PILLAR 4: Operational Excellence — Responsible Resource Management and Continuous Quality Improvement				
UTC Goal & Objective	**Nursing College Initiative**	**Action Steps / Strategies**	**Measurable Outcomes & KPIs**	**Timeline & Lead**
Goal 4.1 | Service Excellence | Objective 4.1.1: Implement satisfaction surveys that holistically evaluate the campus community experience				
Obj. 4.1.1 Student & Employee Satisfaction Assessment	**Implementation of a Systematic, Multi-Source Satisfaction Assessment Infrastructure for the College of Nursing**	• Administer course and program-level student satisfaction surveys at least once per year for all nursing programs (BSN, MSN, DNP) • Revise and distribute an annual College of Nursing faculty and staff satisfaction survey, designed to complement UTC-wide instruments with nursing specific items in spring annually independent of TOH COACH survey • Develop and distribute a clinical preceptor and agency satisfaction survey at least annually. • Analyze and present survey results to College leadership, curriculum committee, and advisory board of data collection • Develop and document a quality improvement action plan within 60 days of each survey cycle addressing identified areas of concern	• 100% distribution and a targeted response of 75% from students. • 100% distribution to faculty and staff. 75% response rate targeted. • 75% distribution with a 75% response rate targeted. • QI improvement plans developed and documented within 60 days of each survey cycle and submitted to Dean • Survey data and improvement actions reported in annual Program Review document and accreditation self-study reports	Beginning AY 2026–2027 Annual cycle Lead: UG: Level faculty to distribute MSN/DNP: program directors to determine the distribution Associate and Assistant Deans to distribute
Goal 4.3 | Diverse Revenue Streams | Objectives 4.3.4 – 4.3.5				
Obj. 4.3.4 Major Gift Development	**Identification and Cultivation of Major Gift Prospects Aligned with College of Nursing Research, Facilities, and Instructional Priorities**	• Identify minimum two major gift prospects annually whose philanthropic interests align with nursing simulation lab expansion, student scholarship endowments, or research infrastructure • Engage nursing alumni, regional healthcare executives, and community health leaders in stewardship and philanthropic conversations through advisory council, alumni events, and clinical partner relationships • Collaborate with UTC Office of Advancement CON Senior Development Officer to develop and execute a nursing-specific major gifts campaign targeting simulation technology, scholarship endowments, and research support • Present College of Nursing impact data, strategic vision documents, and naming opportunity proposals to qualified prospects at minimum two donor stewardship events per year	• Minimum two major gift prospects identified and documented annually in collaboration with UTC Advancement, tracked in gift prospect pipeline report • Minimum one formal major gift proposal submitted per year targeting a College of Nursing priority • Total philanthropic giving to the College of Nursing tracked and reported to leadership and UTC Advancement annually each spring • Nursing-specific major gifts fundraising campaign developed and launched in partnership with UTC Advancement and CON Development Officer by Fall 2026	Campaign: Fall 2026 Annual thereafter
Obj. 4.3.5 Non-Credit & Workforce	**Expansion of Non-Credit Bearing Programs to Meet the Diverse Needs of**	• Conduct an employer needs assessment by SU 2027 to identify highest-priority non-credit training topics for licensed nurses and healthcare workers in the region	• Employer needs assessment completed and results shared with college leadership by Fall 2027 • Minimum two non-credit programs or CE workshops developed and launched by Fall 2027	Assessment: Fall 2026 Program launch: Spring–Fall 2027

Development Programs	**Healthcare Employers and the Workforce Across the Chattanooga Region**	• Develop minimum one non-credit continuing education programs or simulation-based skills refresher workshops by Fall 2027 in co-development with area healthcare employers • Partner with UTC Division of Continuing Education and Community Engagement to administer, market, and evaluate non-credit offerings • Assess feasibility and interest in RN-to-BSN or credential bridge programming as non-traditional access pathways to UTC nursing degree programs • Evaluate employer interest in customized team-based training, safety simulation, or leadership development delivered through the College of Nursing	• Enrollment, completion, and satisfaction data for all non-credit offerings tracked and reported each academic year beginning AY 2027–2028 • Post-program participant satisfaction rate of 80% or higher targeted for each non-credit offering • Non-credit program revenue contribution reported to college leadership and UTC Continuing Education annually	