## Vision

We engage students, inspire change and enrich community.

## Mission

The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff, embracing diversity and inclusion, inspiring positive change and enriching and sustaining our community.

## Values

- We believe that **students** are the reason our institution exists.
- We affirm the essential function of a **liberal arts** education.
- We commit to transformational **engagement** with our community.
- We nurture a culture of **creativity**, **scholarship** and **innovation**.
- We embrace **diversity** and **inclusion**.
- We pursue **excellence** in all that we do.
- We live **integrity** and **civility**.

TEACHING & LEARNING

DIVERSITY & INCLUSION

RESEARCH & INNOVATION

STEWARDSHIP & RESOURCES

**"Strategy implies movement from a present position to a desirable but uncertain future position."**
Betteke van Ruler, *International Journal of Strategic Communication* (2018)

The University of Tennessee at Chattanooga commenced its 2025 strategic planning process on the eve of an unprecedented global pandemic and in the shadow of a looming "demographic cliff," anticipated to dramatically shrink the pool of traditional, college-going young Americans eligible for and interested in attaining college degrees. Meanwhile, the value of a traditional liberal arts education has been challenged like never before, and society has been stressed by strident public discourse.

In this moment, our University has proven to itself and its stakeholders that we can adapt and thrive. We have also been reminded of the abiding and essential value of the collegiate experience UTC offers. What we do and how we do it has never been more important. We believe we can do it even better in the next five years.

Our students continue to value a personalized academic and campus experience in America's best midsized city. Our community counts on us to drive change and enhance our region's competitiveness in the global marketplace. Our region needs innovative scholarship, creative activity and entrepreneurship. Our society needs diverse citizens capable of leading in a challenging world.

The objectives, strategies and tactics implicated in this plan leverage our University's strengths and respond to the identified aspirations of the students and community we serve. To the extent they take us "out of our comfort zone," they demand a level of risk that we owe to our students and to their futures.

**"True strategy is about placing bets and making hard choices."**
Roger L. Martin, *Harvard Business Review* (2014)

**UTC will transform the lives of our students and the futures of our region by increasing access to a distinctive model of education, grounded in the liberal arts and tied closely to workforce opportunities.**

***ASSUMPTION: UTC can play a unique role in ensuring the competitiveness of our region by preparing our students to compete in a global workforce.***

TEACHING & LEARNING

## BY 2025 WE WILL…

- Effectively recruit a broader demographic student population and improve student performance
    - Develop a strategic enrollment management plan that includes key components to support student growth (e.g., student demographics, feeder institutions, public policy implications, labor market and workforce development, competition and market share, market opportunities and data usage) and expand student support services to align with enrollment goals
    - Increase total enrollment from 11,696 to 12,950, with a particular focus on traditionally underrepresented groups and the state's performance-based funding formula focus populations
        - Increase the number and percentage of new transfer students from 867 to 1,107 (from 7.4% to 8.5%)
        - Increase the number and percentage of new graduate students from 346 to 442 (3.0% to 3.4%)
        - Increase the number and percentage of new freshmen students from 2,222 to 2,576 (19.0% to 19.9%)
    - Increase freshman fall-to-fall retention from 73% to 83%
    - Reduce achievement and learning gaps
    - Increase six-year graduation rate from 50% to 63.7%
    - Achieve a student-athlete graduation success rate (GSR) of at least 85% each year
    - Double the number of online degree programs
        - Undergrad from 2 to 7
            - College of Arts and Sciences 1 to 3
            - College of Engineering and Computer Science 0 to 1
            - College of Health, Education and Professional Studies 1 to 2
            - Rollins College of Business 0 to 1
        - Graduate from 7 to 13
            - College of Arts and Sciences 0 to 2
            - College of Engineering and Computer Science 3 to 4
            - College of Health, Education and Professional Studies 2 to 3
            - Rollins College of Business 2 to 4



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- Define and promote UTC's distinctive educational experience
    - Develop and implement a *Reimagined General Education* Program that offers a signature experience to UTC students while respecting and honoring Tennessee Transfer Pathways
        - Implement curricular changes to ensure all students are prepared to live, work and engage in reasoned discourse in a diverse, global society.
        - Promote intellectual and cultural engagement through the liberal and fine arts as an important part of the student's UTC experience
        - Embed high impact practices within the GenEd curriculum
    - Implement and expand *Cohort2025* to include all first-year students
    - Require all departments to embed high impact practice for degree eligibility
    - Increase enrollment in Honors programs from 3% to 5%
    - Benchmark and increase the number and percentage of students participating in campus organizations
    - Benchmark and increase community-engaged learning opportunities
- More tightly align educational offerings to regional workforce needs (including curricular, co-curricular, extra-curricular and "stackable credential" opportunities)

