Pathways to Excellence
A MINDSET TRANSFORMED:
THE CULMINATION OF THE 2008 UTC STRATEGIC PLAN
A SIXTH YEAR & FINAL REPORT
Strategic planning is neither an event nor an exercise. It starts as a flurry of ideas and bold hopes that, through a winnowing process, results in a thoughtful plan. As the plan is implemented, it becomes a dynamic approach to organizational alignment, decision-making, and resource allocations. Slowly but surely, the implementation of the plan becomes a catalyst; it transforms the mindset, the culture.

In 2007 The University of Tennessee at Chattanooga undertook the planning process culminating in the 2008-2013 Strategic Plan: Critical Partnerships – a Pathway to Excellence. The plan was built around four foundational partnerships:

- Partnerships for Students (Teaching and Learning)
- Partnerships for Research
- Partnerships for Diversity; and
- Enabling Partnerships.

Midway through the implementation, UTC reoriented the Plan to focus on achieving institutional distinction and asked six task forces to focus on specific charges to bring the Plan to completion. These task forces included:

- Institutional Reputation;
- Student Success and Satisfaction;
- Engagement with Partnerships;
- Resource Development;
- The Built Environment; and
- Communication/Marketing.

Work from these task forces is integrated into the accomplishments of the partnerships.
Now that plan has been completed with solid accomplishments. Many of them are quite remarkable. The highlights include:

- Receiving Carnegie elective classification as a community engaged institution
- Earning designation on the President’s Honor Roll for Community Service with distinction
- Increasing our student enrollment by 22 percent under the aegis of Students First
- Implementing ThinkAchieve, a quality enhancement program for students, focusing on critical thinking and experiential learning
- Developing and implementing four new degree programs
- Increasing the number of courses offered online by 685 percent
- Increasing the number of degrees awarded by 37 percent
- Instituting a far-ranging climate action plan and reducing energy consumption by 25 percent
- Completing phases I and II of the campus landscape plan and a new campus master plan
- Constructing four new buildings and renovating seven others.

Six years seems like a blink of time against the 127 year-old history of the University. Yet this plan helped the campus mature. “It stretched and engaged us,” Vice Chancellor of Student Development John Delaney reflected. What advances then have occurred during the last year? And, especially important, what of significance has occurred during the six-year span of this strategic plan?
As the Strategic Plan moved into its mid-phase, UTC found the landscape of higher education changing. The Tennessee Higher Education Commission realized “the state’s current system produces fewer graduates per dollars invested than many states with which we compete” and issued a new goal for state colleges and universities: increase degree production.

During the past six years, UTC’s student enrollment has grown by 2116 students, a 22 percent increase, and has led the State of Tennessee in undergraduate enrollment increases. At the same time, the selectivity of the prospective freshman class profile has improved.

Ensuring access is important; and, to recognize its increasing regional outreach, in 2008 and 2009 UTC received approval for a regional tuition rate program for undergraduate and then graduate students living in the seven contiguous counties of North Georgia and North Alabama.
Academic Affairs renewed its emphasis on retention, establishing a first-year reading program, developing a Student Success office, and using analytics to predict course demand and to identify students in need of concentrated advising.

UTC expanded academic planning and course availability; inventoried academic space allocations to determine available teaching rooms, and restructured summer school to become a viable third term. The restructuring, along with the new availability of The HOPE scholarship in the summer, has sparked a 13 percent growth in summer credit since 2010. Select academic programs offer a Degree in Three to freshmen who have a 3.0 high school GPA and a 21 ACT. With careful advising and planning, these students can complete a bachelor’s degree in less than four years, saving approximately $10,000 at in-state rates. Even though the average debt for a U.S. college student was $26,600 in November 2012, UTC graduates averaged just $13,845.

New programs have been created, while others have expanded opportunities. The faculty developed and approved a Bachelor of Integrated Studies for students who desire an interdisciplinary degree with a concentration in professional studies for students who need an online degree completion opportunity. A new program in Construction Management addresses a pressing regional need. Occupational Therapy, an entry-level clinical doctorate, complements the other clinical doctorates in physical therapy and nursing practice. Celebrating its 50th anniversary in 2012, the College of Business has developed an online Professional MBA to meet the needs of working professionals seeking an alternative format while they work full time. The College of Business also now offers MBA classes at Volkswagen Academy at Enterprise South.
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Increasing demand for online and distance learning courses spurred the implementation in 2012 of a Center for Online and Distance Learning. Concomitantly, UTC established an online virtual “D” campus in Banner in Fall 2013, allowing students to search for online/Internet delivery of courses. The system also allows UTC to accurately categorize and track students, courses and programs associated with online and distance programs and courses.

