction/learning, promote scholarship innovation, participate in economic development, and provide service that support students, faculty, staff | ✓ | ✓ | | | | |
| 1. Created draft plan being reviewed by committee | | | | | | |
| 2. Moved this action step to another committee | | | | | | |
| 4. Measurable outcomes are included in draft plan | | | | | | |
| NEXT: | | | | | | |
| Complete technology plan and circulate for review | | | | | | |
| E. Cultivate environment of openness, integrity, appreciation and inclusiveness in decision | ✓ | ✓ | | | | |
| 5. Developed and administered three sets of surveys for faculty, administrators, staff | | | | | | |
| 5. Developed and administered telephone interviews with students | | | | | | |
| NEXT: | | | | | | |
| F. Articulate UTC's identity as metropolitan university to campus, regional and state constituencies. Aggressively communicate its quality, student-centered approach, accessibility, services, and successes. | ✓ | ✓ | May-08 | Dec-08 | May-09 | Dec-09 |
| 1. Revised the marketing plan to emphasize new priorities in recruiting transfer students, graduate students, and readmitted upper-level undergraduate students. (The initial development of a marketing plan emphasized recruitment.) | | | | | | |
| 2. Found initial review of Strategic Plan survey indicates high level of understanding and acceptance of the metropolitan mission. Results also indicate that faculty and staff members place a value on the metropolitan mission to student learning. | | | | | | |
| 3. Participate (the Office of University Relations) in a system-wide contract with Vocus Communications that provides a comprehensive list of daily news placements in local, regional, and national media outlets, including newspapers, Web news sites, TV, and selected specialty publications. | | | | | | |
| 4. Indicated via news released that the 2009 freshman class will be larger with a better academic profile than previous classes. | | | | | | |
| 5. Identified, despite budget cuts, new funding to support a recruitment/awareness print advertising campaign that promotes the success of UTC alumni. | | | | | | |
| NEXT: | | | | | | |
| Rework the communication plan to emphasize the new goals of recruiting transfer students, graduate students, and upper-level readmits. | | | | | | |
| Launch a new web site called UTC News Center to serve as a one-stop site that features updates and ongoing communication about several major initiatives: SACS Banner, Strategic Plan, Budget, and Capital Campaign; along with ongoing news efforts and divisional and departmental newsletters. | | | | | | |
| G. Expand ongoing alumni involvement and participation | ✓ | ✓ | | | | |
| 1. Held 30+ events, sent online and U. S. mail newsletters, established blog | | | | | | |
| 1. Updated Web site | | | | | | |
| 1. Established a GOLD Council for alumni of last 10 years | | | | | | |
| 2. Surveyed young alumni (attached) | | | | | | |
| 2. Set benchmark for alumni survey data | | | | | | |
| 3. Initiated "blue and gold" annual fund mailing | | | | | | |
| NEXT: | | | | | | |
| Hold one event outside Chattanooga | | | | | | |
| Complete online fundraising appeal for young alumni | | | | | | |
| IV. Enabling Partnerships | | | Assmnt | Assmnt | Assmnt | Assmnt |
| Point People: (H-M) Rick Hart, Debbie Parker | | | May-08 | Dec-08 | May-09 | Dec-09 |
| H. Connect UTC to environmental city of Chattanooga, enhance UTC's distinctiveness by establishing it as the most environmentally sustainable campus in the state; provide a campus that is safe, accessible, appealing, responsive to 21st century instruction, learning, research | ✓ | ✓ | | | | |
| 1. Submitted proposal to SP for energy audit | | | | | | |

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| 1. Placed recycle bins in all dormitories and the University Center | | | | | |
| 6. Replaced 30 exterior lighting fixtures on Cardiac Hill and Vine Street at the Fine Arts Building | | | | | |
| 6. Hired graduate assistant to inventory and map all campus trees in preparation to qualify as a state-certified arboretum | | | | | |
