



UTC Advisory Board Meeting



September 23, 2025

Order of Business

I. Call to Order



Scott LeRoy
Advisory Board Chair

II. Roll Call & Quorum Confirmation



Christy Waldrep
Assistant to the Chancellor

Order of Business

III. Approval of Minutes (Action Required)



Scott LeRoy

Advisory Board Chair



Chancellor's Updates

IV.



September 23, 2025



Operation Move In

Oak Street Roast



FALL 2025

Record Enrollment and Student Success Gains

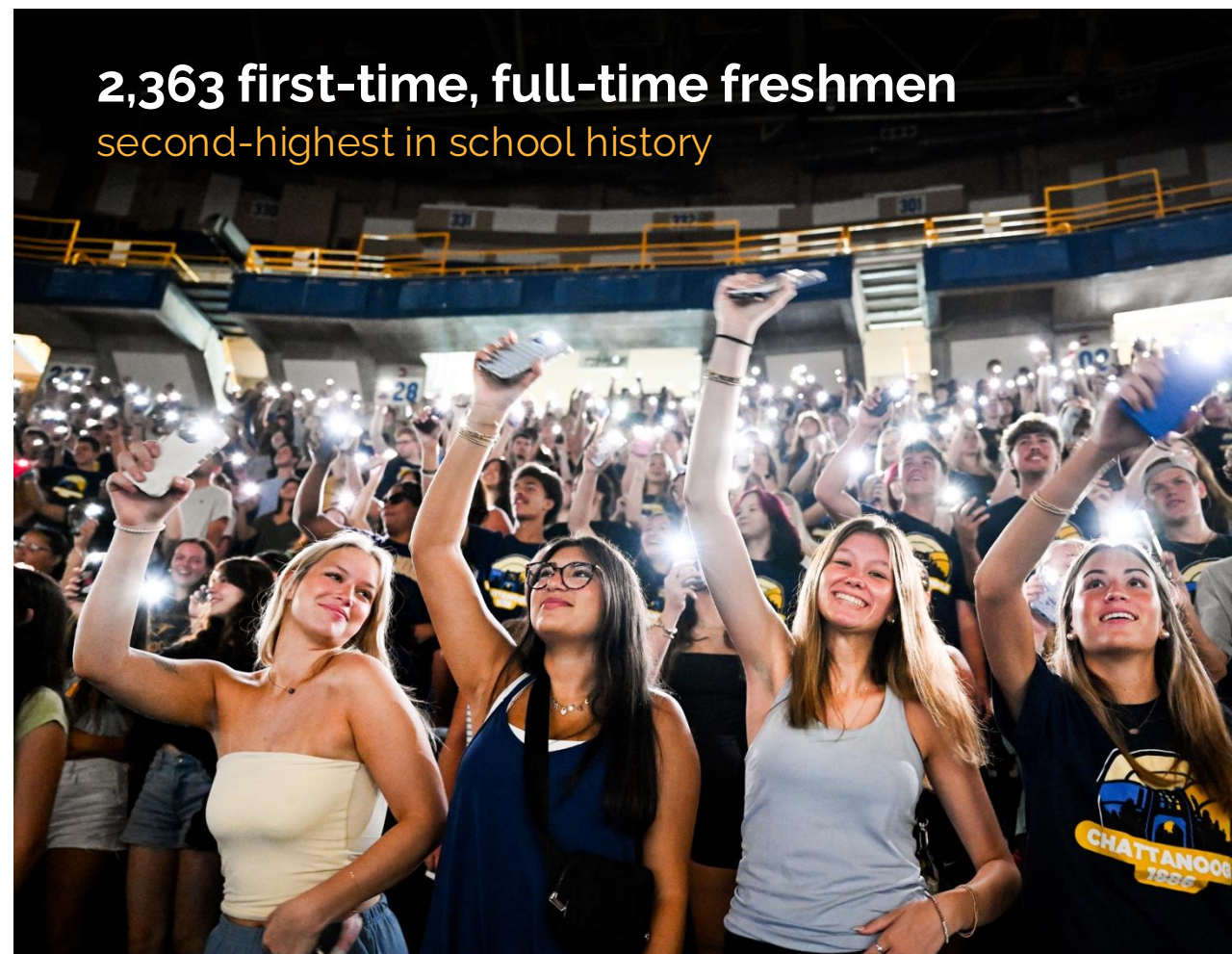
Record enrollment of 12,060 students
highest in UTC's 139-year history

