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 for each of us, whether physically on campus, in the community or connected virtually by technology, is 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
What differentiates UTC in impacting student success and building stronger community ties?

“Every quote comes from comments made by students, faculty, staff and community partners who participated in the strategic planning process.”

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.”

“A four year institution... well-rounded educational 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.”
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.

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

GOAL 1: Transform lives through meaningful learning experiences.

a. All undergraduates will complete an internship, practicum, service project, research project, senior capstone, honors thesis, or international experience.
b. Increase student participation 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, integrate and assess virtual course delivery methods as a part of the overall educational experience.
e. Provide 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. Create an environment that encourages intellectual and cultural engagement through the liberal and fine arts.

“At UTC... we create environments for students to learn and solve problems together... exchanging ideas.”
GOALS

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, im­ple­ment and as­sess fac­ul­ty, staff and stu­dent en­tre­pre­neur­i­al ac­tiv­i­ties.

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

d. Cre­ate, adopt and in­cor­po­rate new learn­ing tech­no­log­ies into the aca­demic ex­pe­ri­ence.

“W­e teach the lib­eral arts and fine arts as well as o­ther dis­ci­plines so stu­dents grow into cit­i­zens... in the com­mu­nity and the world.”
GOALS

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

a. Fully implement, assess, and align resources with the Complete College Strategic Plan finalized in April 2014.
b. Implement and assess tools and processes 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 and implement a strategic enrollment management plan that includes a robust assessment plan.
f. Expand revenue streams beyond traditional tuition and state funding.
g. Develop and build an institutional 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.

“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.”
Community... broadly defined... local and globally... stretching us to hold on to values... explore new ideas... expand our horizons.

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

a. Develop, implement and assess an institutional diversity plan that defines and sets clear metrics for diversity of faculty, staff and students.
b. Improve the cultural inclusion of and 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 international experiences.
d. Build advisory boards and support groups that reflect a diversity of occupations, abilities and cultures.
**GOAL 1: 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>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>All undergraduates will complete an internship, practice, service project, research project, senior capstone, honors thesis, or international experience.</td>
<td>Audit all programs for potential experiences for all students; Audit students for 100% participation; Document experience student completed</td>
<td>Academic Colleges/Departments, Office of Undergraduate Research and Creative Activity, Vice Chancellor for Research and Dean of the Graduate School, Experiential Learning Coordinator, Director of Community Partnerships, Institutional Assessment and Effectiveness Committee FY18</td>
</tr>
<tr>
<td>B</td>
<td>Increase student participation in the Honors College and in Honors College programs.</td>
<td># of students participating in Honors College; % of undergraduate student population involved in Honors College programs</td>
<td>Dean of the Honors College, Assistant Provost for Enrollment Services FY18 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 FY20</td>
</tr>
<tr>
<td>D</td>
<td>Expand, integrate and assess virtual course delivery methods into the overall educational experience.</td>
<td>Students can acquire General Education offered in virtual environment; Minimum of one undergraduate degree program in each college offered virtually</td>
<td>Academic Deans and Department Heads, Institutional Assessment and Effectiveness Committee FY19 FY20 FY20 Degree programs</td>
</tr>
<tr>
<td>E</td>
<td>Provide exemplary student support services.</td>
<td>Benchmark services; Determine response time; Implementation of one-stop shop; Use student perceptions from National Survey of Student Engagement data</td>
<td>Directors of Student Support Services, Vice Chancellors, Institutional Assessment and Effectiveness Committee FY16</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, Director of Community Partnerships, Student Development, Institutional Assessment and Effectiveness Committee FY17</td>
</tr>
<tr>
<td>G</td>
<td>Create an environment that encourages intellectual and cultural engagement through the liberal and fine arts.</td>
<td>Establish quantitative and qualitative measurements</td>
<td>Department Heads and Dean of the College of Arts and Sciences FY17</td>
</tr>
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</table>

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

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<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, Director of Community Partnerships FY17</td>
</tr>
<tr>
<td>B</td>
<td>Establish mechanisms to encourage and implement faculty, staff and student entrepreneurial activities.</td>
<td>Assess processes and programs that encourage entrepreneurial activities; # of entrepreneurial opportunities provided; # of faculty, staff, and students involved; # of entrepreneurial success stories</td>
<td>Deans FY17</td>
</tr>
<tr>
<td>C</td>
<td>Identify, develop and evaluate community-based programs and courses to connect all outreach programming, continuing education, work-based training and executive education opportunities with University resources.</td>
<td># of new community based programs; # of events provided; # of participants; Participant evaluation of events</td>
<td>Faculty, Deans, Continuing Education, Cadek Conservatory of Music, Challenger Center, Center for Community Career Education, WUTC, Children’s Center, etc. Institutional Assessment and Effectiveness Committee FY16 and continuing forward</td>
</tr>
<tr>
<td>D</td>
<td>Create, adopt and incorporate new learning technologies into the academic experience.</td>
<td>Document inclusion of new learning technologies; Assess and evaluate impact on learning; Document new technologies developed</td>
<td>Faculty, Walker Center for Teaching and Learning, Center for Academic and Innovative Technologies, Associate Provost, Institutional Assessment and Effectiveness Committee FY16 and continuing forward</td>
</tr>
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</table>