**UTC will respond to the needs of students and our region by modeling inclusive excellence through diverse representation and aligned benchmark indicators.**

***ASSUMPTION: By enhancing diversity, UTC will better serve our students, faculty, staff and region.***

**BY 2025 WE WILL…**

- Build a community that cultivates and respects diversity as essential for UTC success and regional competitiveness
    - Support diversity through transparent organizational planning efforts
    - Improve recruitment and retention strategies and outcomes for underrepresented faculty and staff (and benchmark relative to state, community, and student demographics)
    - Increase the diversity of internal and external stakeholders across all units of the university
    - Enhance opportunities for students, faculty and staff to learn and work in a socially and culturally diverse world
    - Provide opportunities for the campus community to listen with empathy, learn from diverse points of view and engage each other with civility and respect
    - Establish faculty, administrator and staff goal-setting and performance evaluations based on the recognition and support of a diverse workforce.
- Continue to internationalize the University
    - Increase the number of international students at UTC by 10% annually
    - Increase the number of UTC students participating in study abroad programs to 2.5% of the student population, with an 85% retention/graduation rate for study abroad alumni
    - Increase internal and external support for faculty pursuing international teaching and research opportunities
    - Increase global competency outcomes within the curriculum
    - Expand extracurricular opportunities for domestic and international student interaction
- Expand inclusive access
    - Increase technological support for students to ensure greater access to online resources
    - Benchmark and increase support services for students with disabilities
- Increase the engagement of diverse alumni and volunteers in UTC leadership, advisory boards, and advocacy outreach



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**UTC will impact our community and enhance the educational experience of our students by sustaining the scholarly, creative and entrepreneurial activity of our faculty and students.**

***ASSUMPTION: UTC adds value to the educational enterprise and enhances the vitality of our region by engaging in applied scholarship and creative activity.***

**BY 2025 WE WILL…**

- Increase research support and productivity
  - Increase research expenditures (as reported to NSF) by 7% annually (from $10.8 million to $16.2 million)
  - Require each college to produce a research agenda with measurable outcomes aligned with the UTC Strategic Plan and inclusive of cross-college collaborative research
  - Enhance institutional research infrastructure and develop new research support programs with centralized "core resources" (facilities, technology, ORSP and technical personnel) necessary to support campus-wide research and creative endeavors
  - Benchmark and increase graduate student research productivity and support
  - Benchmark and increase the number of undergraduate students participating in faculty-supervised research and creative endeavors by 10%
  - Increase veteran, first generation and minority student participation in research and creative endeavors by 10%
  - Increase faculty research productivity
    - Develop a transparent method of assessing the quality of research output
    - Benchmark and increase the number of citations, peer reviewed journal articles and other scholarly publications and activities by 5% per year
    - Benchmark and track research with impact in the community
    - Benchmark and increase the production of scholarship and creative endeavors that explore and amplify diverse perspectives
- Invest resources in up to three strategic areas of opportunity for multi-disciplinary, cross-disciplinary, and inter-disciplinary research activity to advance a profile of excellence and community impact
- Benchmark and increase collaboration with community partners on community-impact projects
- Engage alumni and other community members in mentoring and support networks for faculty and student scholarly, creative and entrepreneurial endeavors



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**UTC will ensure the sustainability of our institution and the vitality of our students, faculty, staff and community by excelling in resource development and stewardship.**

STEWARDSHIP & RESOURCES

***ASSUMPTION: UTC will continue to operate in an environment of finite resources but has the opportunity and obligation to strengthen and leverage our assets to benefit our students and community.***

**BY 2025 WE WILL…**

- Develop a forward-looking resource base with a focus on expanding revenue streams
  - Maintain a competitive tuition structure relative to the UT system, LGI institutions and peers
  - Maximize state appropriations by enhancing Tennessee outcomes-based funding formula input variable performance
  - Raise $100,000,000 in new gifts
    - Increase the Annual Giving (as defined by UTFI) to UTC by 5% per year
    - Increase the number of donors by 5% per year
  - Generate additional funds from Auxiliary Services to enhance the campus experience
  - Think and act like entrepreneurs across all departments by exploring revenue generation opportunities that add value to strategic partners
- Continue physical transformation of campus
  - Maintain existing facilities and develop new ones to support expanding academic programs, research activities, and supporting units
  - Ensure that a campus master plan update continues to transform campus in support of world-changing education, research, and engagement
- Establish operational transparency: expand and refine institutional culture of assessment to provide data-informed decision support
  - Require that institutional resources are aligned with strategic plan: provide transparent view into space and budget allocation
  - Produce dashboards for budget, Foundation, experiential learning, equity and student success metrics
  - Establish a student-faculty-support feedback loop to maximize the effectiveness of UTC's instructional technologies (e.g. Canvas, Kaltura, etc.) and benchmark and increase the utilization and effectiveness of training and support provided to instructors
  - Implement a campus-wide calendaring and targeted communication platform to improve information flow and participation in campus events
- Establish a technology plan to ensure currency of all campus hardware and software
- Develop and implement a comprehensive campus community health and wellness plan
  - Create a culture and environment that prioritizes the holistic wellness of the UTC community
  - Benchmark and track comprehensive campus health and wellness initiatives