10,396 undergraduates and
a **record 1,664 graduate students**
(+6% from last year)

613 new graduate students
up **38.7%** from fall 2024

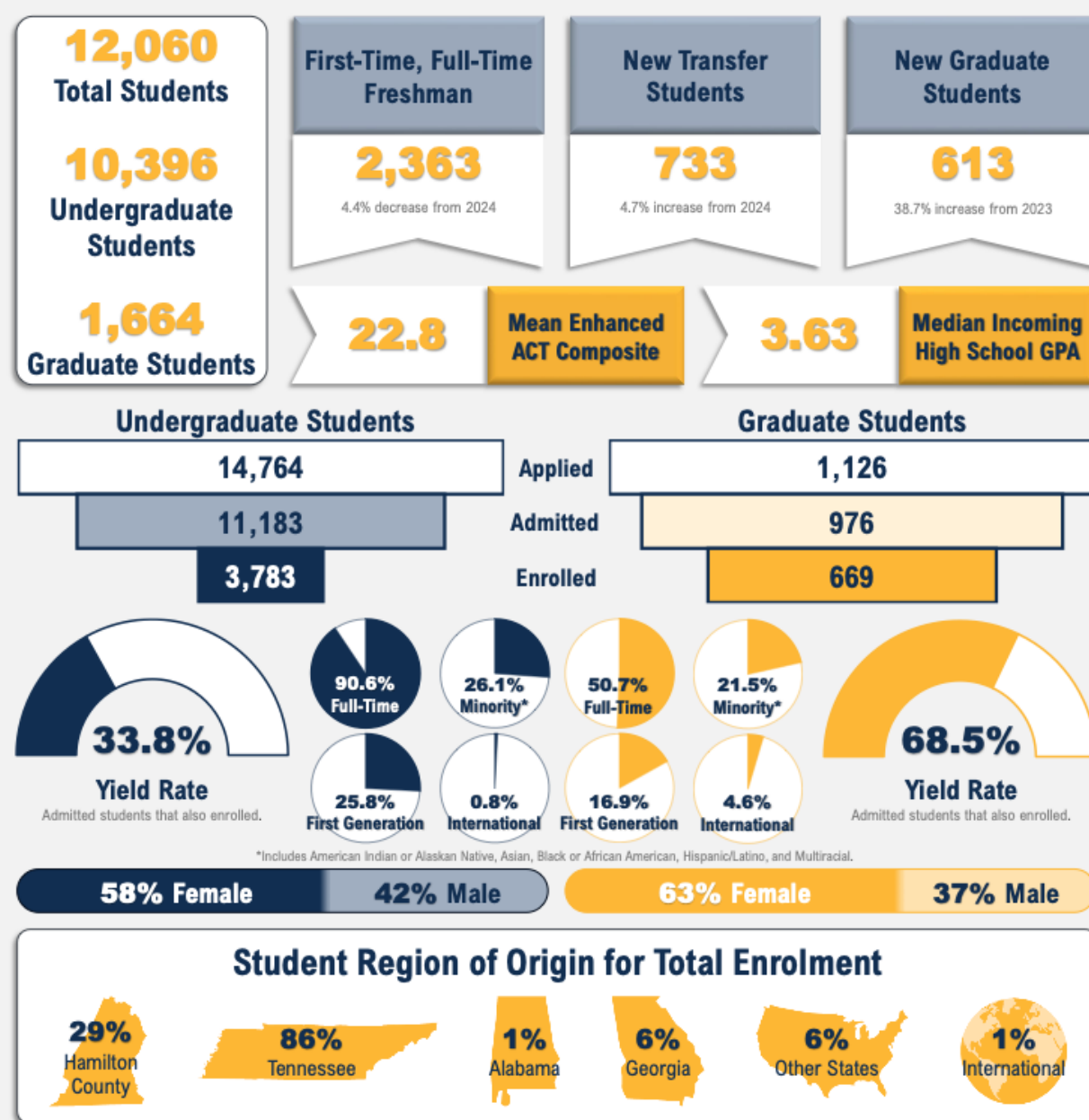
733 new transfer students
up **4.7%** from last year

