

THE UNIVERSITY OF TENNESSEE
AT CHATTANOOGA
**STRATEGIC PLAN
2021-2025**



Vision

We engage students, inspire change and enrich 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.

Values

- We believe that **students** are the reason our institution exists.
- We affirm the essential function of a **liberal arts** education.
- We commit to transformational **engagement** with our community.
- We nurture a culture of **creativity, scholarship** and **innovation**.
- We embrace **diversity** and **inclusion**.
- We pursue **excellence** in all that we do.
- We live **integrity** and **civility**.



**“Strategy implies movement from a present position
to a desirable but uncertain future position.”**

Betteke van Ruler, *International Journal of Strategic Communication* (2018)

The University of Tennessee at Chattanooga commenced its 2025 strategic planning process on the eve of an unprecedented global pandemic and in the shadow of a looming “[demographic cliff](#),” anticipated to dramatically shrink the pool of traditional, college-going young Americans eligible for and interested in attaining college degrees. Meanwhile, the value of a traditional liberal arts education has been challenged like never before, and society has been stressed by strident public discourse.

In this moment, our University has proven to itself and its stakeholders that we can adapt and thrive. We have also been reminded of the abiding and essential value of the collegiate experience UTC offers. What we do and how we do it has never been more important. We believe we can do it even better in the next five years.

Our students continue to value a personalized academic and campus experience in America’s best midsized city. Our community counts on us to drive change and enhance our region’s competitiveness in the global marketplace. Our region needs innovative scholarship, creative activity and entrepreneurship. Our society needs diverse citizens capable of leading in a challenging world.

The objectives, strategies and tactics implicated in this plan leverage our University’s strengths and respond to the identified aspirations of the students and community we serve. To the extent they take us “out of our comfort zone,” they demand a level of risk that we owe to our students and to their futures.

“True strategy is about placing bets and making hard choices.”

Roger L. Martin, *Harvard Business Review* (2014)



UTC will transform the lives of our students and the futures of our region by increasing access to a distinctive model of education, grounded in the liberal arts and tied closely to workforce opportunities.



ASSUMPTION: UTC can play a unique role in ensuring the competitiveness of our region by preparing our students to compete in a global workforce.

BY 2025 WE WILL...

- Effectively recruit a larger and more diverse student population
 - Develop a strategic enrollment management plan that includes key components to support student growth (e.g., student demographics, feeder institutions, public policy implications, labor market and workforce development, competition and market share, market opportunities and data usage)
 - Increase total enrollment from 11,457 to 12,950, with a particular focus on traditionally underrepresented groups and the state’s performance-based funding formula focus populations
 - Increase the number and percentage of new transfer students from 867 to 1,107 (from 7.4% to 8.5%)
 - Increase the number and percentage of new graduate students from 346 to 442 (3.0% to 3.4%)
 - Increase the number and percentage of new freshmen students from 2,222 to 2,576 (19.0% to 19.9%)
 - Expand student support services to align with undergraduate and graduate enrollment goals
- Improve student performance
 - Increase freshman fall-to-fall retention from 73% to 83%
 - Reduce achievement and learning gaps
 - Increase six-year graduation rate from 53% to 63.7%
 - Achieve a student-athlete graduation success rate (GSR) of at least 85% each year
- Define and promote UTC’s distinctive educational experience
 - Develop and implement a *Reimagined General Education* Program that offers a signature experience to UTC students while respecting and honoring [Tennessee Transfer Pathways](#)
 - Implement curricular changes to ensure all students are prepared to live, work and engage in reasoned discourse in a diverse, global society.
 - Promote intellectual and cultural engagement through the liberal and fine arts as an important part of the student’s UTC experience
 - Embed [high impact practices](#) within the GenEd curriculum
 - Implement and expand *Cohort2025* to include all first-year students
 - Require all departments to embed [high impact practice](#) for degree eligibility



- Develop and launch a [Quality Enhancement Plan](#) (QEP) that is aligned with this strategic plan, central to the university's educational experience, and focused on student success
- Increase enrollment in Honors programs from 3% to 5%
- Benchmark and increase the number and percentage of students participating in campus organizations
- Benchmark and increase community-engaged learning opportunities
- Support excellence in teaching by expanding access to pedagogical development resources
- More tightly align educational offerings to regional workforce needs (including curricular, co-curricular, extra-curricular and stackable credential opportunities)
- Double the number of [online degree](#) programs, from 9 to 20

UTC will respond to the needs of students and our region by modeling inclusive excellence through diverse representation and aligned benchmark indicators.