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  - Update, communicate, and maintain all-hazards emergency management plans for natural, biological, technological, and fabricated disasters impacting the campus
- Adapt financial aid models to optimize access and affordability
  - Benchmark and increase resources for student scholarships
  - Commission a feasibility study on alternate financial aid models
- Produce and distribute annual State Impact Reports, to document the relationship between state support and UTC excellence
- Establish and sustain lifetime strategic engagements
  - Develop service-learning opportunities for students and ensure that the city and surrounding community become a "living and learning" opportunity
  - Implement reporting processes to effectively and consistently record and compile outreach and engagement activity for students, faculty, and staff (including experiential learning and civic engagement activity)
  - Build a strong alumni engagement program that has appropriate resources to thrive and become a focal point between our past and future
  - Develop and embrace an "Employer of Choice" model for UTC. Ensure that UTC is recognized as a national and/or regional model for "Best Places to Work"
  - Celebrate community engagement and service by faculty, staff, and students by giving credit for civic engagement as a hallmark of a community-engaged public university
  - Maximize the relationship between the campus and the University of Chattanooga Foundation, Inc.
  - Review current and best practices and identify optimal structures and operations for advisory councils and committees

**UTC committed to a strategic planning process that was transparent, thorough, inclusive and aligned with the UT System planning framework.**

PROCESS

UTC's strategic planning process, under the leadership of Provost Jerold Hale, has consisted of several distinct but overlapping and recursive phases:

1) **IDEA GENERATION**
   This process was powered by the work of four subcommittees, one for each of UTC's four strategic focus areas. Each subcommittee included representation of faculty, staff, students and community members and developed its own process and identified its own resource base to collaboratively draft initial objectives and strategies for its respective focus area.
2) **SYNTHESIS**
   The subcommittees' drafts were then provided to an "integration committee" (also comprised of faculty, staff, student and community representatives), which worked to standardize the drafts and, when appropriate, redistribute recommendations across priority areas.
3) **REFLECTION**
   The revised framework was then redistributed to the subcommittees to ensure fidelity to the original inputs and seek additional recommendations.
4) **STAKEHOLDER INPUT**
   Campus stakeholders provided input on strategic opportunities, priorities, and approaches to measurement via an online portal.
5) **REFLECTION / SYNTHESIS**
   Those broad-based inputs were then used to refine the strategic planning framework and verify alignment with the UT System plan, with the result shared again with the integration committee.
6) **MEASUREMENT WORKSHOPPING**
   Subject matter experts (SME's) and UTC's Office of Planning, Effectiveness and Institutional Research (OPEIR) were engaged to identify baselines, benchmarks and measurement approaches for elements of the strategic framework.
7) **STAKEHOLDER INPUT**
   Campus and community stakeholders were again invited to use an online input portal to provide reactions and suggestions on the emerging framework elements.
8) **REFLECTION / SYNTHESIS / MEASUREMENT WORKSHOPPING**
   Stakeholder input was again used to refine the framework, vet with the integration committee and assess with SME's and OPEIR.
9) **STAKEHOLDER INPUT**
   Campus and community stakeholders were engaged, this time via zoom focus groups.
10) **REFLECTION / SYNTHESIS**
    A final framework was developed with the campus Executive Leadership Team.
11) **CAMPUS ADVISORY BOARD REVIEW – October 4, 2021**
    *pending*
12) **UT SYSTEM BOARD REVIEW – October 22, 2021**
    *pending*



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**UTC's strategic plan was produced by faculty, staff, students and community members.**