Retention rate: 73.3%
up **1.4 percentage points** from prior year



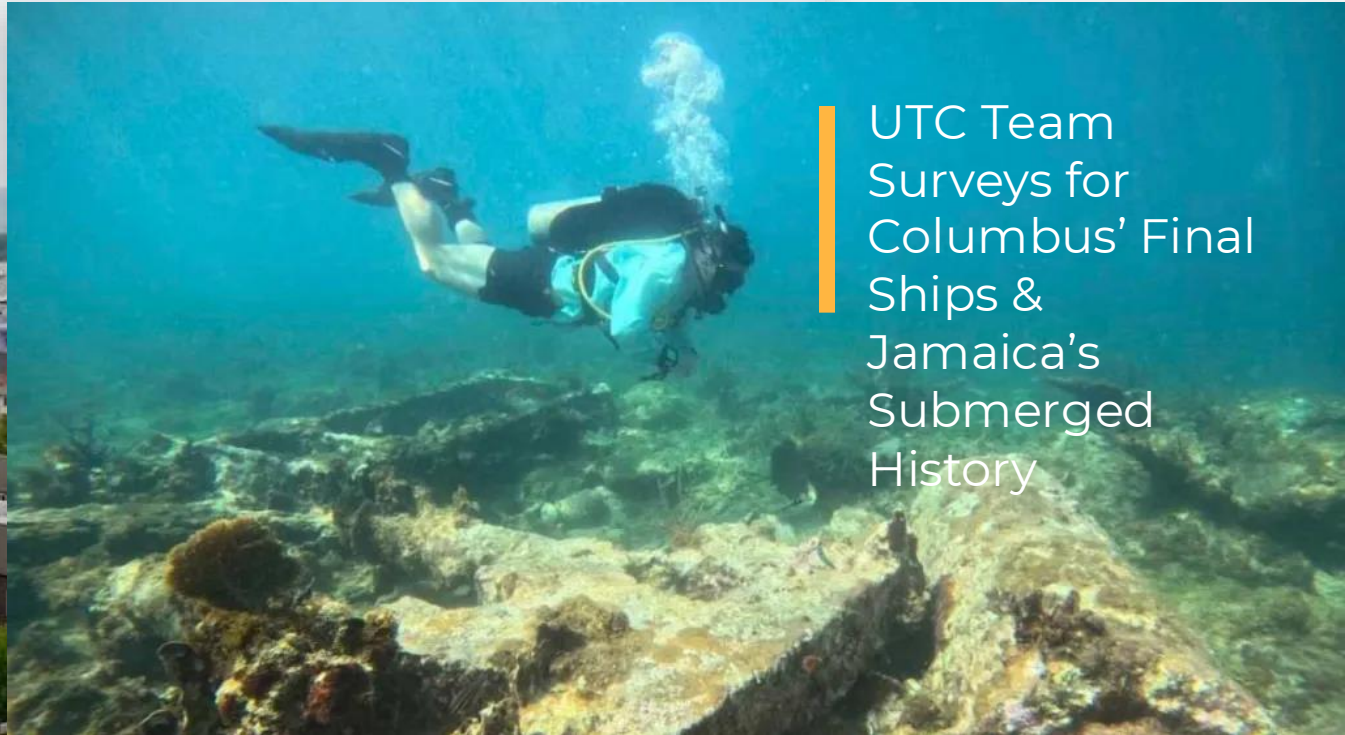
FALL 2025

Undergraduate & Graduate Enrollment Snapshot



New Research Grants

UTC Leads \$1.33M NSF Planning Grant to Safeguard the Power Grid



UTC Team Surveys for Columbus' Final Ships & Jamaica's Submerged History



University Leadership Transitions



Chancellor's Challenge Coins

YOUR STORY



Convocation





Strategic Plan Update

V.



Dr. Lori Mann Bruce
Chancellor



Dr. Frank Butler
Richard X. Zhang Endowed
Professor of Business; Faculty
Director, Veterans
Entrepreneurship Program



Strategic Plan

2025–2030

Pending approval of appropriate university and system boards

Strategic Pillars

**Academic
Excellence
and Student
Outcomes**

1

**Developing
and
Supporting
Our People**

2

**Innovative
and
Impactful
Research**

3

**Operational
Excellence**

4

**Community
Engagement
and Impact**

5

**UTC's Vision and Mission set the foundation for this Strategic Plan.
In the following pages, you'll see how these commitments are carried forward
into five strategic pillars that guide our direction through 2030.**

