Through a partnership between the Gary W. Rollins College of Business and the Vision Hospitality Group, students experience firsthand the ins and outs of the hospitality industry. Here, students participate in a competition that includes cooking and profitability.
MISSION
The University of Tennessee at Chattanooga is a driving force for achieving excellence by actively engaging students, faculty and staff; embracing diversity and inclusion; inspiring positive change; and enriching and sustaining our community.

VALUES
• Students are the reason we exist as an institution.
• We live integrity, civility and honesty.
• We relentlessly pursue excellence.
• We embrace diversity and inclusion.
• Creativity, inquiry and scholarship are our culture.

ONE HUNDRED and thirty-four years ago, the founders of Chattanooga University opened the doors to an institution that they hoped would provide: “first class facilities; a school of the people good enough for anyone to attend.” Our educational journey is focused on achieving student success and community connections. These two principles are seeded in the classroom and more fully expanded from learning experiences off the campus. This report shares both our achievements in 2020 and over the 2015-2020 strategic plan.

INSIDE THIS GUIDE
2019/20 UPDATE
pages 4—7
2015—2020 REVIEW
pages 8—11
More online at utc.edu/strat-review
My message this year highlights achievements in the fifth-year of our Strategic Plan and a more complete look at the five year period.

COVID-19 has been the most challenging issue faced by UTC and the community during my seven years as chancellor. As a campus, our response based on health, safety and quality instruction demonstrated that “we exist for students.”

Since Day One of our Strategic Plan in 2014, our priority has been student success. The six-year graduation rate has improved from 37.1% to 49.9%. The four-year graduation rate went from 16% to 49.9%. The quality and depth of the student experience drove these results.

As a teaching institution, our educators ignite the flame of learning, stirring up questions of curiosity and leading to exploration of facts. The enthusiasm is contagious and engages students, who grow emotionally, socially and intellectually. We are committed to wisely invest in diversity and inclusion curricular and non-curricular programs to enhance the knowledge and experience of UTC students, faculty and staff as well as the Chattanooga community at large.

Chattanooga’s economic and social future is connected with our comprehensive approach for student preparedness and achievement, discovery and innovation. UTC is a welcomed and contributing voice in the development of the long-term vision and health of our community.

During the past five years we have learned great lessons, built on the shoulders of those who came before us, and envisioned where we will go from here. When 2020 is considered in the years ahead, disruptions will be a one-word description. For us, the meaning of disruptions will be: We performed what we do well—education—because the reason we exist is for students.

Chancellor Steven R. Angle
FIRST-TO-SECOND YEAR
RETENTION INCREASES 2019–20

STUDENT DEMOGRAPHICS
Who Mocs are:
- full-time 89.6%
- female 56.3%
- male 43.6%
- minority 23.3%
- international 1.4%
- nontraditional 8.5%

STUDENT DEMOGRAPHICS
Where Mocs come from:
- 90.03% Tennessee
- .83% Alabama
- 5.41% Georgia
- 2.12% Other States
- 1.41% Other Countries
- .20% North Carolina
- 1.41% Other Countries

INCREASED STATE FUNDING
The Hamilton County legislative delegation has been a strong supporter of funding that leads to student success at UTC.

$21,404,500
more as a result of outcomes progress

57% increase in recurring state appropriations received from FY15—FY20
First-generation, first-year students were mentored by UTC employees and college grads with the launch of first-gen-directed initiatives. Here, financial aid staffer Endia Butler (center) mentored Juan Aponte (left) and Amanda Lin.

The Center for Urban Informatics and Progress developed a model to predict where traffic accidents will happen and won a 2020 International Data Corp. Smart City North America Award.
Nationally acclaimed Wolf Trap Foundation for the Performing Arts made UTC its first-ever higher education partner in its Institute for Early Learning through the Arts. Mechanical Engineering Professor Trevor Elliott and his students contributed to statewide, multi-university effort to manufacture face shields for medical personnel responding to COVID-19.
UTC invested $7.4 million in ensuring faculty, staff and student health and safety in response to COVID-19. Areas impacted included public spaces, classrooms, dining facilities, residential buildings and investments in cleaning supplies, face masks and additional personal protective equipment for employees.