Partnerships for STUDENTS (TEACHING AND LEARNING)

As the University seeks distinction, it will enhance and expand the honors experience for outstanding students by developing an Honors College with its own dean and curricula in addition to the classical liberal arts education of the Brock Scholars program. This college will also identify eligible students and coordinate the application process for prestigious national scholarships.

Students continue to extend themselves to others. The Chemistry Club received an American Chemical Society-Community grant to work with 63 fifth graders at Brown Academy on active science projects. UTC Engineering students created a bridge and a colorful, 3D sensory mural for pre-K students at Byhue Bowers Elementary school in Cleveland, TN. Chemical engineering students earned a top five award for the performance of their Chem-E car, fueled and stopped with a chemical reaction, at the 2013 Southern Regional American Institute of Chemical Engineers. Biology and environmental sciences students continue to study the degu, a small mammal found only in Chile but whose communal rearing of its young has important implications for prairie dogs at the Chattanooga Zoo.

CHEMICAL ENGINEERING STUDENTS EARNED A TOP FIVE AWARD FOR THE PERFORMANCE OF THEIR CHEM-E CAR, FUELED AND STOPPED WITH A CHEMICAL REACTION, AT THE 2013 SOUTHERN REGIONAL AMERICAN INSTITUTE OF CHEMICAL ENGINEERS.
Although it was required as part of the reaccreditation process for the Southern Association for Colleges and Schools, the Quality Enhancement Plan, known as ThinkAchieve, reinforces the Complete College Tennessee Act and UTC’s emphasis on providing quality education. With this program, faculty will reinforce students’ critical thinking skills at orientation, in the classroom, and beyond the classroom. The focus on critical thinking beyond the classroom provides experiential learning in designated courses and activities, culminating in ThinkAchieve points that build toward recognition on the student’s transcript and at the commencement ceremony.

Along with the new initiatives in student learning has come public recognition of the quality of these efforts. Our points of pride include the following:

• The University of Tennessee at Chattanooga holds the Community Engagement Classification designated by the Carnegie Foundation for the Advancement of Teaching. UTC received the elective classification for 2008-2013 in both the areas of Curricular Engagement and Outreach and Partnerships.
• One of only three public universities in the South, UTC was selected as a U.S. News and World Report Best Value and ranked in the top tier of Regional Master’s Universities in the South.
• Named to the 2013 President’s Higher Education Community Service Honor Roll with Distinction, UTC is one of only 100 schools selected based on service-learning and engagement.
• UTC was identified as one of the top 25 schools in SuperScholar’s Smart Choice for online Engineering Management degrees.
• UTC College of Business was ranked among the best Undergraduate Business Schools by Bloomberg Businessweek and among the top 100 “best part-time MBAs” opportunities by the Princeton Review.
• Designated a 2013 and 2014 Military Friendly School, UTC is in the top 15 percent of institutions nationwide.
• Named a 2013 and 2014 College of Distinction, UTC is honored for student engagement, great teaching, vibrant communities, and successful outcomes.
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A major research arm for the University, SimCenter Enterprises, Inc., founded in 2010, aims to identify, develop, and promote practical and commercial applications for technologies developed within the SimCenter’s work. Working closely with the UT Research Foundation, its goal is to successfully license this intellectual work.

SimCenter Enterprises received one of only three NSF’s Early Concept Grant for Network Innovation awards to develop a disaster mitigation system. The disaster mitigation system utilizes resources from GENI, Chattanooga’s EPB gigabit network and the City of Chattanooga to develop a system to alert and advise emergency first responders during the event of a toxic release. The system uses sensors located throughout the city to detect an emergency and then analyzes the spread of the contaminant so that emergency personnel can determine the safest and most efficient evacuation routes for the civilian population. Working with local companies, the SimCenter also developed airflow dynamic applications that saved a national transportation company $4 million a month in fuel costs.

