I. **Partnerships for Students (Teaching and Learning)**
- Increased student enrollment from 9,958 in fall 2007 to 11,674 in 2013, a 17 percent growth.
- Increased the selectivity of student admissions and enrollment from 45 percent in 2007 to 39.5 percent in 2013, a 5.5 percent improvement.
- Increased freshman retention, fall – spring and freshman to sophomore year by 6.5 percent (through 2012) from 84 percent to 90.5 percent; 8.2 percent 60.8 to 69 percent
  - Initiated Freshman Academic Success Tracking
  - Created new Center for Advisement and Student Success
  - Focused on the Complete College Tennessee Act
- Implemented the Banner student information system
- Received Carnegie elective classification as a community engaged institution
- Received President’s Honor Roll for Community Services twice, most recently the Honor
- Roll with Distinction
- Student levels of satisfaction with their educational experience improved from 3.0 in 2006 to 3.13 in 2013 for freshmen; from 2.89 to 3.12 in 2013 for seniors.
- Implemented Banner Student Information System
- Assessed General Education
- Developed and implemented new degree programs
  - Civil Engineering, BS
  - Chemical Engineering, BS
  - Integrated Studies, BIS
  - Nursing Practice, DNP
  - Occupational Therapy, OTD
- Developed and implemented new online courses/programs, growing from 27 courses in 2007 to 212 in 2013, a 685 percent increase
  - Concentration in Construction Management within the B. S. program
  - Concentration in Nonprofit Management within the MPA program.
  - Graduate Certificate in Nuclear Engineering
  - Graduate Certificate in Power System Protection
  - Graduate Certificate in Smart Grid
  - Graduate Certificate in Smart Power Distribution
  - Graduate Certificate in Sustainable Electric Energy
• Developed new online degree completion programs
  ▪ Criminal Justice, B. S.
  ▪ Professional Studies, a concentration within the BIS program
• Restructured summer school to enhance students’ progression to degree completion
• Consolidated and coordinated admissions-related offices into a one-stop service
• Transferred student email to Google mail
• Instituted a Library support fee
• Revamped the University Web site, making it more vibrant and user-friendly
• Implemented ThinkAchieve, a quality enhancement program, focusing on critical thinking with a strong emphasis on experiential learning
• Increased the number of degrees awarded by 36.9 percent from 1649 in 2006-2007 to 2258 in 2012-2013.
• Instituted a regional tuition program for undergraduate and graduate students from seven contiguous counties in Georgia and Alabama that has been used 1005 times through 2012.
• Received approval to institute an Honors College and hired its dean
• Achieved recognition of distinction from numerous prestigious entities, such as Colleges of Distinction and U. S. News and World Report

II. Partnerships for Education and Research
• Established UTC Research Day to highlight academic efforts of faculty and students
• Purchased building on Oak Street for Center for International Programs
• Conducted first annual inventory of arts programs offered to the public, increasing the number of programs by 394 percent, the number of attendees by 56 percent, and the number of external partners by 216 percent.
• Conducted first inventory of campus partnerships
• Established SimCenter as a national center and created SimCenter Enterprises to market the intellectual products developed by the faculty in the SimCenter
• Received UTeach funding
• Received $64,462,596 in external funding to support faculty research activities from FY 2008 – FY2013

III. Partnerships for Diversity
• Established Multicultural Center/Women’s Center with a 222 percent increase in visits from its inaugural year in 2008.
• Established Office of Equity and Diversity
  ▪ Presented report and action plan to Office of Federal Contract Compliance Programs
  ▪ Increased the number and percentage of diverse faculty staff, other professionals, and administrators by 20 (39 percent); 26 (51 percent); and 6 (40 percent), respectively, since 2007.
  ▪ Developed diversity training programs
• Enhanced access to UTC with tactile maps, automatic door openers, elevators, handrails, and ADA locksets
• Conducted Student Study of Retention and Diversity in 2008, 2011, and 2012
• Increased the number of students registered with Office of Students with Disabilities, now named the Disability Resource Center, from 383 in 2007 to 1209 in 2013, a 216 percent increase.
IV. Enabling Partnerships