Visit UTC.edu/Strategic-Plan to download the full report including possible action items.
**GOAL 3 ASSESSMENT**

**ACTIVITY**

- Fully implement, assess, and align resources with the Complete College Strategic Plan finalized in April 2014.

**ASSESSMENT**

<table>
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</thead>
<tbody>
<tr>
<td>A</td>
<td>• Evaluate implementation of Complete College strategic plan goals</td>
<td>Provost, Vice Chancellors, Deans, and Department Heads (primary role), Director of Complete College Tracking and Assessment, Institutional Assessment and Effectiveness Committee</td>
<td>Fall 2016</td>
<td></td>
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<tr>
<td>B</td>
<td>• Fully implement Customer Relationship Management tools to ensure timely communication with students and alumni</td>
<td>Assistant Provost for Enrollment Services, Alumni Affairs, Development</td>
<td>FY16</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>• Ensure facilities, technology, and college/unit based plans align with the strategic plan.</td>
<td>Vice Chancellors, Institutional Assessment and Effectiveness Committee, University Planning and Resources Advisory Council</td>
<td>December 2015</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>• Align all resources with high priority programs and endeavors.</td>
<td>Provost, Deans, Department Heads, Executive Vice Chancellor Finance and Operations, University Planning and Resources Advisory Council (Advisory)</td>
<td>Beginning Fall 2015 and continuing</td>
<td></td>
</tr>
<tr>
<td>E</td>
<td>• Develop and implement a strategic enrollment management plan that includes a robust assessment plan.</td>
<td>Assistant Provost for Enrollment Services, Deans</td>
<td>Initiate August 2015, fully implemented May 2016</td>
<td></td>
</tr>
<tr>
<td>F</td>
<td>• Expand revenue streams beyond traditional tuition and state funding.</td>
<td>University-wide, Executive Team, Provost, Executive Vice Chancellor Finance and Operations, Deans</td>
<td>FY19</td>
<td></td>
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<td>G</td>
<td>• Develop and build an institutional culture of assessment with the Institutional Assessment and Effectiveness Committee’s assistance.</td>
<td>Provost, Vice Chancellors, Institutional Assessment and Effectiveness Committee, Unit Heads</td>
<td>Initiate July 2016 and continuing</td>
<td></td>
</tr>
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<td>H</td>
<td>• Develop and implement a faculty and staff compensation plan to reward meritorious performance.</td>
<td>Chancellor, Vice Chancellors and Deans</td>
<td>Fall 2016</td>
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**GOAL 4 ASSESSMENT**

**ACTIVITY**

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

**ASSESSMENT**

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</thead>
<tbody>
<tr>
<td>A</td>
<td>• All units have diversity plans that support the University plan</td>
<td>Unit Heads, Office of Equity and Diversity, Title IX Coordinator, Human Resources</td>
<td>FY16</td>
<td></td>
</tr>
<tr>
<td>B</td>
<td>• Improve the cultural inclusion of and physical and technological access for students, faculty and staff with disabilities.</td>
<td>Accessible Technology Committee, Unit Heads</td>
<td>FY16 and continuing</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>• 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 international experiences.</td>
<td>Executive Director of International Programs &amp; Services, Deans</td>
<td>FY16 and continuing</td>
<td></td>
</tr>
<tr>
<td>D</td>
<td>• Build UTC advisory boards and support groups that reflect a diversity of occupations, abilities and cultures.</td>
<td>Chancellor, Vice Chancellors</td>
<td>FY16</td>
<td></td>
</tr>
</tbody>
</table>

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

- Ensure stewardship of resources through strategic alignment and investments.

- Visit UTC.edu/Strategic-Plan to download the full report including possible action items.
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:

- Provost’s Council
- UTC faculty and staff
- UTC Faculty Senate
- Student Government Association & other student organizations

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:

- Vision Statement: We Engage Students, Inspire Change and Enrich Community.
- Mission Statement: 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.

The entire package was then presented to students, faculty and staff in a December 2014 strategic planning meeting and a January 2015 feedback session.
COMMUNICATION PLAN

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
The University of Tennessee at Chattanooga is a comprehensive, community-engaged campus of the University of Tennessee System. UTC is an EEO/AA/Title VI & IX/Section 504/ADA/ADA Institutional.