Research Day showcases the intellectual efforts of faculty, students, and staff and grew in 2013 to include 125 papers, posters, and presentations.

In further staking its claim to transformation, The University seeks to “identify, develop, and deliver educational and research initiatives that build on university strengths and that meet the needs and opportunities within the business, social, and educational communities of the Chattanooga region” (UTC Strategic Plan, 2008-2013, p. 4).

Partnership for RESEARCH
UTC’s team is leading an international team of researchers in developing a more efficient way to power electric buses through inductive power transfer. The work has received several multimillion-dollar grants from the Federal Transit Administration. UTC and the Center are working on a campus transportation system that will incorporate hydrogen shuttle buses.

UTC has hosted several distinctive conferences spanning topics from mathematical equations, the environment, and metropolitan universities. The Department of Mathematics hosted a two-day conference in March 2013, “New Trends in Differential and Difference Equations,” for nearly 40 distinguished researchers from around the United States as well as China, India, Scotland, Canada, Italy, and Czech Republic.

Hundreds of journalists, government officials, environmental leaders, and exhibitors attended the 23rd Annual Conference of the Society of Environmental Journalists (SEJ) in October 2013. SEJ’s conference theme of “Sustainable Cities” attracted journalists and other attendees from 38 states and 14 countries, including Brazil, Cambodia, Canada, Kenya, Malawi, Nigeria, Pakistan, and the Philippines. Media represented included National Geographic, Popular Science, Chicago Tribune, Public Radio International, Bloomberg BNA, and the Associated Press.

Also prominent in research is UTC’s Center for Energy, Transportation and the Environment: its mission is to make Tennessee first in the nation to provide the research needed to build the infrastructure for the transportation systems of the future. UTC’s team is leading an international team of researchers in developing a more efficient way to power electric buses through inductive power transfer, a system that charges buses with electrical energy without an electrical or mechanical contact, thus eliminating the need to plug and unplug battery charges to vehicles. The work has received several multimillion-dollar grants from the Federal Transit Administration. UTC and the Center are working on a campus transportation system that will incorporate hydrogen shuttle buses.
As the Strategic Plan moved into its mid-phase, UTC found the landscape of higher education changing. The Tennessee Higher Education Commission realized “the state’s current system produces fewer graduates per dollars invested than many states with which we compete” and issued a new goal for state colleges and universities: increase degree production. Believing strongly in the theme of “Working Together Works: Partnering for Progress,” UTC hosted the 2012 national conference of the Coalition of Urban and Metropolitan Universities. Speakers focused on the renaissance of Chattanooga, the University, and the metropolitan economy. Other recent conferences include the twenty-first annual Symposium on the 19th Century Press, the Civil War, and Free Expression and the second annual Smart Grid Workshop covering cyber security, power systems, and recent smart grid innovations.

The Probasco Chair of Free Enterprise continues to present The Burkett Miller Distinguished Lecture Series, notable for bringing Nobel laureates and heads of state to speak about free enterprise. A three-judge panel of prominent chairs of private enterprise recently completed a comprehensive external evaluation of the Probasco chair and determined it is “probably the best” chair, given its program offerings, research, teaching and service.

Since 2008, the Office of International Programs has seen an increase in student participation in international and national exchange, both with incoming students and outgoing UTC students. There is also more interest and demand for UTC faculty-led programs abroad.
As the Strategic Plan moved into its mid-phase, UTC found the landscape of higher education changing. The Tennessee Higher Education Commission realized “the state’s current system produces fewer graduates per dollars invested than many states with which we compete” and issued a new goal for state colleges and universities: increase degree production. We are proud of the progress our campus has made in embracing and celebrating diversity of all kinds. With the establishment of the Office of Equity and Diversity (OED), UTC has witnessed steady progress in its workforce diversity. There is a significant increase in the number and percentage of women and minorities who consider employment at UTC and a corresponding increase in those who gain employment. The gains are especially noticeable in the categories of faculty, other professionals, and executive/managerial, administrative hired since the base year of 2007. The driving forces for this success originate from faculty mentoring programs, training sessions, focused advertising, and strategic use of data.