ASSUMPTION: By enhancing diversity, UTC will better serve our students, faculty, staff and region.

BY 2025 WE WILL...

- Build a community that cultivates and respects diversity as essential for UTC success and regional competitiveness
 - Support diversity through transparent organizational planning efforts
 - Improve recruitment and retention strategies and outcomes for underrepresented faculty and staff (and benchmark relative to state, community, and student demographics)
 - Increase the diversity of internal and external stakeholders across all units of the university
 - Enhance opportunities for students, faculty and staff to learn and work in a socially and culturally diverse world
 - Provide opportunities for the campus community to listen with empathy, learn from diverse points of view and engage each other with civility and respect
 - Establish faculty, administrator and staff goal-setting and performance evaluations based on the recognition and support of a diverse workforce.
- Continue to internationalize the University
 - Remove institutional barriers to recruitment of undergraduate and graduate international students
 - Increase the number of international students at UTC by 10% annually
 - Increase the number of UTC students participating in study abroad programs to at least 2.5% of the student population, with an 85% retention/graduation rate for study abroad alumni
 - Increase internal and external support for faculty pursuing international teaching and research opportunities
 - Increase global competency outcomes within the curriculum
 - Expand extracurricular opportunities for domestic and international student interaction
- Expand [inclusive](#) access
 - Enhance support for students, including the UTC Library's [Affordable Course Materials Initiative](#) (ACMI), to ensure greater access to learning resources
 - Benchmark and increase support services for students with disabilities
- Increase the engagement of diverse alumni and volunteers in UTC advisory boards and advocacy outreach



UTC will impact our community and enhance the educational experience of our students by sustaining the scholarly, creative and entrepreneurial activity of our faculty and students.



ASSUMPTION: UTC adds value to the educational enterprise and enhances the vitality of our region by engaging in applied scholarship and creative activity.

BY 2025 WE WILL...

- Expand research capacity
 - Increase research expenditures (as reported to NSF) by 7% annually (from \$10.8 million to \$16.2 million)
 - Require each college to produce a research agenda with measurable outcomes aligned with the UTC Strategic Plan and inclusive of cross-college collaborative research
 - Enhance institutional research infrastructure and develop new research support programs with centralized “core resources” (facilities, technology, ORSP and technical personnel) necessary to support campus-wide research and creative endeavors
 - Benchmark and increase graduate student support and research productivity
 - Benchmark and increase the number of undergraduate students participating in faculty-supervised research and creative endeavors by 10%
 - Increase veteran, first generation and minority student participation in research and creative endeavors by 10%
 - Support increased faculty research productivity
 - Develop a transparent method of assessing the quality of research output
 - Benchmark and increase the number of citations, peer reviewed journal articles and other scholarly publications and activities by 5% per year
 - Benchmark and track research with impact in the community
 - Benchmark and increase the production of scholarship and creative endeavors that explore and amplify diverse perspectives
- Invest resources in up to three strategic areas of opportunity for multi-disciplinary, cross-disciplinary, and inter-disciplinary research activity to advance a profile of excellence and community impact
- Benchmark and increase collaboration with community partners on community-impact projects
- Engage alumni and other community members in mentoring and support networks for faculty and student scholarly, creative and entrepreneurial endeavors



UTC will ensure the sustainability of our institution and the vitality of our students, faculty, staff and community by excelling in resource development and stewardship.



ASSUMPTION: UTC will continue to operate in an environment of finite resources but has the opportunity and obligation to strengthen and leverage our assets to benefit our students and community.

STEWARDSHIP
RESOURCES

BY 2025 WE WILL...

- Develop a forward-looking resource base with a focus on expanding revenue streams
 - Maintain a competitive tuition structure relative to the UT system, LGI institutions and peers
 - Maximize state appropriations by enhancing Tennessee outcomes-based funding formula performance
 - Raise \$100,000,000 in new gifts
 - Increase the Annual Giving (as defined by UTFI) to UTC by 5% per year
 - Increase the number of donors by 5% per year
 - Generate additional funds from Auxiliary Services to enhance the campus experience
 - Think and act like entrepreneurs across all departments by exploring revenue generation opportunities that add value to strategic partners
- Continue physical transformation of campus
 - Maintain existing facilities and develop new ones to support expanding academic programs, research activities, and supporting units
 - Ensure that a campus master plan update continues to develop campus in support of transformational education, research, and engagement
- Establish operational transparency: expand and refine institutional culture of assessment to provide data-informed decision support
 - Require that institutional resources are aligned with strategic plan and provide transparent accounting of space and budget allocation
 - Produce dashboards for budget, Foundation, experiential learning, equity, and student success metrics
 - Establish a student-faculty-support feedback loop to maximize the effectiveness of UTC's instructional technologies (e.g. Canvas, Kaltura, etc.) and benchmark and increase the utilization and effectiveness of training and support provided to instructors
- Establish a technology plan to ensure currency of all campus hardware and software
- Improve the university's web utilization
 - Conduct an assessment of the current website (with user input) and develop a site improvement plan
 - Implement a campus-wide calendaring and targeted communication platform to improve information flow and participation in campus events



