PILLAR 1: Academic Excellence and Student Outcomes — Building the UTC College of Nursing for the Future				
UTC Goal & Objective	**Nursing College Initiative**	**Action Steps / Strategies**	**Measurable Outcomes & KPIs**	**Timeline & Lead**
Goal 1.1 | Expand UTC's Educational Footprint | Objective 1.1.1: Grow UTC to 15,000 students through strategic recruiting at undergraduate and graduate levels				
Obj. 1.1.1 Enrollment Growth & Program Marketing	**Phased Enrollment Expansion Across TBSN, ABSN, RN-BSN, NP, NAS and PM Programs with Targeted Marketing Strategy**	• Grow TBSN cohort from current enrollment to 48 per cohort (SP 2028) and 64 per cohort (SP 2030) through a structured undergraduate recruitment pipeline • Grow ABSN cohort to 24 per cohort (SP 2031) • Grow RN-BSN to 60 per cohort consistently • Expand NP program to 24 students per cohort per specialty beginning Fall 2027 across all active specialty tracks • Conduct a formal NP program needs assessment by Fall 2026 spanning surrounding county hospitals, outpatient clinics (public and private), health departments, and colleges • Assess demand for remote/synchronous and executive model delivery for DNP programs hands-on coursework and simulation • Develop branded recruitment materials and a digital marketing campaign for each program level, tailored to identified target populations	• TBSN cohort enrollment reaches 48 by Spring 2028 and 64 by Spring 2030, verified by Office of Institutional Effectiveness enrollment reports • ABSN cohort reaches 24 by Spring 2031 • RN-BSN program reaches 60 by Fall 2028 • NP program enrollment = 24 per cohort per specialty by Fall 2029 • NP needs assessment completed and submitted to college leadership by Summer 2027 • Documented outreach to minimum 10 regional healthcare organizations during Fall 2026 • Mailing list secured from TNA and/or BON; APRN/NAS/PM marketing materials distributed by Spring 2027 • Year-over-year enrollment by program tracked and reported in annual accreditation reports each fall	Enrollment targets: Fall 2027–2029 Marketing: Fall 2026
Goal 1.2 | Enhance Learner Success | Objectives 1.2.3 – 1.2.5				
Obj. 1.2.3 High-Impact Practice (HIP) Courses	**Integration of HIP-Designated Learning Experiences Across UG and Graduate Curricula**	• Inventory existing Undergraduate and Graduate courses eligible for HIP designation (e.g., community health practicum, capstone, simulation-intensive clinical courses) • Partner with UTC's HIP coordinator to complete the formal HIP designation process for at least one course per program track by Fall 2027 • Align HIP experiences with AACN Essentials (2021) population health, interprofessional collaboration, and practice competencies • Ensure HIP course completion is documented and trackable in the student degree audit system	• 100% of TBSN and ABSN graduates complete at least one HIP-designated course by Fall 2027 • Minimum one HIP-designated course identified and formally approved in each nursing program track by Spring 2027 • HIP course completion verified in degree audit for all graduating students beginning Fall 2027 • HIP completion rate by program reported annually in the UTC Program Review document	Spring 2026 – 2027 Program Directors, IPEC Coordinator
Obj. 1.2.4 Scholarship & Financial Support (Target: 65% of students)	**Expansion of Scholarship Opportunities and Financial Support for Nursing Student Experiences**	• Identify and apply for minimum two new nursing-specific scholarship funding sources annually (HRSA, foundations, healthcare system partners, community donors) • Partner with area healthcare organizations to establish employer-sponsored scholarships	• Minimum two new nursing specific funding with scholarship funding opportunities identified and applied for annually, documented in scholarship log • Identify 3 healthcare organizations collaborate to establish employer sponsored scholarships by Fall 2029.	Baseline: Fall 2025 Ongoing through 2030 Program Directors, IPEC Coordinator

