

State of University 2016
The University of Tennessee at Chattanooga
Chancellor Steven Angle

Thank you for coming and for all that you do for our students and our community. I hope the video gives you a sense of pride for what we do each and every day.

UTC is not just a place in Chattanooga Tennessee, UTC is people. I feel so fortunate to work with such a talented, dedicated, passionate group of people.

Since my arrival in July 2013, we have been on a journey together, a journey to achieve excellence. I took this job because of you – each and every one of you. You have helped to build a strong university that is poised to achieve true excellence. I came to be a part of this.

Last year at my state of the university address we discussed a vision for UTC focused on engaging students, inspiring change, and enriching our community – this is now the official vision statement for UTC.

Since then, we have worked to develop a new strategic plan, in a collaborative effort that brought our campus and community together.

Our Strategic Plan is a blueprint for the next five years and will be dynamic, constantly reviewed, and at times tweaked, so the goals and measurements remain relevant and tied to real time events. It charts the course for relentlessly pursuing excellence while focusing on our students. There should be no question that students are the reason we exist.

The next steps are to connect our campus plan with each unit, college, and department. This process is underway.

As a liberal arts university, UTC students become knowledgeable in their fields of study as well as the world around them. The classroom

experience is augmented by opportunities to participate in scholarship, research, creative activities, and internships on our campus and in our community. Involvement in SGA, newspaper, clubs, athletics, organizations, internships, and community service helps our students see how their major fits into the real world.

We strive to challenge, inspire, and encourage our students to excel to their greatest potential.

The past year has been one of remarkable success:

One of our students, Robert Fisher, was named a Rhoades Scholar – a most impressive accomplishment by an incredible young man.

In 2012, we had 37.1% six-year graduation rate – something we desperately wanted to improve. This year we have improved to 43.8%! Also in 2012 we had a first to second year retention rate of 67.4%. This year we are at 72.1%! We are moving the dial based on the many good things that were put in place before my arrival as well as what has been done since.

Gifts to the University more than doubled from \$6.3M to over \$14M.

With the help and support of the UT System, we are using the BLUE AND GOLD Power C as our campus logo, not just for Athletics, but on our letter head and business cards – on this presentation. THIS IS HUGE!!!!

With our Power C and University of Tennessee at Chattanooga logos, we benefit from the UT brand at the same time we create our own identity that speaks to quality, and says CHATTANOOGA is important, that traditions matter.

Also, this past year, we opened an incredible new Library in the heart of our campus.

This has been a very productive year for UTC and we should all be proud of the accomplishments. Congratulations for a job well done!!

At UTC, our university family includes students, faculty, and staff from different locales, backgrounds and life experiences. Our strength lies in our diversity.

Goal number 4 of our strategic plan is: “Embrace diversity and inclusion as a path to excellence and societal change.”

To achieve excellence requires us to embrace diversity and inclusion. Our commitment to diversity must be more than words. Our actions need to reflect our commitment.

UTC must build more diversity in the faculty, at all levels – adjunct, lecturer, AND tenure track faculty. We are attracting a diverse group of students from across Tennessee who are among our best and brightest. Now it is up to us to provide the faculty role models.

Our UTC DAC – Diversity Advocacy Council – is developing a campus diversity plan and will provide a boiler plate diversity plan to each college. Faculty hiring will be explicitly addressed in each college’s diversity plan with goals and accountability.

As part of our new budget process, we will approve faculty searches – at least tentatively, pending budget concerns – before April 1st each year so search committees can be formed, trained, and cast a wide net to build a diverse pool of candidates. Requests to hire faculty to begin August 2017, will be approved before April 2016. With this advance notice comes responsibilities: searches that do not have a diverse pool will be shut down or redirected until we can develop a plan to build a diverse pool.

We are also working with our students to foster discussions and dialogues on diversity that will challenge us to put ourselves in the

shoes of people very different than we are.

We must open the way for greater awareness of what it means to live and learn in a diverse global marketplace of ideas, opportunities and challenges.

We are working to expand our international programs to offer more students the option to study abroad, and to attract more international students and faculty to our campus and community. We hope to bring the world to Chattanooga.

Takeo Suzuki joined UTC on September 8th as our Director of International Programs and he will help us do just that.

