

Thank you for that gracious introduction. And thank you for the invitation to address you today. My family and I have been overwhelmed with the tremendous welcome we have received from this community, and we are thrilled to call Chattanooga our home.

SLIDE 2

Our Mission

UTC exists as part of Chattanooga, not just in Chattanooga.

The campus embraces its mission to not only educate its students, but also to serve as a catalyst for growth and improvement to the entire region. Chattanooga is our “laboratory” where our students apply what they are learning. Our faculty enrich our community with their scholarship and research addressing problems and issues impacting this region.

I have been on the job for just over a month and I thought I would start off by telling you a few notable things that I have learned about UTC, things you might find surprising too.

Next, I want to talk about the current state of the campus and where we are going – more of how we will determine where to go than specific action items.

First, 10 items I found interesting –

THESE ARE IN NO PARTICULAR ORDER AND ARE JUST A FEW EXAMPLES.

#1 Increased Enrollment AND Higher Quality

We have experienced record enrollment growth at the same time that we have been increasing student quality. The academic profile of our fall 2012 class was the best since we have been keeping these records with the average ACT score increasing to 23.1, and average grade point average rising to 3.36.

Our major focus for the future will be mobilizing the campus to help as many of our students as possible graduate in four years. Students are job 1, they are our priority, they are why we work hard and with passion.

#2 Affordability

This year, UTC was one of only three public universities in the South to be named a Best Value campus by U.S. News and World Report. The Best Value designation is made based on a comparison of quality of program and total cost of attendance.

Our annual tuition is less than \$8,000 for undergraduate, full time instate students, which puts us about in the middle for our regional peers. For students who qualify for the Tennessee Lottery Scholarship, their out of pocket tuition cost for a year is \$3,554.

#3: Partnerships

One of our best examples of how partnerships can benefit students is our relationship with Hamilton County Schools and the Professional Development Schools Program. Through this program, UTC faculty members hold UTC classes at public schools. Then our students spend time in the schools' classrooms, observing and working alongside teachers, working educators. This gives students an opportunity to see their theories come alive, and it creates a path of communication between the public classrooms and UTC classrooms that allows for better teaching and preparation of new teachers.

Another example of partnerships that have a positive impact on our students is illustrated in the following video.

#4 Athletics Success

UTC continues to build a legacy of wrestling dominance. UTC Wrestling has won 20 of the past 25 Southern Conference championships. In 2013, the Wrestling Mocs swept both the regular season and tournament championships and sent 5 wrestlers to compete in the NCAA Championships. Head Coach Heath Eslinger (S-LINGER) was named SoCon Coach of the Year for the second time in his four-year career at UTC.

#5 Past and Future Capital Investments

Since 2000, UTC has invested more than \$300 million in our campus facilities.

This boom continues today with our \$48 million new library. We are also in negotiations with the state of Tennessee to acquire several old state office buildings.

Acquisition of this property could allow us the opportunity to address two immediate needs: parking and housing.

We hope to break ground on a 600-bed facility dorm within a year. This fall, we anticipate 300 students beginning the semester at the Chattanooga Choo Choo.

#6 Gig University

UTC is an active partner in the city's efforts to establish itself as a Gig City. We have provided housing and support for participants in the city's Gig Tank competition.

And through use of UTC's connection to the Internet 2—Chattanooga has been able to test 3-D web streaming and live concerts with musicians in Chattanooga and in California.

Last year our SimCenter received one of the White House's Ignite grants to utilize the new gig network – SimCenter researchers are developing an emergency response system that can be used to better mobilize responders in an crisis, which should result in saved lives and resources.

#7 Culture and Arts

While a lot of attention is given technology and science education, UTC remains a source of cultural, creative, and artistic support for this community. In fact, in 2011, almost 45,000 individuals attended 463 arts events on campus or in our community, and UTC partnered with 130 agencies and organizations to help offer these events.

#8 Experiential Learning

At UTC, we have adopted a commitment to critical thinking and helping students engage in applying what they are learning in the classroom.

We recognize that graduates not only need the skills to achieve in their careers and lives, but they also must be able to analyze and synthesize information and then apply that information to make sound decisions and formulate plans of action.

One way students achieve this learning is through experiential learning opportunities and community engagement, such as undergraduate research, internships, cooperative education placements, clinical and practical assignments and civic engagement through volunteerism and community service.

And once again, we depend on our wide range of community partners to make these opportunities possible. Chattanooga serves as a living laboratory for our students and faculty.

