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2025-2030 STRATEGIC PLAN

Message from the Chancellor

Dear Members of the UTC Community,

At the University of Tennessee at Chattanooga, our work has always been driven by purpose—and by momentum. That shared energy fuels our 2025–2030 Strategic Plan, a clear and measurable roadmap for what comes next.

Built through extensive campus and community engagement, this plan reflects our collective commitment to education and student success, innovative research, operational excellence, and meaningful community impact.

Anchored by five strategic pillars, the plan positions UTC to expand opportunity, empower our people, elevate our research profile, and strengthen the partnerships that move our region and state forward. It challenges us to think boldly, act nimbly, and remain united in our mission.

Together, we will build on our strengths, seize new opportunities, and ensure UTC continues to be a model metropolitan university—creating lasting impact for generations to come.

Sincerely,



Chancellor Lori Bruce
University of Tennessee
at Chattanooga



Aspirations by 2030

The University of Tennessee at Chattanooga will:

- **Strategically expand to 15,000 students.**
- **Become a Carnegie Classified R2 University, a designation for "Doctoral University: High Research Activity."**

Planning Process

- **Started** spring of 2024
- Under the leadership of Chancellor Steven Angle, 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. Robert Dooley assumed the role of Interim Chancellor in January 2025 with the directive from UT System President Randy Boyd to **finish the plan**.
- The current draft was developed by Richard X. Zhang Endowed Professor in Business Dr. Frank Butler.
- **Road shows and surveys** conducted during the spring semester
- Appropriate metrics were identified.
- Baseline data was collected.

Agree and 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

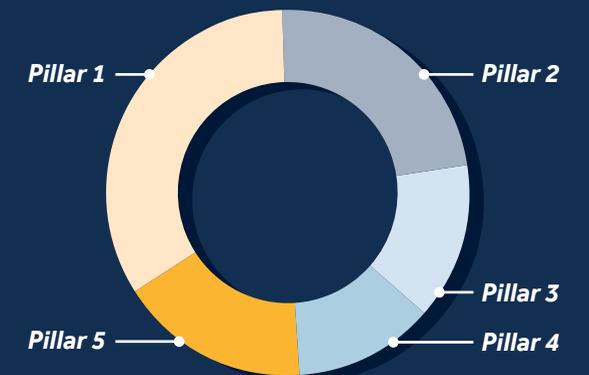
METRIC DRIVEN

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



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.

STRATEGIC PLAN

PILLAR 1 CONTINUED

1.1 Goal 1.1 | Expand UTC's Educational Footprint

By 2030, we will:

Objective 1.1.1 Grow UTC to 15,000 students through strategic recruiting at the undergraduate and graduate levels to meet institutional growth while providing a pipeline of talent meeting workforce demands.

1.2 Goal 1.2 | Enhance Learner Success

By 2030, we will:

Objective 1.2.1 Increase freshman-to-sophomore, fall-to-fall first-year retention rates to 80%.

Objective 1.2.2 Increase 4-year and 6-year graduation rates to 45% and 60%, respectively.

Objective 1.2.3 Every undergraduate student will have completed one high-impact practice designated course.

Objective 1.2.4 Increase the number of scholarship opportunities or financial support for student experiences to 65% (e.g., study abroad, unpaid internships).

Objective 1.2.5 Develop new programming that provide lifelong learning opportunities (e.g., micro-credentialing, certifications, professional development units).

1.3 Goal 1.3 | Placement

By 2030, we will:

Objective 1.3.1 Offer high-demand degrees/credentialing programs aligned with UTC's faculty expertise and our community's workforce needs.

Objective 1.3.2 Increase the percentage of graduates who are gainfully employed or enrolled in graduate/professional study within six months of graduation.

Objective 1.3.3 Advance upward mobility by ensuring UTC graduates earn competitive salaries that reflect the value of their degree within one year of graduation.

1.4 Goal 1.4 | Alumni Development and Engagement

By 2030, we will:

Objective 1.4.1 Increase total engaged alumni to 75%.

Objective 1.4.2 Increase the number of alumni returning for advanced degrees.



PILLAR 2

Developing and Supporting Our People



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

2.1 Goal 2.1 | Faculty/Staff Experience

By 2030, we will:

Objective 2.1.1 Strategically adjust qualified faculty/staff salaries to align with peer institution medians.

Objective 2.1.2 Improve faculty/staff performance evaluation and feedback processes through management training.

Objective 2.1.3 Enhance the university's workplace environment to increase faculty/staff overall satisfaction.

2.2 Goal 2.2 | Faculty/Staff Success

By 2030, we will:

Objective 2.2.1 Enhance faculty/staff recognition programs that focus on our mission around education, research, and service.

Objective 2.2.2 Increase faculty/staff participation in professional development activities (e.g., degree programs, conferences).

Objective 2.2.3 Increase staff retention to over 90% and faculty retention to over 95%.



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.

3.1 Goal 3.1 | Innovative and Impactful Research

By 2030, we will:

Objective 3.1.1 Create and support research centers that address critical societal and workforce needs in the Chattanooga region and beyond.

Objective 3.1.2 Expand the number of doctoral research programs that prepare graduates to address the needs of the Chattanooga region and beyond.

Objective 3.1.3 Increase the number of research doctoral graduates to 25 per year.

Objective 3.1.4 Increase the recognition of faculty/staff students receiving prestigious external research awards.

Objective 3.1.5 Increase support for and the number of graduate assistantships.