		• Develop a scholarship tracking and application system allowing nursing students to access available funding each semester • Collaborate with UTC Advancement team to promote and expand existing scholarship opportunities • Establish a baseline scholarship participation rate by Fall 2026 to enable year-over-year progress measurement	• Baseline scholarship participation rate documented by FA 2026 annual progress reported to College leadership • Annual scholarship impact summary submitted to Dean and UTC Financial Aid office each spring • 25% of NP and NA-L students qualify and receive traineeships each year through 2030	
Obj. 1.2.5 Lifelong Learning & Micro-Credentialing	**Development of Non-Degree Nursing Credentials, Certifications, and Professional Development Programming for the Workforce**	• Conduct employer needs assessment by SU 2027 to identify highest-demand micro-credential topics in the region (e.g., care coordination, geriatric nursing, wound care, mental health, care management) • Develop proposal and implementation plan for at least two micro-credential or certification programs aligned with regional workforce demand by Fall 2027 • OB Fellowship started in fall 2027 • Post Graduate Educator certificate and IPEC micro-credentialing by 2030. • Align micro-credential offerings with AACN Essentials and applicable specialty certification bodies where appropriate.	• Employer needs assessment completed by Summer 2027 with findings reported to College leadership • Minimum two micro-credential or professional development programs developed and launched by Fall 2028 • Minimum one employer partner engaged in co-development of non-degree programming by Fall 2027 • Enrollment, completion, and post-program satisfaction rates for each non-degree offering tracked annually beginning AY 2027–2028 • Offer 2 free or low cost CEU opportunities.	Needs assessment: Fall 2026 Dev: Spring–Fall 2027 Launch: Fall 2027–2028 Associate Dean Program Directors, IPEC Coordinator
Goal 1.3 | Placement | Objective 1.3.1: Offer high-demand degrees and credentials aligned with UTC faculty expertise and regional workforce needs				
Obj. 1.3.1 Workforce-Aligned Degree & Credential Placement	**Systematic Alignment of Nursing Degree Pathways with Regional and State Healthcare Workforce Demands**	• Collaborate with TN Center for Nursing Advancement, CON Advisory Board and community partners to analyze workforce needs. • Collaborate with CON Advisory Board on workforce data. • Track program graduates' employment data through an alumni survey? • Alumni surveys and employer feedback mechanisms. • Align NP specialty tracks with highest-demand roles identified in needs assessment data (e.g., adult gerontology acute care, psychiatric-mental health and family NP). • Develop and sustain NA-L program placement pipelines with regional hospital systems and surgical centers.	• Regional workforce data analysis presented to CON leadership annually. • CON Leadership will annually review the data from the TN Center for Advancement • Employer satisfaction survey administered annually; data analysis presented to CON leadership. • Meet with the CON Advisory Board bi annually to discuss workforce needs. • Identify and utilize available databases to track graduate employment status and employment settings. • Employment outcomes reported in annual ACEN/CCNE accreditation documents and UTC Program Review • NP and NA-L specialty offerings reviewed and confirmed as aligned with regional employer demand in annual workforce alignment report	Annual cycle Dean, Associate Dean, Assistant Dean, Program Directors, Evaluation Coordinator
Goal 1.4 | Alumni Development and Engagement | Objectives 1.4.1 – 1.4.2				
Obj. 1.4.1 Alumni Engagement (Target: 75%)	**Establishment of a Nursing Alumni Engagement Strategy and Advisory Network**	• Develop a UTC College of Nursing Alumni Council with at least 10 engaged members by SU 2027, including alumni from BSN and graduate programs	• 75% nursing alumni engagement rate achieved by 2030, tracked through UTC Alumni Relations database • Alumni Council established with minimum 10 members by Fall 2026; documented meeting	Council: Fall 2026 Events: Annual

		• Host an annual nursing alumni networking and recognition event beginning AY 2026–2027 to strengthen alumni identity and College connection • Develop a nursing-specific alumni communications strategy including a bi-annual digital newsletter and targeted social media engagement • Collaborate with UTC Alumni Relations office to track nursing alumni engagement in the institutional alumni database • Create structured mentorship and volunteer pathways enabling alumni to engage with current nursing students across all program levels **Alumni Council** • **Goal 1: Increase Alumni Engagement –** Increase engaged alumni by 20% within 12 months. Launch quarterly alumni newsletter; host 3 alumni events (1 in-person, 2 virtual); develop alumni database segmentation • **Goal 2: Enhance Student–Alumni Connections –** Establish a structured mentorship program within 1 year. Match 25–50 students with alumni mentors; host virtual career panels (NP, leadership, specialty practice); integrate alumni into clinical networking opportunities • **Goal 3: Support Professional Development for Alumni –** Offer 2–3 alumni-focused educational opportunities. Provide CE webinars (e.g., APRN practice updates); offer alumni discounts for continuing education; highlight alumni experts as speakers • **Goal 4: Strengthen Philanthropic Engagement –** Increase alumni giving participation by 10%. Launch targeted giving campaign (scholarships, simulation, etc.); promote “Give Back” stories featuring alumni impact; engage council members as giving ambassadors	agendas and minutes confirm minimum two meetings per year • Annual alumni networking event held; attendance tracked and reported year-over-year • Bi-annual digital newsletter distributed; engagement metrics (open rate, reach) tracked each issue • Nursing alumni engagement rate reported annually to UTC Alumni Relations and College leadership **Alumni Council** • **Goal 1 Metrics:** Event attendance; email open/click rates; alumni participation rates • **Goal 2 Metrics:** Number of mentor–mentee matches; student satisfaction surveys; participation rates • **Goal 3 Metrics:** Attendance numbers; CE participation rates; feedback scores • **Goal 4 Metrics:** Number of donors; total funds raised; participation rate	
Obj. 1.4.2 Alumni Return for Advanced Degrees	**Targeted Pipeline Development for BSN Alumni Pursuing Graduate Nursing Education at UTC**	• Design and launch a targeted marketing and outreach campaign directed at UTC TBSN and ABSN alumni highlighting NAS, NP and NA-L program opportunities by FA 2026 • Explore development of an alumni scholarship, tuition incentive. • Feature alumni success stories in graduate program marketing materials, on the college website, and across social media	• Year-over-year increase in UTC nursing alumni enrolled in UTC graduate nursing programs, tracked beginning Fall 2026 • Alumni-to-graduate enrollment pipeline report submitted to college leadership and Graduate Admissions annually each fall • Minimum one alumni scholarship or tuition incentive for graduate enrollment developed and launched by Fall 2027 • Targeted alumni graduate marketing campaign launched and documented by Fall 2026	Campaign: Spring 2026 Scholarship: Fall 2027

		• Track and report annually the number of UTC nursing alumni enrolled in UTC graduate nursing programs	• Beginning Fall 2026, the College of Nursing will host an annual Graduate Programs Fair for BSN students, with attendance tracked and evaluated each year. • Beginning Spring 2028, BSN students will be incorporated into the APRN interprofessional simulation, with participation numbers and feedback collected each semester. • Starting May 2026, all BSN alumni surveys will include a section providing information about College of Nursing graduate programs, with response rates monitored annually. • Beginning in 2027, the annual NightinGala event will include a dedicated presentation on College of Nursing graduate programs, with attendee engagement measured through post-event evaluations.	