| NEXT: | | | | | |
| J. Provide fiscal, library and other resources to support student, faculty and staff research, creative and scholarly activity | ✓ | ✓ | | | |
| 2. Worked with UT libraries, Tenn-Share, TN Electronic Library to increase access to resources and services. | | | | | |
| 3. Surveyed constituencies regarding satisfaction with resources, services, facilities | | | | | |
| 3. Compiled informal wish list of database and serial resources | | | | | |
| 3. Implemented a Subject Liaison Program to enhance communication with departments | | | | | |
| 4. Benchmarked expenditures/staffing resources against four sets of peers | | | | | |
| 5. Engaged in study of needed resources for new library | | | | | |
| NEXT: | | | | | |
| Work on cutting budget | | | | | |
| Create a formula to measure current support to academic departments | | | | | |
| Evaluate use and effectiveness of services/facilities | | | | | |
| K. Strengthen current graduate programs by increasing the number and amount of graduate assistantships to competitive national levels | ✓ | ✓ | | | |
| 1. Collected data for GAs in southeastern universities | | | | | |
| 1. Recommended add-on stipends for most competitive disciplines/programs | | | | | |
| NEXT: | | | | | |
| Continue to collect data at both regional and national levels | | | | | |
| Use data in budget requests; share with Grants and Contracts Office | | | | | |
| L. Provide an intercollegiate athletics program that exhibits the highest level of student academic success, integrity, and competitiveness | ✓ | ✓ | | | |
| 1. Increased GPA from 2.61 to 2.62 | | | | | |
| 1. Filled academic advisor position | | | | | |
| 1. Hired new football coach who is committed to academics and increasing graduation rate of players | | | | | |
| 2. Improved winning record in women's soccer and volleyball | | | | | |
| 3. Increased attendance: 3% in men's basketball; 7.7% in women's basketball; 34% in women's soccer; 1% in volleyball; 11.6% in men's wrestling | | | | | |
| 4. Increased donor funding by 19%, not including pledges. With pledges, increase is 25% | | | | | |
| 5. Increased revenue stream | | | | | |
| 5. Restructured Mocs Club and development efforts | | | | | |
| 5. Initiated new partnership with Learfield Sports and Mocs Sports Properties | | | | | |
| 5. Restructured staff responsibilities; eliminated assistant director for external operations; eliminated one administrative staff position | | | | | |
| NEXT: | | | | | |
| Increase fundraising efforts via continued donor cultivation | | | | | |
| M. Expand, enhance, and diversify UTC's financial resources while continuing responsible stewardship | ✓ | ✓ | | | |
| 1. Received \$24.7 million via Grants/Research funding. | | | | | |
| 1. Received \$6 million from local foundations to support UTC Cementer as it becomes a national center. | | | | | |
| 1. Received \$734,600 for diversity efforts from state appropriations. | | | | | |
| 1. Accepted proportion of \$12 million from UT System to all campuses for Banner Project over two-year period. | | | | | |
| 2. Received via Auxiliary services increased returns with new student enrollment. | | | | | |
| 2. Accepted \$4.5 million from UC Foundation in its spending plan. | | | | | |
| 2. Received \$2 million from donor to Athletics and College of Business. | | | | | |
| 2. Raised \$46 million via Development Office efforts for total capital campaign, including gift above. | | | | | |
| 2. Negotiated UTC management of South Campus project, which returns \$200,000 annually. | | | | | |
| 3. Allocated \$50,000 for strategic planning | | | | | |
| 3. Allocated \$50,000 for chancellor's Big Ideas fund. | | | | | |
| 3. Allocated \$50,000 for SACS accreditation purposes. | | | | | |
| 3. Dedicated \$625,000 in permanent funding from enrollment growth. | | | | | |
| NEXT: | | | | | |
| Rebalance the financial position of UTC after the 13.9% reduction to the base budget. | | | | | |
| Align all allocations to the Strategic Plan | | | | | |
| Focus on SACS Self Study and QEP fiscal needs. | | | | | |