Two examples are shown on the following videos.

Number 9: Big in Business

The College's commitment to work world readiness and a global perspective has helped it rank among the top business schools in the nation for six consecutive years by Bloomberg BusinessWeek, and Princeton Review named UTC to its list of the best 294 Business Schools in the United States in its 2012 edition.

Recently, the college partnered with Volkswagen to begin offering courses at the Volkswagen Academy site, and enrollment has surpassed all projections.

Sharing their business acumen beyond the campus has become a critical initiative for the College of Business. The Veteran's Entrepreneurship Program matches veterans with business ideas with UTC faculty and community mentors to help our country's finest transition into successful civilian lives. These new business developers create jobs and drive economic progress. We want to thank members of this Rotary club for serving as mentors for our veterans – Thank You!

#10 Chattanooga

When we go across the region and state, recruiting students to UTC, we find that one of our biggest selling points is Chattanooga. Because of the close relationship between the campus and the city, it is easy for recruits and their families to see that the Chattanooga educational experience is distinct.

Video

Where We Are Today

- Current Strategic Plan: 2009-2013
- All Key Indicators are POSITIVE!
 - Quality of Programs
 - Enrollment
 - Financial Position
- Key Priorities:
 - A Quality Education for Our Students
 - Connections to the Community

Governor Bill Haslam has made higher education one of his most pressing priorities, and I am proud to say that UTC is active in pursuing his goals. We enjoy unprecedented support from the University of Tennessee system and President Joe DiPietro. The Board and the system administration have demonstrated their full support for UTC's mission and initiatives, and Chattanooga plays a key role in the new UT strategic plan.

Planning for the Future

"The Planets are Aligned for UTC"

- Drive to 55 – Educational Attainment Goal
- Community Success to Build Upon
- Thrive 2055 Regional Growth Plan
- Chattanooga has International Visibility and a Reputation for Doing Things RIGHT!

We are working to fulfill the spirit and goals of the Drive for 55 program as well as the Complete College Tennessee Act, both of which are aimed at increasing the number of Tennesseans with post-secondary education. This goal is critical for our state to remain at the cutting edge of economic and technological growth.

The Thrive 2055 regional growth initiative is looking at what this region must do to take full advantage of the economic, cultural, and environmental opportunities that will emerge in the coming decades.

Planning for the Future

- Following the Example of Our Community – DREAM BIG and Set Our Sights HIGH!

Chattanooga has made a name for itself as home to citizen participation and community engagement in solving problems. From cleaning up the air in “America’s Dirtiest City” to reclaiming the Riverfront as a catalyst for development, Chattanooga thinks BIG. You have taken on seemingly impossible problems and prevailed with huge success.

UTC will follow your model, partner with others, looking to have positive impact on our students and our community. Working with each of you, we can take on the big problems – set goals that may seem huge and overwhelming, and we will succeed, just at Chattanooga has succeeded.

- Focus on Students and Their Success – that is why we exist
- Leverage the Strength of our Community and Region to Maximize the Impact and Quality of the Student Experience
- UTC will be an Unselfish Partner

Developing a Vision for the Future

- New Strategic Plan 2014-2019
 - Students and a Quality Education
 - Connections to the Community
- Campus Constituents Will Work with Our Community to Dream Big and Set Goals
- Ideas and Input Will be Debated, Discussed and Revised to Chart Our Future Course
- Community Input is Critical

UTC is at the table, and we are prepared to provide leadership, but we cannot do this alone – we need your help.

We will be developing a new strategic plan over the coming months, and community planning and involvement are key elements to its success.

What areas of curriculum development do we need to consider?
Do you need graduates in a field that we are not offering?
Where is the community heading and how does UTC help it get there?

We will probably focus on a select few important areas that will align with regional goals and needs.

- Should we focus on sustainability?
- Information and big data management?
- Biomedical and healthcare?
- Other areas?

We know we have been part of Chattanooga's past, and we are critical to Chattanooga's present, but how do we become a driving force in Chattanooga's future?

These are questions we will be exploring on our campus, and we absolutely need you to be part of the conversations.

We firmly believe the concept that every great city needs a great university.

And so, my vision, and the vision of everyone at UTC, is to be that great university for this great city.

You've heard our campus motto before, and you'll hear it again and again. I truly believe that by working together, we shall achieve that goal. The future is on the line, we cannot fail. Our students are our future.