TEACHING
LEARNING



DIVERSITY
INCLUSION



RESEARCH
INNOVATION



STEWARDSHIP
RESOURCES

- Develop and implement a comprehensive campus community health and wellness plan
 - Create a culture and environment that prioritizes the holistic wellness of the UTC community
 - Benchmark and track comprehensive campus health and wellness initiatives
 - Update, communicate, and maintain all-hazards emergency management plans for natural, biological, technological, and fabricated disasters impacting the campus
- Adapt financial aid models to optimize access and affordability
 - Benchmark and increase resources for student scholarships and graduate assistantships
 - Commission a feasibility study on alternate financial aid models
- Produce and distribute annual State Impact Reports, to document the relationship between state support and UTC excellence
- Establish and sustain lifetime strategic engagements
 - Develop service-learning opportunities for students and ensure that the city and region become a “living and learning” community
 - Implement reporting processes to effectively and consistently record and compile outreach and engagement activity for students, faculty, and staff (including experiential learning and civic engagement activity)
 - Build a strong alumni engagement program that has appropriate resources to thrive and become a focal point between our past and future
 - Develop and embrace an “Employer of Choice” model for UTC. Ensure that UTC is recognized as a national and/or regional model for “Best Places to Work”
 - Celebrate community engagement and service by faculty, staff, and students by giving credit for civic engagement as a hallmark of a community-engaged public university
 - Maximize the relationship between the campus and the University of Chattanooga Foundation, Inc.
 - Review current and best practices and identify optimal structures and operations for advisory councils and committees

UTC committed to a strategic planning process that was transparent, thorough, inclusive and aligned with the UT System planning framework.



PROCESS

UTC's strategic planning process, under the leadership of Provost Jerold Hale, has consisted of a series of overlapping and recursive elements:

1) IDEA GENERATION

This process was powered by the work of four subcommittees, one for each of UTC's four strategic focus areas. Each subcommittee included representation of faculty, exempt and non-exempt staff, students and community members and developed its own process and identified its own resource base to collaboratively draft initial objectives and strategies for its respective focus area.

2) SYNTHESIS

The subcommittees' drafts were then provided to an "integration committee" (also comprised of faculty, staff, student and community representatives), which worked to standardize the drafts and, when appropriate, redistribute recommendations across priority areas.

3) REFLECTION

The revised framework was then redistributed to the subcommittees to ensure fidelity to the original inputs and seek additional recommendations.

4) STAKEHOLDER INPUT

Campus stakeholders provided input on strategic opportunities, priorities, and approaches to measurement via an online portal.

5) REFLECTION / SYNTHESIS

Those broad-based inputs were then used to refine the strategic planning framework and verify alignment with the UT System plan, with the result shared again with the integration committee.

6) MEASUREMENT WORKSHOPPING

Subject matter experts (SME's) and UTC's Office of Planning, Effectiveness and Institutional Research (OPEIR) were engaged to identify baselines, benchmarks and measurement approaches for elements of the strategic framework.

7) STAKEHOLDER INPUT

Campus and community stakeholders were again invited to use an online input portal to provide reactions and suggestions on the emerging framework elements.

8) REFLECTION / SYNTHESIS / MEASUREMENT WORKSHOPPING

Stakeholder input was again used to refine the framework, vet with the integration committee and assess with SME's and OPEIR.

9) STAKEHOLDER INPUT

Campus and community stakeholders were engaged, this time via zoom focus groups.

10) REFLECTION / SYNTHESIS

A final framework was developed with the campus Executive Leadership Team.

11) CAMPUS ADVISORY BOARD REVIEW – October 4, 2021

pending

12) UT SYSTEM BOARD REVIEW – October 22, 2021

pending

UTC’s strategic plan was produced by faculty, staff, students and community members.