Planning Process

- **Started** Spring of 2024
- Former Executive Vice Chancellor Bryan Johnson started the initial charge with the planning committee
- Vice Chancellor Vicki Farnsworth led an effort to collect **over 2,000 data points**
- Dr. Dooley assumed the role of Interim Chancellor in January 2025 with the directive from President Boyd to **finish the plan**
- Current draft developed by Richard X. Zhang Endowed Professor in Business Frank Butler, Ph.D.
- **Road shows and surveys** conducted during the spring semester
- Identified existing baselines and are developing additional metrics to ensure full **measurability**
- Vision, Mission and all five pillars had over **75% agree or strongly agree** responses
- Mission and four of the pillars were **over 80%**

Agree & Strongly Agree Responses

Vision Statement: 79%

Mission Statement: 80%

Pillar 1: 76%

Pillar 2: 86%

Pillar 3: 83%

Pillar 4: 85%

Pillar 5: 81%

81%
AVERAGE SCORE

Metric Driven

The goal of this plan is to be
measurable.

65 trackable data
points in the plan.

Metrics by Pillars

Pillar 1: 22 metrics

Pillar 2: 15 metrics

Pillar 3: 9 metrics

Pillar 4: 8 metrics

Pillar 5: 11 metrics

Vision and Mission

VISION

To be a model metropolitan university that unites learner success, innovative research, and community partnerships to spark transformative growth and prosperity.

MISSION

The University of Tennessee at Chattanooga enriches lives through accessible and innovative education, impactful research, and dynamic community partnerships, driving progress and well-being across Tennessee and beyond.

Values BE ONE UTC

B: Bold and impactful

E: Embrace diversity

O: Optimistic and visionary

N: Nimble and innovative

E: Excel in all we do

U: United and connected

T: Transparent and trusted

C: Community engaged

Aspirations **by 2030**

The University of Tennessee at Chattanooga will...

...become a **Carnegie Classified R2 university**

a designation for "Doctoral University: High Research Activity."

...strategically expand to **15,000 students**.

PILLAR #1

Academic Excellence and Student Outcomes

Leveraging innovative curricula to ensure lifelong learner success through the MOC Experience from recruitment to retention to employment and beyond.

KEY GOALS

Increase freshman-to-sophomore fall-to-fall first-year retention rates to **80%**.

Increase 4-year and 6-year graduation rates to **45%** and **60%**, respectively.

Offer high-demand degrees/credentialing programs aligned with UTC's faculty **expertise** and our community's **workforce needs**.

PILLAR # 2

Developing and Supporting Our People

Create a workplace that inspires excellence by cultivating talent and making UTC a great place to work.

KEY GOALS

Strategically adjust qualified faculty/staff salaries to align with peer institution medians.

Improve faculty/staff performance evaluation and feedback processes through management training.

PILLAR #3

Innovative and Impactful Research

Faculty, staff, and students at UTC will advance solutions for the Chattanooga region and Tennessee's future through cutting-edge research and practical solutions while attaining national Carnegie R2 status as a university recognized for high research activity.

KEY GOALS

Expand the number of doctoral research programs that prepare graduates to address the needs of the Chattanooga region and beyond.

Increase the number of research Ph.D. graduates to **25** per year.

PILLAR # 4

Operational Excellence

We promote operational excellence through service excellence focus, responsible resource management, and the strategic development of diverse revenue streams.

KEY GOALS

Optimize business processes throughout the university to ensure **fiscal stability**, enabling the university to invest in future growth and emerging opportunities.

Achieve and sustain a minimum of **\$40 million** in annual donations, reflecting a strong and lasting culture of philanthropy.

PILLAR # 5

Community Engagement and Impact

Through community engagement and impact, UTC brings together diverse partners to transform and solve regional challenges.

KEY GOALS

Ensure each key academic unit has an **advisory** board that includes community partners and UTC Alumni.

Track and boldly showcase UTC's **impact** on urban, rural, and suburban regions (e.g., number of patients treated, new programs to support these areas).

Next Steps

- ☒ 1. ~~Establish baseline metrics~~
- ☒ 2. ~~UTC Advisory Board Meeting | May 16~~
- ☒ 3. ~~Get input from new chancellor~~
- 4. Approval by UTC Advisory Board
- 5. Present to UT Board of Trustees
- 6. Align budget to key priorities

Strategic Plan Advisory Board Vote



Scott LeRoy

Advisory Board Chair



Enrollment Growth Goals for 2030

VI.



