Message from the Chancellor

The University of Tennessee at Chattanooga is on a journey to excellence. We work with partners to harness our collective willpower and brainpower to find solutions that improve lives and build communities.

Over the past year, the UTC strategic planning steering committee has engaged in listening and learning with an eye and an ear toward impacting student success and building stronger ties between our campus and our communities.

At UTC we boldly embrace a passion for excellence in all that we do as we change lives and transform communities. The challenge is for each of us, whether physically on campus, in the community or connected virtually by technology, to feel, see and live this passion for excellence. The cornerstones of student success and community connections are in place. Our investments in faculty are critical to the long-term quality of the institution. Our strategy for the future is to equip our graduates with the knowledge and life learning experiences for the journey ahead.

UTC is a place to develop mind, body and spirit. We prepare our students for the challenges of tomorrow, collaborating with community partners, faculty and staff to find real world solutions. Our focus is on what we do and doing it well. Our commitment—each and every day—is to earn the trust and confidence of those we serve. Our goal is to make a difference in the life of our community and in the lives of our students. We will identify areas of distinction and pursue them with vigor and passion. New friendships and relationships will emerge. Success will be measured by actions that mirror our words. As a comprehensive regional university that works with a diverse group of partners, we will make connections at home and extend our reach to global connections as well.

Join us in our vision to Engage Students, Inspire Change and Enrich Community. The journey to excellence has begun.

Chancellor Steven Angle
VISION
We Engage Students, Inspire Change, and Enrich Community.

We nurture students through community connections... tied to our values and our region... grounded in Chattanooga... a great drawing card... we value our place.

MISSION
The University of Tennessee at Chattanooga is a driving force for achieving excellence; actively engaging students, faculty and staff; embracing diversity and inclusion; inspiring positive change; and enriching and sustaining our community.

At UTC... we develop a community on campus... enable students to go into the global community and achieve... we provide a nurturing environment that connects students, community and opportunity.
VALUES

- Students are the primary 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.

A four year institution... well rounded education experience that has a long shelf life... science, engineering, business and the liberal arts... faculty there to help students excel... inspire students... active learning and connected with community.

We teach... we learn... we interact... we nurture... we grow citizens for tomorrow... we do the basics and more.

UTC will be recognized for its culture of academic excellence as one of the top 25 regional, comprehensive universities.
At UTC... we create environments for students to learn and solve problems together... exchanging ideas.

GOAL 1:
Transform lives through meaningful learning experiences.

a. Graduates will complete an internship, practica, service project, undergraduate research project, senior capstone, honors thesis or international experience.

b. Increase student participants in the Honors College and in Honors College programs.

c. Expand the number of graduates from graduate programs in areas that align with workforce needs in our region and the state.

d. Expand and integrate virtual course delivery methods into the overall educational experience.

e. Ensure availability of exemplary student support services.

f. Ensure engagement in learning connected to academics, athletics, extracurricular activities, and student development programs through coordination and integration of these experiences.

g. Encourage intellectual and cultural engagement through the liberal and fine arts.
GOALS

We contribute substantially to campus and community experiences... share talents of our students, faculty and staff... and are challenged to make a difference in the world.

GOAL 2: Inspire, nurture and empower scholarship, creativity, discovery, innovation and entrepreneurial initiatives.

a. Increase participation by students, faculty and staff in scholarship and creative activities that impact the community through partnerships with business and industry, government and non-profit agencies.

b. Establish mechanisms to encourage and implement faculty, staff, and student entrepreneurial activities.

c. Identify and develop community-based programs and courses to connect continuing education, work-based training and executive education opportunities with University resources.

d. Foster the creation, adoption, and implementation of new learning technologies.
GOALS

GOAL 3: Ensure stewardship of resources through strategic alignment and investments.

a. Fully implement and align resources with the Complete College Strategic Plan finalized in April 2014.
b. Implement technology to track students through enrollment, graduation and professional achievement to better communicate and build a loyal alumni base.
c. Ensure facilities, technology, and college/unit based plans align with the strategic plan.
d. Align all resources with high priority programs and endeavors.
e. Develop a strategic enrollment management plan.
f. Expand revenue streams beyond traditional tuition and state funding.
g. Develop a culture of assessment with the Institutional Assessment and Effectiveness Committee’s assistance.
h. Develop and implement a faculty and staff compensation plan to reward meritorious performance.
GOALS

GOAL 4: Embrace diversity and inclusion as a path to excellence and societal change.

a. Develop and implement an institutional diversity plan that defines and sets clear metrics for diversity of faculty, staff, and students.

b. Improve the cultural inclusion, physical and technological access for students, faculty and staff with disabilities.

c. Enhance and expand international partnerships that lead to more international students and faculty at UTC, and increased opportunities for UTC students, faculty, and staff to have an international experience.

d. Ensure that members of our advisory boards and support groups reflect a diversity of occupations, abilities, and cultures.
GOAL 1 ASSESSMENT

Transform lives through meaningful learning experiences.