Integration (a.k.a. “steering”) Committee

Jerold Hale (Chair)	Provost	Academic Affairs	Staff
Tom Griscom	Co-Facilitator	External	Community
David Steele	Co-Facilitator Chief of Staff	Chancellor’s Office	Staff
Michelle Deardorff	Department Head and Adolph S. Ochs Professor of Government	Political Science and Public Service	Faculty
Fred Decosimo	Chair	UTC Advisory Board	Community
Christine Estoye	Director of MBA Programs	RCOB, Exempt Staff Council	Staff
Vicki Farnsworth	Vice Chancellor and Chief Information Officer	Information Technology	Staff
Tyler Forrest	Vice Chancellor	Finance and Administration	Staff
Yancy Freeman	Vice Chancellor	Enrollment Management and Student Affairs	Staff
Lane Gutridge	President	Student Government Association	Student
Jamie Harvey	Associate Professor of Health and Physical Education K-12 and Past Faculty Senate President	CHEPS	Faculty
Shewanne Howard- Baptiste	MPH Interim Program Director and Associate Professor	Exercise Science, Public Health	Faculty
Scott LeRoy	Member	UTC Advisory Board	Community



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Stacy Lightfoot	Chair	Chancellor's Multicultural Advisory Council	Community
Daniel Pack	Dean	CECS	Staff
Melita Rector	Chair	Employee Relations Committee	Staff
Joanne Romagni	Vice Chancellor and Dean	Research, Graduate School	Staff
Charlene Simmons	UC Foundation Associate Professor Communication, Current Faculty Senate President	CAS, Faculty Senate	Faculty
Gina Stafford	Interim Vice Chancellor	Marketing and Communications	Staff
Lauren Ingraham	Vice Provost	Academic Affairs	Staff

 **Teaching and Learning Subcommittee**

Lauren Ingraham (Co-Chair)	Professor	English	Faculty
Pam Riggs-Gelasco (Co-Chair)	Co-Chair and Dean	CAS	Staff
Emily Blackman	Assistant Vice Chancellor for Athletic Academic Enhancement	Athletics	Staff
Ethan Carver	Assistant Dean	Graduate School	Staff
Michael Danquah	Associate Dean	CECS	Staff
Taylor Flores	Student Representative	Student Government Association	Student
Stacie Grisham	Assistant Vice Chancellor for Student Success	Enrollment Management and Student Affairs	Staff
Cherry Guinn	Professor and Coordinator Post-Master's Academic Nurse Educator	CHEPS	Faculty



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Laura Livermore	Director of Study Abroad Programs	Center for Global Education	Staff
Andrew McCarthy	Department Head of English, UC Foundation Associate Professor, & Head of the Council of Academic Department Heads	CAS	Faculty
Catherine Middleton	Director of Assessment and Lecturer of Economics	RCOB	Faculty
Caden Pace	Student Representative	Student Government Association	Student
Stephanie Philipp	Assistant Professor of Education	CHEPS	Faculty
Steve Ray	Professor, Associate Head of Performing Arts	CAS	Faculty
Mike Thompson	Department Head of History & UC Foundation Associate Professor	CAS	Faculty
Sherese Williams	Assistant Director	Honors College	Staff
Claudia Williamson	Scott L. Probasco Distinguished Chair of Free Enterprise, Director of the Center for Economic Education and Professor of Economics	RCOB	Faculty

 **Diversity and Inclusion Subcommittee**

Chris Horne (Co-Chair)	Dalton Roberts Professor of Public Administration and MPA Program Coordinator	Political Science and Public Service	Faculty
Christopher Stokes (Co-Chair)	Assistant Director	Office of Multicultural Affairs	Staff
Jay Blackman	Senior Associate AD – Strategic Communications	Athletics	Staff
Will Davis	Outreach Manager and Producer	WUTC	Staff