<table>
<thead>
<tr>
<th>Year</th>
<th>Faculty</th>
<th>Non-Exempt Staff*</th>
<th>Other Professionals</th>
<th>Executive, Managerial, Administrative</th>
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<tbody>
<tr>
<td>2007</td>
<td>51 (12%)</td>
<td>123 (29%)</td>
<td>25 (14%)</td>
<td>15 (13%)</td>
</tr>
<tr>
<td>2008</td>
<td>56 (13%)</td>
<td>106 (25%)</td>
<td>25 (14%)</td>
<td>14 (15%)</td>
</tr>
<tr>
<td>2009</td>
<td>57 (13%)</td>
<td>113 (27%)</td>
<td>35 (21%)</td>
<td>16 (14%)</td>
</tr>
<tr>
<td>2010</td>
<td>65 (14%)</td>
<td>115 (26%)</td>
<td>33 (18%)</td>
<td>21 (19%)</td>
</tr>
<tr>
<td>2011</td>
<td>70 (15%)</td>
<td>112 (26%)</td>
<td>37 (22%)</td>
<td>20 (18%)</td>
</tr>
<tr>
<td>2012</td>
<td>72 (15%)</td>
<td>107 (25%)</td>
<td>39 (19%)</td>
<td>25 (20%)</td>
</tr>
<tr>
<td>2013</td>
<td>71 (14%)</td>
<td>107 (25%)</td>
<td>51 (22%)</td>
<td>21 (16%)</td>
</tr>
</tbody>
</table>

Direction of Change: +26/+8%; +24/+8%; +6/+3%; +20/+2%; -16/-5%

2013 Goals: These are specific and dependent upon incumbency and market availability.

As part of UTC’s 125th anniversary and UTC’s 50th anniversary of desegregation, the campus recognized prominent individuals for their achievements and contributions to community and society at the UTC African American Alumni Achievement Dinner held in the Bessie Smith Hall.

With the establishment of the Office of Equity and Diversity (OED), UTC has witnessed steady progress in its workforce diversity.
In commemoration of this pivotal time in history, the UTC Communication Department produced a documentary, “Reaching the Light: The Story of Desegregation of the University of Chattanooga.”

The UTC Office of Multicultural Affairs and OED held a commemorative breakfast, “The Dreams of the 60s, a Legacy for Today,” with keynote speaker Diane Nash, a civil rights and peace activist to observe Martin Luther King Day 2013.

The Multicultural Center, another office established during the span of the Strategic Plan, and its associate the Women’s Center, together offer a plethora of programs and experiences for students.

Most notably, the Women’s Center was selected as one of 39 campus sites across the United States and Jamaica to host in spring 2013 “Elect Her: Campus Women Win.” This nationwide program trains college women to run effective campaigns for student government and future office. UTC was the first institution in Tennessee to receive the honor.

Providing equal access to educational opportunities, The Office for Students with Disabilities has distinguished itself in serving students, faculty, and, increasingly, the public. Beyond its testing services and adaptive technology lab, the Office is acknowledged for creating an inclusive culture. To reflect its encompassing responsibilities, the name of the office is now the Disability Resource Center.
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Bike stations. TechnoTrash bins. Energy audits. UTC gives testimony to the idea that sustainability may be one of the most pressing concerns of the 21st century. It certainly has taken root in the University’s DNA. In 2011, a strategic plan action committee developed a climate action plan that UTC has faithfully implemented and monitors regularly. To integrate these efforts into student activities, UTC celebrated in 2012 a national campus sustainability week and conducted a campus-wide energy audit during its first annual alternative spring break. Students participated in inventorying computers, electronics, podiums, lighting, building occupancy, and temperature in five academic buildings. For its leadership in sustainability, UTC received the University Green Power Leadership Award (2012) and a sustainability award (2013) from the Southern Alliance for Clean Energy.

<table>
<thead>
<tr>
<th>AGREEMENT WITH MISSION STATEMENT</th>
<th>2007</th>
<th>2008</th>
<th>2013</th>
<th>DIRECTION OF CHANGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>N/A</td>
<td>81%</td>
<td>82.5%</td>
<td>+1.5%</td>
</tr>
<tr>
<td>Staff</td>
<td>N/A</td>
<td>78.5%</td>
<td>82.6%</td>
<td>+4.1%</td>
</tr>
<tr>
<td>Administration</td>
<td>N/A</td>
<td>81%</td>
<td>84.6%</td>
<td>+3.6%</td>
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These efforts showed real results in the astonishing cost avoidance totals for utilities: $18 million was saved over the six years from prudent and efficient use of energy. The rate of energy consumption was reduced 25 percent, and the rate of water consumption was reduced by 35 percent even as the campus enrolled 2116 more students and gained 10 more buildings for an increase in 408,063 gross square footage.