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>ASSESSMENT</th>
<th>RESP GROUP OR INDIVIDUAL</th>
<th>ACHIEVE BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Graduates will complete an internship, practica, service project, undergraduate research project, senior capstone, honors thesis or international experience.</td>
<td>Audit students for 100% participation Document experience student completed</td>
<td>Academic Colleges, Undergraduate Research Office FY18</td>
</tr>
<tr>
<td>B</td>
<td>Increase student participants in the Honors College and in Honors College programs.</td>
<td># of students participating in Honors College X% of UG student population involved in Honors College programs</td>
<td>FY17 Fall 2020</td>
</tr>
<tr>
<td>C</td>
<td>Expand the number of graduates from graduate programs in areas that align with workforce needs in our region and the state.</td>
<td>Number of programs approved and offered, # of students receiving graduate degrees in 4+1 programs</td>
<td>Graduate Council, Academic Colleges FY18</td>
</tr>
<tr>
<td>D</td>
<td>Expand and integrate virtual course delivery methods into the overall educational experience.</td>
<td>Students can acquire General Education offered in virtual environment Minimum of one degree program in each college offered virtually</td>
<td>Academic Colleges FY19 FY20 GenEd FY20 Degree programs</td>
</tr>
<tr>
<td>E</td>
<td>Ensure availability of exemplary student support services.</td>
<td>Benchmark services Response time Implementation of one-stop shop</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>Ensure engagement in learning connected to academics, athletics, extracurricular activities, and student development programs through coordination and integration of these experiences.</td>
<td>Establish current number of opportunities in each area Map current and new opportunities to academics, athletics, extracurricular activities, and student development programs Track increase in number and types of new opportunities Analyze student involvement in activities against performance metrics and outcomes</td>
<td>Academic Affairs, Community Engagement Liaison, Student Development</td>
</tr>
<tr>
<td>G</td>
<td>Encourage intellectual and cultural engagement through the liberal and fine arts.</td>
<td>Establish quantitative and qualitative measurements.</td>
<td></td>
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GOAL 2 ASSESSMENT

Inspire, nurture and empower scholarship, creativity, discovery, innovation and entrepreneurial initiatives.

<table>
<thead>
<tr>
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<th>RESP GROUP OR INDIVIDUAL</th>
<th>ACHIEVE BY</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Increase participation by students, faculty and staff in scholarship and creative activities that impact the community through partnerships with business and industry, government and non-profit agencies.</td>
<td>Establish baseline of participation and seek 20% increase.</td>
<td>Unit heads, Community Liaison FY17</td>
</tr>
<tr>
<td>B</td>
<td>Establish mechanisms to encourage and implement faculty, staff, and student entrepreneurial activities.</td>
<td># of new community based programs # of events provided # of participants Participant evaluation of events</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>Identify and develop community-based programs and courses to connect continuing education, work-based training and executive education opportunities with University resources.</td>
<td># of new community based programs # of events provided</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>Foster the creation, adoption, and implementation of new learning technologies.</td>
<td>Document inclusion of new learning technologies Assess and evaluate impact on learning Document new technologies developed</td>
<td></td>
</tr>
</tbody>
</table>
Ensure stewardship of resources through strategic alignment and investments.

**GOAL 3 ASSESSMENT**

**ACTIVITY** | **ASSESSMENT** | **RESP. GROUP OR INDIVIDUAL** | **ACHIEVE BY**
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A | Fully implement and align resources with the Complete College Strategic Plan finalized in April 2014. Evaluate implementation based on CC strategic plan goals. | Provost, VC, Deans, and DH | Track funding and implementation of plan
B | Implement technology to track students through enrollment, graduation and professional achievement to better communicate and build a loyal alumni base. | Fully implement CRM to ensure timely communication with recruits, students and alumni. Provide training to user of the CRM | Assistant Provost for Enrollment Services FY16
C | Ensure facilities, technology, and college/unit based plans align with the strategic plan. | Evaluate all plans against the University Strategic Plan
D | Align all resources with high priority programs and endeavors. | Determine metrics to identify high impact programs and endeavors. Track funding against program outcomes | Provost, Deans, DH, CFO, UPRAC (oversight)
E | Develop a strategic enrollment management plan. | Determine metric and means for strategic recruiting. Measure admission, attendance, retention, progression and graduation against strategic enrollment mgt. plan. Establish recruiting characteristics beyond traditional GPA and test scores, e.g., GRIT, attitudes, etc. | Assistant Provost for Enrollment Services, Deans
F | Expand revenue streams beyond traditional tuition and state funding. | Track the number of new revenue streams. Track increased revenue available due to new or different revenue streams. Analysis cost to generate new revenues streams against revenue generated | University-wide, Provost, CFO FY19
G | Develop a culture of assessment with the Institutional Assessment and Effectiveness Committee’s assistance. | Develop outcomes and implement an assessment plan for all units. Assist units in measuring, evaluating and implementing improvement plans. Establish a university webpage providing up-to-date assessment data for all units | Provost, Vice Chancellors, IAEC, unit heads FY19
H | Develop and implement a faculty and staff compensation plan to reward meritorious performance. | Plan drafted and implemented. Dollar set aside in budget for merit raises | Chancellor, CFO

Embrace diversity and inclusion as a path to excellence and societal change.