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Rosite Delgado	Director	Office of Equity and Inclusion	Staff
Michael Dinkins	Senior Information Security Officer	Information Technology	Staff
Jennifer Ellis	Director of STEM Education and Associate Professor	CHEPS	Faculty
Christine Estoye	Director of MBA Programs	RCOB, Exempt Staff Council	Staff
Linda Frost	Dean	Honors College	Staff
Kim Thomas	Director	Joseph F. Decosimo Success Center, RCOB	Staff
Patricia Lin-Steadman	Assistant Director of the Office of International Student and Scholar Services	Center for Global Education	Staff
Andrea Lyons	Associate Director	Alumni Affairs	Staff
Tara Mathis	Associate Dean of Students, Director of the Multicultural Center and Director of Veteran Student Services	Dean of Students	Staff
Matt Matthews	Vice Provost and Professor of Mathematics	Academic Affairs	Faculty
Marshara Miller	Student Representative	Student Government Association	Student
Tiffany Mitchell	Senior Lecturer of English	CAS	Faculty
Edwin Murillo	Associate Professor of Spanish	CAS	Faculty
Abeer Mustafa	Associate Vice Chancellor for Student Affairs	Enrollment Management and Student Affairs	Staff
Isaiah Owens	Student Representative	Student Government Association	Student
Joseph Owino	Dept. Head of Civil and Chemical Engineering UC and Foundation Professor	CECS	Faculty
Laure Pou	Assistant Vice Chancellor	Human Resources	Staff



Melita Rector	Chair	Employee Relations Committee	Staff
Valerie Rutledge	Dean	CHEPS	Staff
Megan Shadrick	Web Project Manager and Business Manager	Marketing and Communications	Staff
Stephanie Todd	Senior Lecturer of English	CAS	Faculty

 **Research and Innovation Subcommittee**

Bento Lobo (Co-Chair)	Department Head of Finance and Economics and First Tennessee Bank Distinguished Professor of Finance	RCOB	Faculty
Reinhold Mann (Co-Chair)	Deputy Vice Chancellor	Research	Staff
Zoe Aebie	Student Representative	Student Government Association	Student
William Andrews	President	Graduate Student Association	Student
Chris Cox	Department Head and Professor for Mathematics	CAS	Faculty
Theresa Liedtka	Dean	Library	Staff
Daniel Loveless	UC Foundation Associate Professor of Electrical Engineering	CECS	Faculty
Laurie Melnik-Allen	Executive Director of the Arts-Based Collaborative, Professor of Practice and Lyndhurst Chair of Excellence in Arts Education	CHEPS	Faculty
Tony Parsley	Associate Chief Information Officer	Information Technology	Staff
Meredith Perry	Director	Research and Sponsored Programs	Staff
Lisa Piazza	Director	Undergraduate Research and Creative Endeavor	Staff

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Melissa Powell	Associate Lecturer of Dietetics	CHEPS	Faculty
Mina Sartipi	Director of the Center for Urban Informatics and Progress and UC Foundation Professor of Computer Science and Engineering	CECS	Faculty
Marty Smith	Senior Associate Vice Chancellor	Development and Alumni Affairs	Staff
Gina Stafford	Interim Vice Chancellor	Marketing and Communications	Staff
John Trussel	UC Foundation Professor of Accounting	RCOB	Faculty
Chandra Ward	Assistant Professor of Sociology	CAS	Faculty

 **Resources and Stewardship Subcommittee**

Tyler Forrest (Co-Chair)	Vice Chancellor	Finance and Administration	Staff
Vicki Farnsworth (Co-Chair)	Vice Chancellor and Chief Information Officer	Information Technology	Staff
Taylor Bradshaw	Student Representative	Student Government Association	Student
Richard Brown	Special Advisor to the Chancellor	Finance and Administration	Staff
Allison Evans	Director of Budget	Academic Affairs	Staff
John Freeze	Director	Center for Professional Education	Staff
Andrew Horton	Senior Associate AD - External Operations	Athletics	Staff
Thomas Lyons	Clarence E. Harris Chair of Excellence in Entrepreneurship and Professor of Marketing and Entrepreneurship	RCOB	Faculty



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Sherry Marlow-Ormsby	Executive Director, Office of Planning, Evaluation and Institutional Research	Academic Affairs	Staff
Andrea Neely	UC Foundation Assistant Professor of Management	RCOB	Faculty
Robie Robinson	Assistant Vice Chancellor	Emergency Services	Staff
Brian Rogers	Director of Library IT	Library	Staff
Charlene Simmons	UC Foundation Associate Professor Communication, Current Faculty Senate President	CAS, Faculty Senate	Faculty
Lofton Stuart	Interim Vice Chancellor of Development and Alumni Affairs and Executive Director of the UC Foundation, Inc.	Development and Alumni Affairs	Staff
Takeo Suzuki	Executive Director	Center for Global Education	Staff
Kenny Tyler	Director of Engineering and Planning Services	Facilities Planning and Management	Staff

