The UTC College of Nursing 2025–2030 Strategic Plan is a purposeful, data-driven roadmap developed in direct alignment with the University of Tennessee at Chattanooga's institutional strategic plan. Anchored by the same five pillars that guide UTC's broader vision, Academic Excellence and Student Outcomes, Developing and Supporting Our People, Innovative and Impactful Research, Operational Excellence, and Community Engagement and Impact, this plan translates UTC's university-wide aspirations into concrete, nursing-specific actions, measurable outcomes, and accountable leadership. It positions the College of Nursing as a full and active contributor to UTC's two overarching institutional aspirations: strategic enrollment growth to 15,000 students by 2030 and attainment of Carnegie R2 classification as a Doctoral University with High Research Activity.

Strategic Alignment with UTC's Institutional Vision

The College of Nursing is uniquely aligned with UTC's vision, to be a model metropolitan university that unites learner success, innovative research, and community partnerships to spark transformative growth and prosperity. Nursing is, by nature, a discipline that sits at the intersection of education, science, and community. Every patient encounter, every clinical placement, every research finding generated by our faculty and students represents a measurable contribution to the health and prosperity of the Chattanooga region and the state of Tennessee.

This strategic plan responds to that calling with intention. Pillar 1 drives enrollment growth through phased, evidence-based expansion of the TBSN, ABSN, RN-BSN, and DNP: NA-L, PM, NAS and NP programs, supported by a targeted marketing and needs-assessment strategy designed to meet regional healthcare workforce demands. Pillar 2 invests in our most important asset: our faculty and staff, through recognition, equitable workload practices, professional development, and a mentorship culture that retains talented nurse educators. Pillar 3 elevates the College's research identity through grant activity, translational scholarship, and a deliberate pathway toward contributing to UTC's Carnegie R2 trajectory. Pillar 4 builds operational systems, satisfaction assessment, philanthropy, and non-credit programming that sustain and grow the College’s capacity over time. Pillar 5 deepens our roots in the communities we serve through formalized partnerships, a representative advisory board, an active alumni association and a robust community impact tracking infrastructure that boldly showcases what nursing education contributes to the people of this region.

Grounded in UTC's BEONE UTC Values

Every goal in this plan reflects UTC's institutional values. The College of Nursing commits to being Bold in pursuing health equity and expanding access to nursing education. We Embrace Differences through grant work and recruitment. We are Optimistic and Nimble in designing innovative curriculum, simulation-based learning, and micro-credentials and post graduate certificate programming that meets the workforce where it is. We excel through rigorous accreditation standards, AACN competency and sub-competency essentials-aligned curriculum, and first-time NCLEX and certification pass rates that reflect our students' preparation. We are United and aligned with our clinical partners, alumni, and community. We are Transparent through data-driven program review, public impact reporting, and advisory board accountability. And we are deeply, fundamentally Community Engaged, in every clinical site, every mobile health clinic visit, and every induction ceremony that welcomes a new generation of professional nurses into our ranks.

B	E	O	N	E	U	T	C
Bold and Impactful	Embrace Differences	Optimistic and Visionary	Nimble and Innovative	Excel in All We Do	United and Connected	Transparent and Trusted	Community Engaged

A Plan Built for the People We Serve

The patients who receive care from our graduates, the students who trust us with their futures, the faculty who dedicate their careers to nursing education, the communities that depend on a prepared, diverse, and compassionate nursing workforce are all the beneficiaries of this plan. It is measurable by design, accountable by structure, and ambitious by necessity. The UTC College of Nursing is ready to meet this moment and to lead.