**GOAL 4 ASSESSMENT**

**ACTIVITY** | **ASSESSMENT** | **RESP. GROUP OR INDIVIDUAL** | **ACHIEVE BY**
--- | --- | --- | ---
A | Develop and implement an institutional diversity plan that defines and sets clear metrics for diversity of faculty, staff, and students. | All units have diversity plans that support the university plan | Unit heads
B | Improve the cultural inclusion, physical and technological access for students, faculty and staff with disabilities. | Establish an Accessible Technology Committee to assess and evaluate all aspects of accessibility for campus. Document improvements of accessibility in all areas | ATC, Unit heads FY20
C | Enhance and expand international partnerships that lead to more international students and faculty at UTC, and increased opportunities for UTC students, faculty, and staff to have an international experience. | Document number of MOAs and MOUs signed and implemented. Track number of students, faculty and staff engaged in international experiences | Dir. of International Prgs & Education
D | Ensure that members of our advisory boards and support groups reflect a diversity of occupations, abilities, and cultures. | Review appointments to all advisory boards and support groups and modify membership as necessary to reflect diversity. Report diversity of committees based on occupation, abilities (how is this determined???) and cultures. | Chancellor, Vice Chancellors
The advent of a new strategic planning period coincided with a dynamic time in UTC's history. With a new Chancellor and Provost, the time was right to align UTC's mission, vision and values to meet UTC's priorities—student success and community connections.

Listening and learning were paramount. This was a campus-wide and community-wide collaborative effort.

Phase 1
During phase one UTC:

- Gathered input on the existing vision and mission statements.
- Tested key words and phrases.
- Communicated the evolution of goals and steps of the strategic planning process through a dedicated website linked to the UTC homepage.
- Gathered feedback from over 600 individuals using a web-based survey and focus groups, including:
  - UTC's faculty and staff
  - Provost's Council
  - UTC Faculty Senate
  - Student Government Association & other student organizations
  - Chattanooga Area Chamber of Commerce, Chancellor's Roundtable
  - Chancellor’s Multicultural Advisory Council
  - Executive Committee in August 2014. The committee was presented to an expanded Strategic Planning Steering Committee members with feedback through the work of an ad hoc group of Strategic Planning Steering Committee members with feedback from faculty, staff and students:

The four goals were then used to identify measurable action items from various groups:

- Provost’s Council
- UTC faculty and staff
- UTC Faculty Senate
- Student Government Association
- Alumni groups in Hamilton County, Knoxville, Nashville, Cleveland and Atlanta.

Local community interest groups including:

- Entrepreneurs, members of the arts community and Hamilton County academic and career advisors.

The findings from the survey and the focus groups were presented to an expanded Strategic Planning Steering Committee in August 2014. The committee brainstormed four university goals that, after extensive input, became the final four goals below:

- Transform lives through meaningful learning experiences.
- Inspire, nurture and empower scholarship, creativity, discovery, innovation and entrepreneurial initiatives.
- Ensure stewardship of resources through strategic alignment and investments.
- Embrace diversity and inclusion as a path to excellence and societal change.

The four goals were then used to identify measurable action items from various groups:

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- Student Government Association
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Local community interest groups including:

- Entrepreneurs, members of the arts community and Hamilton County academic and career advisors.

Participants were also asked to share comments on UTC’s values. Several consistent themes emerged that are reflected in five values statements:

- Students are the primary 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.

The vision and mission statements were developed through the work of an ad hoc group of Strategic Planning Steering Committee members with feedback from faculty, staff and students:

- Mission Statement: We Engage Students, Inspire Change, Enrich Community.
- Vision Statement: We Embrace Diversity and Inclusion, Embrace Excellence; actively engaging students, faculty and staff; embracing diversity and inclusion; inspiring positive change; and enriching and sustaining our community.

An overarching goal was also added as a target for the university: UTC will be recognized for its culture of academic excellence as one of the top 25 regional, comprehensive universities.

The entire package was then presented to students, faculty and staff in a December 2014 strategic planning meeting and a January 2015 feedback sessions.
Our commitment is to create, share and build awareness and broad, diverse support for UTC’s Vision to Engage Students, Inspire Change and Enrich Community

Communicate UTC’s journey to excellence

- Share experiences, encourage students, faculty and staff to tell the UTC story to key constituents.
- Increase awareness of UTC’s emphasis on transforming lives through initiatives that engage students, faculty and community partners.
- Develop students as ambassadors, putting a face and voice to UTC.
- Deliver to key audiences the value of a UTC education.
- Expand UTC communication channels, sharing the quality, initiatives and impact of UTC with diverse audiences.
- Connect alumni, business partners and prospective students with UTC as a first choice for higher education.

Promote UTC as a first choice for higher education

- Increase visibility of UTC through the integration of emerging technologies and traditional media to reach key audiences.
- Invest in high impact marketing and public relations initiatives that connect UTC with students, communities and key external constituencies.
- Create a “What Differentiates UTC” platform to focus UTC messaging.
- Implement a data-driven measurement system to gauge impact on key audiences.