

I. PARTNERSHIPS FOR STUDENTS (TEACHING AND LEARNING)	
Point People: John Delaney and Jocelyn Sanders	
A. Provide an external curricular experience for every student that includes one or more opportunities such as service learning, clinical experience, co-operative education	Dee Dee Anderson Stuart Benkert Herb Burhenn, co-chair Sandy Cole Amy Doolittle Hugh Prevost Valerie Radu Mary Tanner, co-chair Department Heads 2 students- one commuter and one residential
B. Provide richer connections to campus for students with faculty and staff	John Delaney, co-chair Yancy Freeman Rick Hart Jayne Holder Jocelyn Sanders, co-chair Gavin Townsend
C. Provide institutional support to ensure student success by strengthening undergraduate and graduate education and advising	Stephanie Bellar Jim Bowman Fran Bender, co-chair Richard Brown, co-chair Amy Davis Jim Hicks Gale Iles Linda Orth Craig Reddock Joyce Smith Scott Stuart
D. Enhance UTC accessibility for students in region and state	Jerry Adams Rexann Bumpus Margaret Daniels Beth Dodd Yancy Freeman Dick Gruetzemacher, co-chair Yvonne Kilpatrick Debbie Parker, co-chair Joe Wilferth
E. Identify and support distinctive academic programs and administrative and support units	Academic Affairs Stephanie Bellar Distinctive Task Force Executive Team Yancy Freeman Greg Heath Phil Oldham, chair Debbie Parker Verbie Prevost Sean Richards John Riddell
II. Partnerships for Education and Research	
Point people: Phil Oldham and Peggy Kovach	
A. Provide centralized administrative support to coordinate research efforts to eliminate disincentives and stimulate scholarship	Deborah McAllister

	Diane Miller, co-chair
	Phil Oldham, co-chair
	Sean Richards
B. Identify, develop and deliver educational and research initiatives that build on UTC strengths and meet needs of Chattanooga region.	Deborah Arfken
	David Eichenthal, co-chair
	Anne Gamble
	Phil Kazemersky
	Harriet Neely
	Meredith Perry, co-chair
	John Riddell
	Sarah Sanderfur
	Bill Tharp
C. Expand and create new global/international relationships and partnerships to enhance course offerings, faculty research and scholarships	Nesli Alp
	Nancy Amberson
	Stephanie Bellar
	Lucien Ellington
	Ignatius Fomunung
	Zibin Guo
	Bryan Hampton
	Bento Lobo, co-chair
	Mark Mendenhall
	Hugh Prevost, co-chair
	Linda Orth
	Irven Resnick
	Vicki Steinberg
	Jane Womack
	Add community
D. Sustain programs of excellence in the arts that build on and contribute to cultural resources of the region	Bob Boyer
	Roland Carter
	Matt Greenwell, co-chair
	Ruth Grover
	Lee Harris, co-chair
	Karen Henderson
	Kim Wheelley
III. Partnerships for Diversity	
Point People: Barbara Wofford and Bob Lyon	
A. Promote UTC Office of Multicultural Affairs and enactment of its mission	John Delaney, chair
	Tara Mathis
	Cynthia Wallace
	Panhellenic representative
B. Write post-Geier Statement of Commitment to Diversity and Equal Opportunity for UTC	Yancy Freeman
	Courtney Hoss
	Valerah Hodges
	Yvonne Kilpatrick, co-chair
	Karen McGuffee
	Nancy Owens
	Vanasia Parks, co-chair
	Mary Roland
	Barbara Wofford

C. Reactivate, rename, refocus the Minority Affairs Committee	Terry Denniston Mary Donoso Andrew Horton Immaculate Kizza Barbara Wofford, chair
D. Recruit and retain a quality, diverse faculty, staff, student body	Hinsdale Bernard Richard Brown Richard Casavant, co-chair Jim Cunningham John Delaney Lyn Miles Phil Oldham Debbie Parker Verbie Prevost Valerie Rutledge Mary Tanner, co-chair Person from athletics
E. Expand integration of diversity training in academic curricula beyond single courses	Matt Greenwell, chair Council of Department Heads
F. Partner with regional community in diversity programs	Dee Dee Anderson, chair Pat Branam Nicole Brown Jocelyn Hogg Theresa Liedtka Mary Scott
G. Improve physical access to all campus programs and activities by designing, constructing, and/or retrofitting universally designed facilities and infrastructure	Tom Ellis, chair Jim Pulliam Michelle Rigler
IV. Enabling Partnerships	
Point People: (A-G) Chuck Cantrell, Richard Brown	
A. Enhance UTC's role as metropolitan institution	Chuck Cantrell, chair April Cox Terry Denniston Emily McKay Craig Reddock
B. Develop and implement a resource allocation plan based on priorities set by the strategic plan	Roger Brown, chair Richard Brown Chuck Cantrell Phil Oldham
C. Implement a formal process for evaluating UTC's implementation of strategic plan	Karen Adsit Deborah Arfken, chair Terry Denniston Chris Tanis
D. Provide appropriate technology for instruction/learning, promote scholarship innovation, participate in economic development, and provide service that support students, faculty, staff	Karen Adsit, co-chair Gayle Barrett Virginia Cairns Kit Rushing

	Clint Smullen
	Monty Wilson, co-chair
	Kathy Winters
E. Cultivate environment of openness, integrity, appreciation and inclusiveness in decision making	Fran Bender
	David Brodsky
	Roger Brown
	Chuck Cantrell
	Barbara Medley, chair
	Bob Swansbrough
	Dan Webb
	Joe Wilferth
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.	Richard Brown
	Chuck Cantrell, chair
	Cindy Carroll
	April Cox
	Phil Oldham
	Chris Tanis
G. Expand ongoing alumni involvement and participation	Pat Branam
	Jayne Holder, chair
	Debbie Ingram
	Patrick Miles
	Kayvon Sadrabadi
	Diane Welch
	Kim White
Point People: (H-M) Rick Hart, Debbie Parker	
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	Sarah Boykin
	Jon Coddington
	Linda Collins, chair
	Hill Craddock
	Jim Pulliam
	Bradley Reynolds
	Doug Silver
I. Aggressively recruit and retain faculty and staff of highest quality who are committed to individual excellence and who bring distinctiveness to UTC	Richard Brown
	Herb Burhenn
	Richard Casavant
	Theresa Liedtka
	Phil Oldham, chair
	Will Sutton
	Mary Tanner
	Dan Webb
J. Provide fiscal, library and other resources to support student, faculty and staff research, creative and scholarly activity	Theresa Liedtka, chair
	Harriet Neely
	Gavin Townsend
K. Strengthen current graduate programs by increasing the number and amount of graduate assistantships to competitive national levels	Nesli Alp

	Stephanie Bellar, chair
	Hinsdale Bernard
	Mike Biderman
	Vicki Petzko
L. Provide an intercollegiate athletics program that exhibits the highest level of student academic success, integrity, and competitiveness	Fran Bender
	Danny Grant
	Rick Hart, chair
	Steven Hood
	Mike Jones
	Laura Mincy
	Sandy Zitkus
M. Expand, enhance, and diversify UTC's financial resources while continuing responsible stewardship	Richard Brown, co-chair
	John Delaney
	John Garrett
	Danny Grant
	Bob Lyon
	Phil Oldham, co-chair
	Debbie Parker
	Cindee Pulliam