



THE UNIVERSITY  
OF TENNESSEE AT  
CHATTANOOGA

# 2015-2020 Strategic Plan

## Year 3 **UPDATE**

### • **GOAL 1**

*Transform lives through meaningful learning experiences.*

### • **GOAL 2**

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

### • **GOAL 3**

*Ensure stewardship of resources through strategic alignment and investments.*

### • **GOAL 4**

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

I  UTC because...

of the Mockingbirds!

(I want to be one :))



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[utc.edu](http://utc.edu)

# Message from the Chancellor



• THIS UPDATE PROVIDES A REPORT on the goals and metrics of the UTC 2015-2020 Strategic Plan.

As you will see, we are moving in the right direction, but we need to continue to focus on excellence in all we do. Student success and the quality of the UTC educational experience remain our highest priority.

Our goal at UTC is to be on the cutting edge for delivering the highest quality education that prepares students to take on the challenges facing our world, while keeping tuition as low as possible.

At UTC, students learn the difference between knowing how to do something and understanding why they are doing it. We believe the classroom experience is enhanced by engaging in the practical application of knowledge to solve real world problems.

Students take what they learn in the classroom and see the relevance as they solve problems. A UTC degree prepares our graduates for a career and to become a contributing citizen of society. We strive to provide relevance and meaning to a university education, and we focus on preparing students to have a transformative impact on the world as UTC alumni.

*Steven Angle*  
Chancellor Steven Angle

Visit [utc.edu/strategic-plan-dashboard](http://utc.edu/strategic-plan-dashboard) to see more of our progress.

## 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 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.

## OUR GOALS

### GOAL 1: TRANSFORMING LIVES

- UTC Solution Scholars logged more than 2,300 consulting hours for Chattanooga-area businesses over 36 months, leading to \$20.4 million in capital raised by those businesses and 121 jobs created or retained. The 52 client companies included 20 women-owned and 12 minority-owned businesses.
- Environmental science students studied water quality and other issues related to urban wetlands on a 17-acre parcel of property donated by Ray Marler of Marler Construction.
- Students in the College of Engineering and Computer Science explored the use of brainwaves to control drones. Initial success has opened the door to have a single person control a team of drones.

### GOAL 2: INNOVATIVE INITIATIVES

- UTC research and sponsored programs funding for fiscal 2018 reached \$12,075,666 in grant awards, a 20 percent increase from 2017.
- Seventy-three percent of graduates of the Gary W. Rollins College of Business found full-time employment within three months of graduation compared to a national average of 58 percent and salaries of UTC students were more than \$10,000 above the national average.
- 2018 ReSEARCH Dialogues featured 541 graduate and undergraduate student participants—almost 100 more than in just the previous year.

### GOAL 3: STEWARDSHIP

- The University of Chattanooga Foundation hit all-time highs of \$135.5 million in endowments and \$57.1 million in donations, pledges and gifts in fiscal 2017-2018.
- UTC is under construction! The campus is undergoing transformational changes, with more than \$325 million in construction completed or in progress and another \$148 million in the planning stages.
- UTC launched a master's of public health program in 2018 with a diverse initial class of 21 students, of whom 47.6 percent represent racial or ethnic minorities.
- UTC is a great educational value. Following three years of record-low tuition increases, there was no tuition increase for 2018-2019.

### GOAL 4: DIVERSITY

- Recruiting and retaining a diverse group of students, faculty, and staff continues to improve. Women and underrepresented minorities as tenured and tenure-track faculty in STEM fields are up 2.5 percent since 2017.
- The Disability Resource Center's Mosaic program ranks UTC among the nation's top 20 universities for serving students with autism, according to Collegechoice.net.
- The UTC Accessible Technology Initiative ensures all students, faculty and staff have access to IT resources. Bi-lingual, closed-caption instructional videos teach accessible document creation, and faculty are able to closed-caption their own videos with readily available, state-of-the-art technology.

## EXPANDING OPPORTUNITIES



Military veterans earning UTC bachelor's degrees have increased by 25 percent since 2015. Bachelor's degrees to graduates from low-income families have increased by 14 percent since 2015.



## ROLLINS GIFT NAMES COLLEGE OF BUSINESS

A \$40 MILLION DONATION, the largest in school history, was generously given by Gary W. and Kathleen Rollins to the College of Business. In honor of the donation, the college has been renamed the Gary W. Rollins College of Business, the first college at UTC to be named. A 1967 UTC graduate with a bachelor's degree in business, he is vice chairman and CEO of Rollins, Inc., a New York Stock Exchange corporation with numerous holdings, including Orkin, the world's largest pest control company. In supporting his alma mater, Rollins says UTC's College of Business has the credentials and accomplishments to be recognized as a national leader in business education and applied business research.

## CCTA METRICS

**\$3.9 MILLION NEW DOLLARS FOR 2019**

UTC is the state's best-performing university on Complete College Tennessee Act metrics for the last four years in a row. This resulted in \$3.9 million new dollars coming to UTC for fiscal 2019.

## DEGREE OF PRODUCTIVITY

**2,489 DEGREES AWARDED IN 2018**

The total number of UTC degrees awarded has climbed nearly 10 percent since 2013—from 2,260 to 2,489 in 2018.

## GLOBAL EDUCATION



More than 200 UTC students experienced other parts of the world through Study Abroad programs from fall 2017 to summer 2018. Students of every college on campus visited more than 27 countries—from Spain to Thailand, Kenya to New Zealand.

## MOC UP

**5%**

**HIGHER RETENTION**

Launched in 2017 as a weeklong, on-campus orientation for incoming freshmen, participants had a 5 percent higher retention rate and higher GPAs than freshman peers.

