Accomplishments of the Strategic Plan
Through Year 3
The University of Tennessee at Chattanooga

Introduction: The Strategic Plan is organized around the four critical partnerships listed below, all intent on establishing a pathway to excellence.

Partnerships for Students (Teaching and Learning)

- Improved student retention:
  -- Increased freshman retention fall to spring from 84% in 2007 to 91% in fall 2010
  -- Increased freshman retention to sophomore year from 60.8% in 2007 – 69.3% in fall 2010

  We did this by creating a Center for Advisement and Student Success with professional advisers for freshmen, initiating Freshmen Academic Success Tracking, and implementing learning communities

- Enhanced the University’s reputation for community engagement
  -- Designated as a Carnegie community engaged institution
  -- Recognized by the President’s Honor Roll for community Service
  -- Developed a Quality Enhancement Plan focusing on critical thinking and

- Provided increased access to the University
  -- Implemented regional tuition for undergraduate and graduate students
  -- Developed and implemented online courses in ENGR MGT, CRMJ, MPA

  The number of courses increased from 27 in 2007 to 50 in 2010.

Partnerships for Education and Research

- Expanded the direction of the SimCenter
  -- Became a National Center
  -- Will develop technology for business and industry through nonprofit Applied Resource Center

- Implemented a university-wide research day for students and faculty

- Created an inventory of outreach of fine arts programs to the community
  -- Increased the number of programs by 375% from 2008; the number of attendees by 54%, and the number of external partners by 145%

- Extended the number of international partnerships and relationships
**Partnerships for Diversity**

- Institutionalized commitment to and support of women, minorities, and disabled  
  --Established Multicultural Center/Women’s Center. Attendance was 1871 in 2008; 5217 in 2010.  
  --Established Office of Equity and Diversity  
  -- Increased number of students registered with Office of Students with Disabilities. Students registered in 2008 were 486; 670 in 2010.  
    o Developed and implemented diversity training for faculty/staff; search committees  
    o Increased percentage of staff and students of diversity  
    o Created a more accessible campus: automatic door openers, handrails, elevator upgrades, locksets, tactile map  

- Increased workforce diversity on campus  
  --Increased the number of “other professionals” by 2% from 2007; the number of “executive, managerial, and administrative” grew by 6%.

**Enabling Partnerships**

- Developed and administered campus technology plan  
  --Updated all buildings on main campus to wireless access  
  --Upgraded speed bandwidth  
  --Transferred from Mocsnet to Google mail system  

- Produced and conducted satisfaction surveys to faculty/staff/students  

- Initiated and completed a campus plan for sustainability  
  --Hosted a campus workshop on sustainability  
  --Submitted to AASHE UTC’s greenhouse gas emissions inventory  
  --Developed climate action plan  
  -- Achieved designation as a state-certified arboretum  

- Heightened overall satisfaction with the Lupton Library’s collection and services  
  --Benchmarked library expenditures against four sets of peers  
  --Worked with Tenn-Share to begin subscription to FirstSearch Worldcat’s base package  
  --Increased Library attendance by 46% since 2007  

- Enhanced graduate education  
  --Increased number of graduate students by 14% since 2007  
  --Enhanced the availability of graduate assistantships  
  --Increased the number of graduate degrees awarded by 7% since 2007  

- Strengthened athletics  
  --Shattered the single-season attendance record at Finley Field.  
  --Increased the GPA for student athletes from 2.62 in 2008 to 2.95 in 2010  
  --Increased number of Mocs Club members
• Excelled at fundraising
  --Exceeded UTC campaign goal
  --Increased deferred giving
  --Increased alumni giving

• Achieved savings and accountability in fiscal management
  --Implemented UPRAC as a budget and fiscal allocation advisory body
  --Published budget materials online
  --Responded successfully to severe budget reductions of about 22 percent since 2008
  --Implemented Efficiency and Effective Task Force

**Conclusion:** As the UTC Strategic Plan moves into its final phase, it is poised to achieve its objectives by December 2013. According to the performance metrics, Partnership I (Teaching and Learning) has reached, or is in progress of reaching, 79% of its targets; Partnership II (Education and Research), 89%; Partnership III (Diversity), 77%; and Partnership IV (Enabling Partnerships) 88%.

The 28 action committees that guided the first phase of the Strategic Plan have been whittled to six task forces that will complete the remaining objectives and focus on the theme of Achieving Institutional Distinctiveness. These task forces are Institutional Reputation, Student Success and Satisfaction, Engagement with Partnerships, Resource Development, the Built Environment, and Communication and Marketing.