Dr. Lori Mann Bruce
Chancellor



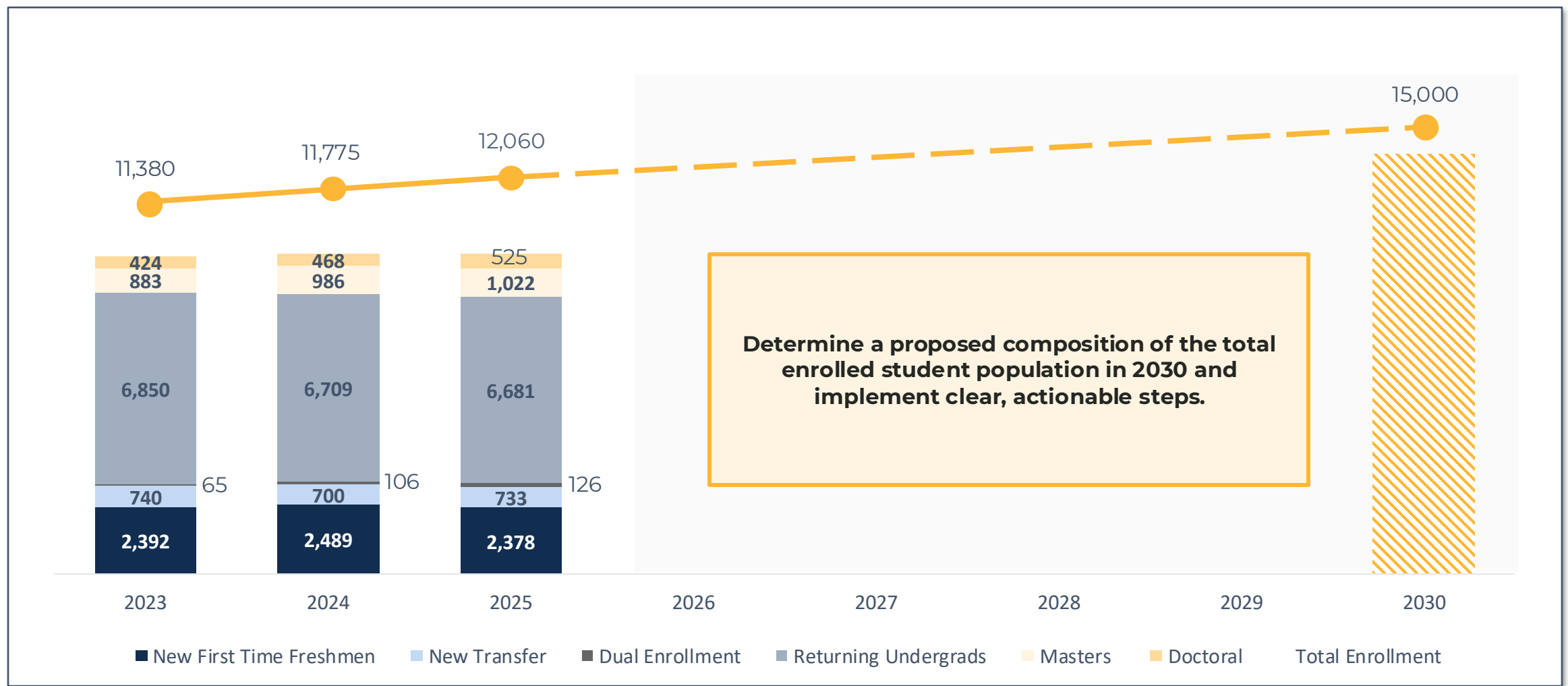
Dr. Artanya Wesley
Vice Chancellor for
Enrollment Management
and Student Affairs

UT Chattanooga

STRATEGIC ENROLLMENT PLAN



The University of Tennessee System has established a goal of enrolling 71,000 total students across its five campuses, UTC plans to enroll 15,000 students — by 2030.



Strategic Priorities & Initiatives



1. Student Enrollment Growth

Increase student enrollment across key populations through improved processes, targeted access and outreach, and sustainable resourcing.

Initiatives:

- 1.1 | First-Time Full-Time Enrollment**
- 1.2 | Dual Enrollment**
- 1.3 | Transfer Enrollment**
- 1.4 | Graduate Enrollment**



2. Retention & Student Outcomes

Improve student retention and graduation outcomes across all student populations by focusing on high-impact student experiences through a collaborative, campus-wide efforts.