The Styles L. Hutchins Fellowship is a collaboration between UTC, the Office of the Mayor, Chamber of Commerce and Urban League that mobilizes UTC students of color in developing ideas that will inspire diverse talent to live and work in Chattanooga.

The former Lupton Library, completely renovated and reopened in 2020 as Lupton Hall, is among 30 construction, renovation or facility improvement projects on campus since 2015.
Construction, renovations and remodeling continue delivering a campuswide facilities facelift, right down to a bright and freshly added Power C at the bottom of the ARC swimming pool.

Spring 2020—The fourth straight semester Mocs reached a new record average GPA. Every athletic team had a 3.0 or higher GPA and football broke that barrier at 3.14.

Campus wide facility remodels: Lupton Hall, Fine Arts Center, Fletcher Hall, West Campus Pedestrian Way, Center for Innovation and Entrepreneurship, Aquatic and Recreation Center, McKenzie Arena and Decosimo and Guerry Apartments.

AFRICAN-AMERICAN GRADUATION RATE

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<th>Year</th>
<th>2013</th>
<th>2018</th>
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<td></td>
<td>26%</td>
<td>40%</td>
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STUDENT ATHLETE GRADUATION RATE

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<tr>
<th>Year</th>
<th>2015</th>
<th>2019</th>
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<tr>
<td></td>
<td>70%</td>
<td>84%</td>
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Pledges and gifts in 2018 mark the single-highest one-year total in UC Foundation history. A $15-million gift in 2019 established a Fund for Excellence and scholarship and a $1-million gift in 2019 from the Kennedy Foundation, Inc. benefits the study of poetry.

HISTORIC PHILANTHROPY

$135.5 MILLION

+ $57 M

FOUNDATIONS FOR THE FUTURE
The single-largest private gift in UTC history—$40 million in 2018 from College of Business alumnus Gary Rollins and his wife, Kathleen Rollins—is already making transformational impact. At the now-Gary W. Rollins College of Business, the new Rollins Scholars program is offering generous funding support and living-learning communities to a select class of 20 high-potential, incoming students each year.

Members of the UTC Chancellor’s School at Tyner Academy visit the Hunter Museum of American Art.
Chattanooga Mayor Andy Berke’s office celebrates the UTC Rocket Mocs’ national 1st-place win in the 2018 Students for the Exploration and Development of Space Rocketry contest.

Keep Smiling
**Created in 2015,** the SMILE Fund—Student Managed Investment Learning Experience—provides select undergraduates the opportunity to manage real money in a real stock portfolio for an actual client, the UC Foundation. On June 30, the end of the second quarter, the SMILE Fund was outperforming the S&P 500 by 5.84%. By mid-September, that figure hovered between 8-9%.

Filling the Learning Gap
**Speed and competency** made the difference. Due to pandemic shelter-in-place, UTC went from classroom to online in a week. 154 online group training sessions for 1,112 faculty, 104 computers for 80 students and 24 faculty; and 54 hotspots filled the digital divide.

Recognized Student Scholars
**For the first time ever,** UTC has a Knight-Hennessy Stanford University scholarship winner and Fulbright scholarship recipients in two consecutive years; and for the first time since 2008, two Goldwater scholarship winners.

Leading by Example
**The UTC commitment** to equity and diversity includes campuswide opportunities for talking, listening, learning, measuring and assessing actions toward making diversity a value, not just a trait.

Educational Partnerships
**UTC connected** with Hamilton County schools for International Baccalaureate Institutes at Ooltewah and Signal Mountain high schools.
Students work with Habitat for Humanity for their design-service project.

Ichthyology class combines lectures with visits to the Tennessee River and a more than 20-year UTC partnership with scientists at the Tennessee Aquarium.

Since ThinkAchieve’s 2013 start, student participants have increased from 693 to more than 3,000.

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<th>COURSES</th>
<th>EXPERIENCES</th>
<th>EVENTS</th>
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<tr>
<td>16%</td>
<td>54%</td>
<td>61%</td>
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Since 2013, internships have increased by 10%.

More than 100 designated courses all have a mentored experiential learning component.
The University of Tennessee Chattanooga is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability or covered veteran status.

utc.edu to learn more