“$18 MILLION WAS SAVED OVER THE SIX YEARS FROM PRUDENT AND EFFICIENT USE OF ENERGY.”
One of the most obvious transformations wrought by the Strategic Plan lies in campus beautification. In 2010 the grungy area around the University Center and Grote Hall became Heritage Plaza, a vibrant central hub, replete with Autumn Glory maple trees and low brick walls, leading to a central walkway lined with more lovely trees and ending in a welcoming gateway. In 2013, phase two of the landscaping eliminated the steep climb of Cardiac Hill and replaced it with Pedestrian Mall, a terraced walkway surrounded with green lawns, many trees and shrubs, and a charming fountain located in the student park. The vista from Baldwin and Oak down the hill is now stunningly beautiful, and students who have witnessed the change over the years, like senior Bradley Bell, former SGA president, claim, “I really like it! It’s so wonderfully different.” Alumna Kim White, CEO of River City Company, agrees: “The UTC campus, while experiencing tremendous growth, has never looked better. It’s retained its unique charm and character, creating amazing open spaces that honor its history, yet speak to the future.”

All the efforts to beautify the campus have garnered awards: the 2012 School Grounds Award by the Chattanooga Tree Commission for the enhancements made over the past few years to campus grounds, including adoption of a formal Tree Care Plan and over 600 tree plantings; Tennessee Arborium status; and 2012 TreeCampus USA designation.

As the campus has expanded, UTC increased its attention to the safety of its community of students, faculty, and staff. Improvements include installing alert beacons in over 100 highly utilized classrooms for emergency notification, placing LED scrolling signs in academic and support services buildings to provide additional information about seeking shelter, conducting a full-scale exercise to simulate a disaster that would activate emergency plans/procedures, and conducting fire extinguisher training for over 3000 residential students.

During the time of the Strategic Plan, the leadership team in Athletics overhauled the department, earning new credibility and respect in the process. UTC moved completely out of the penalty phase of NCAA sanctions. Teams now routinely score near 1000 on the Academic Progress Rate (APR). UTC had a program record with 11 teams scoring a 3.0 GPA in both fall 2012 and spring 2013 semesters. Over half of the Mocs posted a 3.0 GPA in both fall and spring semesters. UTC has now attained this feat for nine consecutive semesters.

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**Enabling PARTNERSHIPS**

**THIS SAME YEAR, THE UTC FOOTBALL TEAM WON ITS FIRST SOCON CONFERENCE CHAMPIONSHIP SINCE 1984 ...**

The athletic teams are performing to similar high expectations. In 2013, women’s basketball claimed its 12th Southern Conference (SoCon) title in 14 years (its 18th overall) and advanced to its 11th NCAA tournament. Wrestling won its 27th SoCon title in 2013, while sweeping both the regular season and tournament crowns. This same year, the UTC football team won its first SoCon conference championship since 1984, receiving recognition for eight wins for the first time since 1980 and six SoCon wins for the first time ever.

Two UTC student athletes earned singular awards: Steven Fox won the 2012 U. S. Amateur Championship in 2012 and received an invitation to play in the 2013 Masters Golf Tournament, and Davis Tull was named first Academic All-American in football in 2013.

The Athletics Department also received full certification from the National Association of Academic Advisors for Athletics in 2012. The Mocs’ office of Student Support Service is the first in the Southern Conference and just one of 21 schools across the nation to earn accreditation from the national organization.

To serve the technology and research needs of the growing campus community, Information Technology increased campus bandwidth from 100 MB in 2008 to 3.1 Gigabytes in 2013. Likewise, wireless network service increased: there were 124 access points in 2008; there are 1050 in 2013. New fiber cable has been installed to the existing UTC Housing coaxial TV cable which reaches over 1400 housing locations. Through Campus Televideo, students will have 42 additional new channels beyond the 51 they have now. Three of the channels will be dedicated for UTC-provided programming.