Objective 3.1.6 Increase research expenditures by 3%, on average, each year.

Objective 3.1.7 Increase support for translational research resulting in new commercial licenses, patents, and other intellectual property.



PILLAR 4

Operational Excellence

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

PILLAR 4 CONTINUED

4.1 Goal 4.1 | Service Excellence Focus

By 2030, we will:

Objective 4.1.1 Implement student and employee satisfaction surveys that holistically evaluate the campus community experience.

Objective 4.1.2 Develop a center dedicated to virtual learners to ensure they receive the Mocs experience and satisfaction with online programming to ensure a lifelong connection with UTC.

4.2 Goal 4.2 | Responsible Resource Management

By 2030, we will:

Objective 4.2.1 Optimize business processes throughout the university to ensure fiscal stability, enabling the university to invest in future growth and emerging opportunities.

Objective 4.2.2 Strategically invest in university facilities to meet the growth of the campus community.

4.3 Goal 4.3 | Diverse Revenue Streams

By 2030, we will:

Objective 4.3.1 Achieve and sustain a minimum of \$40 million in annual donations, reflecting a strong and lasting culture of philanthropy.

Objective 4.3.2 Increase the university endowment to \$260 million.

Objective 4.3.3 Increase total donors to 7,500.

Objective 4.3.4 Identify and cultivate new major gifts that support the research, facilities, and instructional growth.

Objective 4.3.5 Align and expand non-credit bearing programs to meet the diverse needs of employers and the workforce in the Chattanooga region.



PILLAR 5

Community Engagement and Impact

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

5.1 Goal 5.1 | Community Engagement

By 2030, we will:

Objective 5.1.1 Earn the Carnegie Community Engagement Classification by 2026, recognizing UTC's commitment to meaningful community partnerships.

Objective 5.1.2 Develop and publish a dashboard that tracks and provides information on community engagement by UTC faculty/staff and students.

Objective 5.1.3 Foster, expand, and track community partnerships to drive economic, social, and cultural growth.

Objective 5.1.4 Ensure each key academic unit has an advisory board that includes community partners and UTC Alumni.

Objective 5.1.5 Increase attendance in ticketed sports at UTC athletics events by 3% year-over-year.

Objective 5.1.6 Expand UTC's role in hosting and sponsoring campus and civic events that engage members of the community.

5.2 Goal 5.2 | Community Impact

By 2030, we will:

Objective 5.2.1 Assess UTC's regional economic impact.

Objective 5.2.2 Increase UTC's measurable impact on economic development in the region by 15%.

Objective 5.2.3 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).



Vision

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

Mission

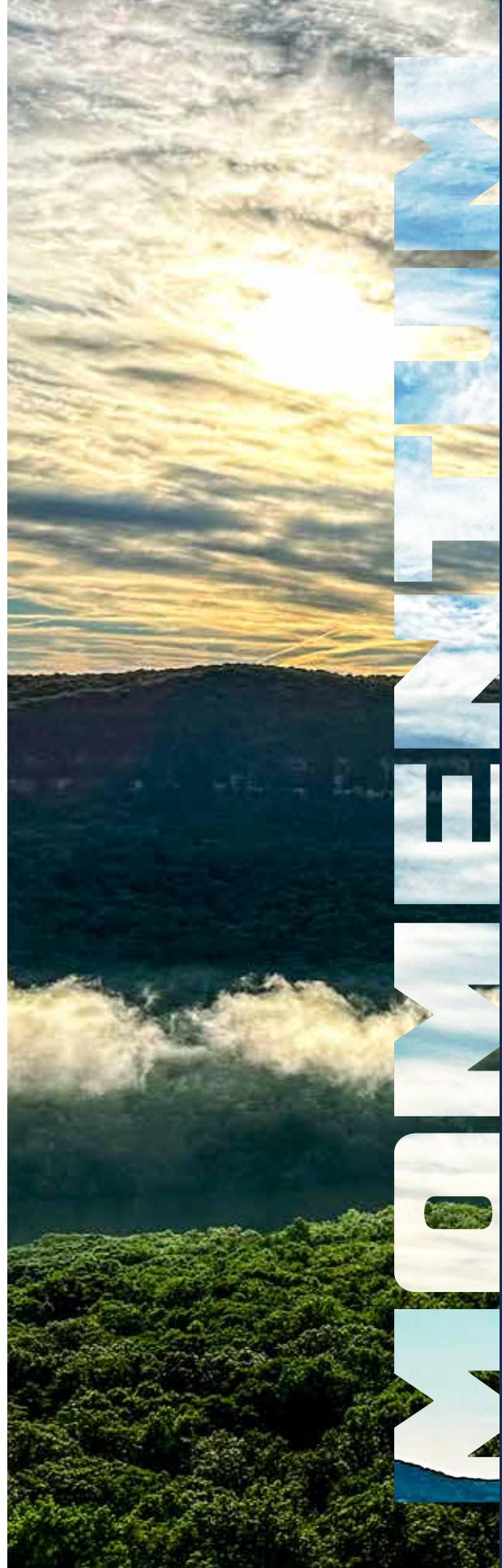
The University of Tennessee at Chattanooga enriches lives through accessible and innovative education, impactful research, and dynamic community partnerships, driving progress and well-being across Tennessee and beyond.

Values

- B:** Bold and impactful
- E:** Embrace differences

- 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



 THE UNIVERSITY OF TENNESSEE
CHATTANOOGA