Initiatives:

- 2.1 | Targeted Retention Interventions**
- 2.2 | Student Life**
- 2.3 | Retention Monitoring**



3. Student Experience Excellence

Deliver high-quality, student-centered services and programming that enhance the academic journey through accessible, efficient, and impactful support.

Initiatives:

- 3.1 | Seamless Student-Facing Processes**
- 3.2 | Support Structures for All Students**
- 3.3 | Faculty/Staff Tech & Data Utilization**

0. Cross-Priority Initiatives

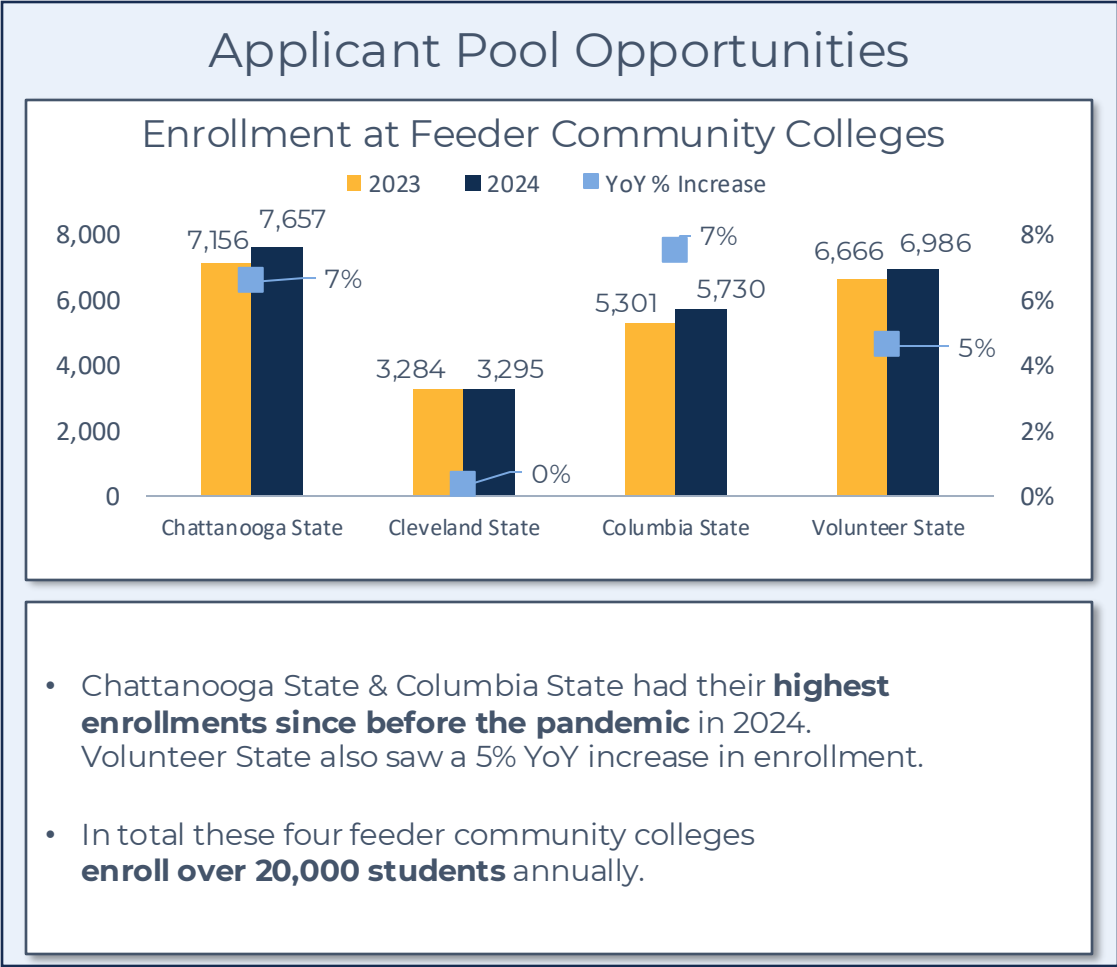
- 0.1 | Scholarship & Aid Access**
- 0.2 | Marketing & Brand Promotion**
- 0.3 | Platforms & Solutions Optimization**

Illustrative Year-over-Year Pathway to 15,000

As initiatives are implemented across campus, their effects will reach populations at different times, therefore enrollment targets are incremental to match the gradual impact.