615 McCallie Avenue might be UTC’s street address, but more and more people are using a different address to visit campus: www.UTC.edu. To ensure the best possible experience for online visitors, UTC launched an entirely new web platform in 2013. The campus’s 10,000+ web pages were redesigned and moved to a new web content management system that will make updating content easier. The new system uses responsive design to allow UTC’s website to automatically reorient itself for viewing on multiple devices, such as laptops, tablets, and smartphones. The new web project is a collaboration between UTC’s offices of University Relations, Information Technology, and Walker Teaching and Learning Center.
The University weathered the fiscal constraints of the Great Recession, protected faculty and staff employment, and even managed to make great strides in compensation. For three straight years, beginning in FY 2012, there have been across-the-board raises of 3.0 percent, 2.5 percent, and 2.0 percent, respectively. Because salary equity and market adjustments are at the forefront of our compensation planning, a total of $7,440,942 has been directed to those purposes since fall 2008.

During this time of the Strategic Plan, donors to the campus have been exceptionally generous. The average of total annual commitments of private philanthropy was $12,603,623. This amount exceeded the average of the previous six year period by $2.5 million. More than 25 new scholarship endowments were created, and gift commitments were received for two endowed faculty chairs and two professorships. More than 20 donors committed to annual gift scholarships.

Yes, we have measured many aspects of the campus over the last six years, and you can see the degree of accomplishments that indicate “we’re moving, in a constructive, positive direction,” according to Dean Theresa Liedtka. We realize that many objectives outlined in the 2008 strategic plan do not have finite ends; goals concerning retention and graduation will remain important areas of attention.

But not everything can be quantified, measured by metrics. What have we left out? The campus climate and culture. The friendly student and faculty interactions. The relationships among the people in our UTC and Chattanooga community. These are the aspects that enable us to adapt to strategic changes while keeping our sight on the vision and goal to be a distinctive metropolitan university. These are the ingredients, Vice Chancellor Richard Brown points out, that have enabled us to change our mindset, to think strategically, and in the process to transform ourselves.

Our motto is Faciemus, We Shall Achieve. In the case of the 2008-2013 Strategic Plan, we can emphatically declare We Have Achieved! The power C conveys our collective pride.
... A FORMER MAYOR OF CHATTANOOGA ONCE SAID, “GREAT CITIES MUST HAVE GREAT UNIVERSITIES.”

The worst thing that can happen to a strategic plan is to shelve it or dress it in concrete boots. As we move forward, our next strategic plan will be particularly nimble and flexible, ready to meet the constant changes evolving on our campus and in our community. Chancellor Steven Angle will lead the campus in articulating who we are as he emphasizes student access and success and community connections. As Chuck Cantrell, Vice Chancellor of University Relations, emphasizes, “The next strategic plan must continue the process of transformation while also answering the question of what makes UTC distinctive.” As Richard Brown, Vice Chancellor for Finance Operations, and Information Technology affirms, “Strategic plans define the road map for the future.” And, as a former mayor of Chattanooga once said, “Great cities must have great universities.” The University of Tennessee at Chattanooga will use its strategic plans as catalysts for transformation; it intends to be that great university for a great city.
Thanks to Those Who Made the Plan Happen!

Implementing a strategic plan requires a host of “doers” committed to carrying out their roles in achieving certain goals and objectives. It requires a special persistence, a special enthusiasm, a special dedication over a long period of time, in UTC’s case six years.

We give thanks to the faculty, staff, and students who are these special people! Particular appreciation is extended to Karen Adsit, Dee Dee Anderson, Deborah Arfken, Stephanie Bellas, Fran Bender, Sarah Boykin, Richard Brown, Chuck Cantrell, Linda Collins (retired), April Cox, John Delaney, David Eichenfeld, Tim Ellis, Matt Greenwell, Dick Gruetzemacher, Les Harris, Joyce Holder, Peggy Kovach, Theresa Luchaka, Bezo Lobbo, Michael Miller, Deb Montgomery, Vanessa Parkes, Meredith Perry, Gretchen Potto, Hugh Powers, Verbie Prevost, Susan Ritz, Valerie Biddlejan, Bryan Samuel, Joycelyn Sanders, Mary Tanner, Dan Webb, Munny Wilson, former provost Phil Oldham, and chancellor emeritus Roger Brown.