PEOPLE

## Integration (a.k.a. "steering") Committee

| | | | |
|---|---|---|---|
| Jerold Hale (Chair) | Provost | Academic Affairs | Staff |
| Tom Griscom | Co-Facilitator | External | Community |
| David Steele | Co-Facilitator<br>Chief of Staff | Chancellor's Office | Staff |
| Michelle Deardorff | Department Head and Adolph S. Ochs Professor of Government | Political Science and Public Service | Faculty |
| Fred Decosimo | Chair | UTC Advisory Board | Community |
| Christine Estoye | Director of MBA Programs | RCOB, Exempt Staff Council | Staff |
| Vicki Farnsworth | Vice Chancellor and Chief Information Officer | Information Technology | Staff |
| Tyler Forrest | Vice Chancellor | Finance and Administration | Staff |
| Yancy Freeman | Vice Chancellor | Enrollment Management and Student Affairs | Staff |
| Lane Gutridge | President | Student Government Association | Student |
| Jamie Harvey | Associate Professor of Health and Physical Education K-12 and Past Faculty Senate President | CHEPS | Faculty |
| Shewanne Howard-Baptiste | MPH Interim Program Director and Associate Professor | Exercise Science, Public Health | Faculty |
| Scott LeRoy | Member | UTC Advisory Board | Community |



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| Stacy Lightfoot | Chair | Chancellor's Multicultural Advisory Council | Community |
| Daniel Pack | Dean | CECS | Staff |
| Melita Rector | Chair | Employee Relations Committee | Staff |
| Joanne Romagni | Vice Chancellor and Dean | Research, Graduate School | Staff |
| Charlene Simmons | UC Foundation Associate Professor Communication, Current Faculty Senate President | CAS, Faculty Senate | Faculty |
| Gina Stafford | Interim Vice Chancellor | Marketing and Communications | Staff |
| Lauren Ingraham | Vice Provost | Academic Affairs | Staff |

## Teaching and Learning Subcommittee

| | | | |
|---|---|---|---|
| Lauren Ingraham (Co-Chair) | Professor | English | Faculty |
| Pam Riggs-Gelasco (Co-Chair) | Co-Chair and Dean | CAS | Staff |
| Emily Blackman | Assistant Vice Chancellor for Athletic Academic Enhancement | Athletics | Staff |
| Ethan Carver | Assistant Dean | Graduate School | Staff |
| Michael Danquah | Associate Dean | CECS | Staff |
| Taylor Flores | Student Representative | Student Government Association | Student |
| Stacie Grisham | Assistant Vice Chancellor for Student Success | Enrollment Management and Student Affairs | Staff |
| Cherry Guinn | Professor and Coordinator Post-Master's Academic Nurse Educator | CHEPS | Faculty |

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| Laura Livermore | Director of Study Abroad Programs | Center for Global Education | Staff |
| Andrew McCarthy | Department Head of English, UC Foundation Associate Professor, & Head of the Council of Academic Department Heads | CAS | Faculty |
| Catherine Middleton | Director of Assessment and Lecturer of Economics | RCOB | Faculty |
| Caden Pace | Student Representative | Student Government Association | Student |
| Stephanie Philipp | Assistant Professor of Education | CHEPS | Faculty |
| Steve Ray | Professor, Associate Head of Performing Arts | CAS | Faculty |
| Mike Thompson | Department Head of History & UC Foundation Associate Professor | CAS | Faculty |
| Sherese Williams | Assistant Director | Honors College | Staff |
| Claudia Williamson | Scott L. Probasco Distinguished Chair of Free Enterprise, Director of the Center for Economic Education and Professor of Economics | RCOB | Faculty |

## Diversity and Inclusion Subcommittee

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| Chris Horne (Co-Chair) | Dalton Roberts Professor of Public Administration and MPA Program Coordinator | Political Science and Public Service | Faculty |
| Christopher Stokes (Co-Chair) | Assistant Director | Office of Multicultural Affairs | Staff |
| Jay Blackman | Senior Associate AD – Strategic Communications | Athletics | Staff |
| Will Davis | Outreach Manager and Producer | WUTC | Staff |