	2024	2025	2026	2027	2028	2029	2030	5 Year Growth
New First Time Freshmen	2,489	2,378	2,400	2,450	2,500	2,525	2,550	7%
New Transfer	700	733	800	875	970	1,065	1,140	56%
Dual Enrollment	106	126	175	250	350	475	630	400%
Returning Undergrad	6,907	7,159	7,273	7,445	7,685	7,974	8,325	16%
Masters	986	1,022	1,075	1,150	1,275	1,425	1,575	54%
Doctoral	468	525	535	550	565	595	630	20%
Grad Specialist & Ed Specialist	119	117	120	125	135	145	150	28%
Total	11,775	12,060	12,378	12,845	13,480	14,204	15,000	24%

Pathway to Achieving Transfer Goals



Reaching 1,050 New Enrolled Transfers

		Applicant Volume					
		1,627	1,700	1,750	1,800	1,850	1,900
Yield	45%	732	765	788	810	833	855
	48%	781	816	840	864	888	912
	50%	814	850	875	900	925	950
	55%	895	935	963	990	1,018	1,045
	60%	976	1,020	1,050	1,080	1,110	1,140
	62%	1,009	1,054	1,085	1,116	1,147	1,178
	65%	1,058	1,105	1,138	1,170	1,203	1,235

- Over the past three years, the average **yield rate for transfer applicants is 45%**, with a total of **1,627 applicants**.
- Transfer **peer mentor interventions** for Spring 2025 transfer applicants led to **an estimated +10% increase in yield** (~72% compared with a ~62% 3-year average from prior terms).



Athletics & NIL Updates

VII.



Mr. Mark Wharton
Vice Chancellor
and Director of
Athletics



Mr. Yousef Hamadeh
Assistant General Counsel

Athletic Highlights 2024–25



MEN'S BASKETBALL

First-ever **NIT National Championship**;
Coach Dan Earl signed to 6-year extension

BEACH VOLLEYBALL

OVC Regular Season & Tournament
Champions; NCAA Tournament berth

MEN'S TENNIS

Captured first national postseason title
in **UTR Sports NIT Championship**

TRACK & FIELD

- *Ryleigh Simmons*: First-ever SoCon Champion in 100m
- *Lesley Boyd*: SoCon Champion in 5000m (2nd career title)

SOFTBALL

Back-to-back SoCon Regular
Season Champions (16th under
Coach Frank Reed)

WOMEN'S BASKETBALL

2nd in SoCon regular season,
SoCon Tournament Finalist,
advanced to **WNIT Second Round**

WRESTLING

3 NCAA Qualifiers

Academic Success 2024–25



**Record 3.4 GPA
Highest in department history**

**All 16 MOCS programs scored a 3.0 or
higher team GPA for the 14th consecutive year.**

Sixty-five student-athletes earned perfect 4.0 GPAs.

71.9% Dean's List | 81.9% A.D. Honor Roll

SoCon \$ RANKING

2024–2025

School	Estimated NIL \$ Per Year
1	550k+
2	350k+
3	300k+
4	200k+
5	150k+
6	<100k
CHATTANOOGA	<100k
8	50k
9	50k
10	50k

2025-2026

School	Estimated NIL \$ Per Year
1	800k-1m
2	800k-1m
3	750k+
CHATTANOOGA	500k
5	500k+
6	<500k+
7	350k+
8	250k+
9	200k+
10	100k+



New initiative model that represents our commitment to giving our coaches a competitive edge by providing the necessary resources for our student-athletes to succeed.

KEY CAMPAIGN FUNCTIONS

\$5M
OVER THE NEXT
5 YEARS

- Allows us to use funds to make immediate impacts on high-impact areas that affect the student-athletes experience

**TAX-
DEDUCTIBLE
BENEFIT**

- Adds additional monies to student-athlete scholarships

\$1M
ANNUALLY

*MULTI-YEAR COMMITMENTS UP TO 5 YEARS ARE ALLOWED

- Allows us to lower the cost of obtaining a college degree



DEI Policy Landscape: Federal & State Update

VIII.



Dr. Lori Mann Bruce
Chancellor



Mr. Yousef Hamadeh
Assistant General Counsel



Active Shooter Preparedness Update

IX.



Mr. Sean O'Brien
Associate Vice
Chancellor for Public
Safety and Chief of Police



Mr. Brett Fuchs
Director of Emergency
Management, Threat Assessment,
and Emergency Communications;
Public Information Officer



Adjournment