- Hosted 2012 national conference of the Coalition of Urban and Metropolitan Universities
- Established UPRAC as a budget/fiscal allocation advisory entity
- Implemented the Efficiency and Effectiveness Committee
- Completed a campus technology plan
- Administered three sets of campus culture surveys for faculty, staff, and administrators during 2008 and 2013
- Received designation as a state-certified arboretum
- Completed a greenhouse gas emissions inventory
- Developed a UTC climate action plan
- Improved access to references in Lupton Library via electronic databases
- Increased attendance at athletic events
- Initiated cost containment in athletics
- Managed $25 million in ARRA and Moe funds
- Expanded access to wireless and fiber bandwidth by 2972 percent
- Achieved $18 million in total utility cost avoidance through energy intensive operations:
  - Reduced by 25 percent the E&G rate of energy consumption (MBTUs/square foot)
  - Reduced by 35 percent the E&G rate of water consumption (gallons/square foot)
- Received $6 million from local foundations to support SimCenter
- Exceeded the $65 million UTC campaign goal by $19 million, reaching $84 million.
- Completed phases I and II of the campus landscape plan
- Acquired land from Norfolk Southern to complete the assembly of 28+ acres and Engel Stadium
- Replaced roofs on these buildings: Pfeiffer, Davenport, Founders
- Upgraded restrooms in Brock, Holt and Hunter, 739 McCallie, Patten House
- Renovated these buildings:
  - Bretske for art studios
  - Lower Guerry for use as Crossroads dining facility
  - Grote Hall for science classrooms and laboratories
  - Macellean for the Math Plaza and Health Services
  - Metropolitan for health sciences programs and television studio
  - Former ADPi house for ROTC offices
  - Stagmaier for student housing
- Constructed these buildings:
  - Aquatic and Recreation Center
  - Auditorium (double decker)
  - Chamberlain Pavilion
  - Library

After year 3, when many of the original objectives had been realized, UTC refocused the Strategic Plan. The four partnerships and the accompanying 28 action committees were replaced by six task forces with specific and narrow charges.
Taskforce I: Institutional Reputation

- Successfully advocated for UTC to be named a College of Distinction, the only public institution to achieve this recognition
- Received recognition as a “Top College in Tennessee Shaping the Next Generation”
- Named as a Regional University Best Value 2013 by U.S. News and World Report
- Worked with the Graduate School to identify potential new programs/certificates to attract graduate students. Advertised existing programs to potential students
- Monitored UTC’s progress toward achieving Top 5 status, Southern master’s institutions
- Identified programs to collaborate with the Honors College

Taskforce II: Student Success and Satisfaction

- Founded a council of advisers
- Identified and designated courses in the catalog as experiential
- Established learning communities
- Enhanced services for commuter students
- Received approval to hire academic coaches
- Hired peer advisers
- Worked on academic programming for sophomores
- Encouraged redesign of courses with high rates of withdrawal and grades of D and F

Taskforce III: Engagement with Partnerships

- Developed for Executive Team a proposal for an office of Engagement and Outreach
- Conducted an inventory of UTC partnerships
- Developed a searchable database of partnership activities

Taskforce IV: Resource Development

- Implemented a campus-wide leadership initiative to develop management and leadership competencies
- Initiated comprehensive background checks on newly hired faculty and staff
- Implemented online applicant tracing system (Taleo) to streamline employment process

Taskforce V: The Built Environment

- Completed a 2012 campus master plan
- Prepared for implementation a way-finding plan
- Heightened sustainability initiatives in building practices, energy usage, and recycling
- Received funding to install campus map kiosks, historical markers, LED campus sign on McCallie, and parking lot signs
Taskforce VI: Communication/Marketing

- Enhanced campus communication by implementing a bi-monthly newsletter from the chancellor, a weekly news sheet from University Relations, and electronic message boards on E. 5th Street and McCallie.
- Posted billboards throughout the Chattanooga community to publicize new online degree program and encourage general enrollment at UTC
- Prepared RFP, evaluated proposals, and interviewed representatives of companies for branding and marketing project