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|---|---|---|---|
| Rosite Delgado | Director | Office of Equity and Inclusion | Staff |
| Michael Dinkins | Senior Information Security Officer | Information Technology | Staff |
| Jennifer Ellis | Director of STEM Education and Associate Professor | CHEPS | Faculty |
| Christine Estoye | Director of MBA Programs | RCOB, Exempt Staff Council | Staff |
| Linda Frost | Dean | Honors College | Staff |
| Kim Thomas | Director | Joseph F. Decosimo Success Center, RCOB | Staff |
| Patricia Lin-Steadman | Assistant Director of the Office of International Student and Scholar Services | Center for Global Education | Staff |
| Andrea Lyons | Associate Director | Alumni Affairs | Staff |
| Tara Mathis | Associate Dean of Students, Director of the Multicultural Center and Director of Veteran Student Services | Dean of Students | Staff |
| Matt Matthews | Vice Provost and Professor of Mathematics | Academic Affairs | Faculty |
| Marshara Miller | Student Representative | Student Government Association | Student |
| Tiffany Mitchell | Senior Lecturer of English | CAS | Faculty |
| Edwin Murillo | Associate Professor of Spanish | CAS | Faculty |
| Abeer Mustafa | Associate Vice Chancellor for Student Affairs | Enrollment Management and Student Affairs | Staff |
| Isaiah Owens | Student Representative | Student Government Association | Student |
| Joseph Owino | Dept. Head of Civil and Chemical Engineering UC and Foundation Professor | CECS | Faculty |
| Laure Pou | Assistant Vice Chancellor | Human Resources | Staff |

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| Melita Rector | Chair | Employee Relations Committee | Staff |
| Valerie Rutledge | Dean | CHEPS | Staff |
| Megan Shadrick | Web Project Manager and Business Manager | Marketing and Communications | Staff |
| Stephanie Todd | Senior Lecturer of English | CAS | Faculty |

## Research and Innovation Subcommittee

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| Bento Lobo (Co-Chair) | Department Head of Finance and Economics and First Tennessee Bank Distinguished Professor of Finance | RCOB | Faculty |
| Reinhold Mann (Co-Chair) | Deputy Vice Chancellor | Research | Staff |
| Zoe Aebie | Student Representative | Student Government Association | Student |
| William Andrews | President | Graduate Student Association | Student |
| Chris Cox | Department Head and Professor for Mathematics | CAS | Faculty |
| Theresa Liedtka | Dean | Library | Staff |
| Daniel Loveless | UC Foundation Associate Professor of Electrical Engineering | CECS | Faculty |
| Laurie Melnik-Allen | Executive Director of the Arts-Based Collaborative, Professor of Practice and Lyndhurst Chair of Excellence in Arts Education | CHEPS | Faculty |
| Tony Parsley | Associate Chief Information Officer | Information Technology | Staff |
| Meredith Perry | Director | Research and Sponsored Programs | Staff |
| Lisa Piazza | Director | Undergraduate Research and Creative Endeavor | Staff |

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| Melissa Powell | Associate Lecturer of Dietetics | CHEPS | Faculty |
| Mina Sartipi | Director of the Center for Urban Informatics and Progress and UC Foundation Professor of Computer Science and Engineering | CECS | Faculty |
| Marty Smith | Senior Associate Vice Chancellor | Development and Alumni Affairs | Staff |
| Gina Stafford | Interim Vice Chancellor | Marketing and Communications | Staff |
| John Trussel | UC Foundation Professor of Accounting | RCOB | Faculty |
| Chandra Ward | Assistant Professor of Sociology | CAS | Faculty |

## Resources and Stewardship Subcommittee

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|---|---|---|---|
| Tyler Forrest (Co-Chair) | Vice Chancellor | Finance and Administration | Staff |
| Vicki Farnsworth (Co-Chair) | Vice Chancellor and Chief Information Officer | Information Technology | Staff |
| Taylor Bradshaw | Student Representative | Student Government Association | Student |
| Richard Brown | Special Advisor to the Chancellor | Finance and Administration | Staff |
| Allison Evans | Director of Budget | Academic Affairs | Staff |
| John Freeze | Director | Center for Professional Education | Staff |
| Andrew Horton | Senior Associate AD - External Operations | Athletics | Staff |
| Thomas Lyons | Clarence E. Harris Chair of Excellence in Entrepreneurship and Professor of Marketing and Entrepreneurship | RCOB | Faculty |

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|---|---|---|---|
| Sherry Marlow-Ormsby | Executive Director, Office of Planning, Evaluation and Institutional Research | Academic Affairs | Staff |
| Andrea Neely | UC Foundation Assistant Professor of Management | RCOB | Faculty |
| Robie Robinson | Assistant Vice Chancellor | Emergency Services | Staff |
| Brian Rogers | Director of Library IT | Library | Staff |
| Charlene Simmons | UC Foundation Associate Professor Communication, Current Faculty Senate President | CAS, Faculty Senate | Faculty |
| Lofton Stuart | Interim Vice Chancellor of Development and Alumni Affairs and Executive Director of the UC Foundation, Inc. | Development and Alumni Affairs | Staff |
| Takeo Suzuki | Executive Director | Center for Global Education | Staff |
| Kenny Tyler | Director of Engineering and Planning Services | Facilities Planning and Management | Staff |