When you look at our campus by the numbers, this fall we have 11,388 student FTE, more than 1200 of them graduate students. The average high school GPA for our incoming freshmen is 3.44 and over 92% of them have a HOPE scholarship – our quality is very high!

This year we have a decrease of 165 student FTE from last year. We have 295 fewer freshmen. Fortunately, we increased retention and increased the number of transfer students, off setting some of the loss in freshmen.

We knew that the Tennessee Promise might have significant impact on our enrollment and we planned for this, but we must make it a one year aberration. Make no mistake that student tuition and state support pay our salaries. We need to be concerned.

The budget impact of the 165 student FTE decrease is significant.

- \$1.31M less tuition revenue
- \$329,129 less in “Fees” (Student Activity, Athletic, Library, Tech)
- Auxillary income down over \$500,000 – Mainly Bookstore and Food services

The annual surplus in auxiliaries has funded our one time salary bonus program. Without a surplus, there will be no one-time bonus program.

Fortunately we have funding to bridge the budget shortfall due to the budget rebalancing process last year. No Budget reductions are planned in response to the enrollment decrease.

Facing the Tennessee Promise we conducted a Budget Rebalancing Process and had a Call Back of 4.75%. We also had a VRIP that saw 82 staff and faculty retire. The budget call back has done its job to provide funds for investment and give us budget flexibility in the event of an enrollment downturn. We can fully fund our FY2016 budget even with an enrollment downturn.

Several people have asked about the merit salary increase. We have already funded an across the board 1.5% salary increase. An additional 1.5% Merit/Market Based Increase -- for a total of 3% -- will be funded for this current fiscal year because of the budget rebalancing process.

This is a wake up call. Competing with FREE TUITION is difficult, but it can be done. We can do it!! Enrollment drives our budget. Tuition pays our salary.

Here are a few of the things we are already doing and planning to ensure this is a one-time slip in enrollment.

We are finishing a One-Stop Student Services area on the first floor of the University Center – our New Mocs One Center – will open next month and provide a single place for students to get 90% of their enrollment issues resolved. All student services related to records, bursar, financial aid, admissions, will be in the University Center.

We are attempting to get the word out, everyone must understand that recruiting students and providing a student friendly environment is

everyone's job.

In an effort to quickly adopt best practices, we have formed an Enrollment Management Advisory Committee. This group will be led by Yancy Freeman and nearly every campus unit will be represented.

We are going to do a better job of telling our story. A retirement in our Marketing and Communications group has created a vacancy that allows us to add marketing expertise to our staff. After consulting with Chuck Cantrell about the best way to do this, we are searching for a Vice Chancellor for Marketing and Communications with a strong focus on strategic marketing. Chuck has told me he sees the need for this position and wants to continue to contribute to our campus efforts, but would prefer not to take on the job of strategic marketing and a Vice Chancellor level position. This search is currently underway.

We are working to market the four-year experience as we recruit students – why come to UTC? Clearly it is not just what goes on inside the classroom, but it is the total student experience tied to being a residential student, or an engaged commuter student, who applies class room knowledge to research, scholarship, and solving problems in our community. A student who is active in clubs, organizations, and activities on campus.

We are forging even stronger relationships with Community Colleges.

UTC has dual admission agreements with Cleveland State and Chattanooga State. We jointly admit freshmen, develop a clear path to a four-year degree and provide joint advising to ensure a clear path to that four-year degree.

We must integrate our student development and academic programs to complement and reinforce each other – focusing on the four year experience.

We are in a technology revolution and a time of great change for higher education. On-line education is an important part of our future, but the four year campus experience is who we are and what we do – it is not just about what students learn, it is who they become as a result of their experience on our campus.

The notion of preparing students to be productive, contributing citizens of our society has long been a part of higher education, as has the challenge of technology changing the way we do business.

GEORGE BERNARD SHAW wrote in 1914:

“The focus of the university is not to teach things that can now be taught as well or better by University Extension lectures or by private tutors or modern correspondence classes with gramophones. We go to them [universities] to become socialized; to acquire the hallmark of communal training; to become citizens of the world instead of inmates of the enlarged rabbit hutches we call homes; to learn manners and become unchallengeable ladies and gentlemen.”

Restated, the four year university experience matters. Our job is not just to convey information, it is to prepare engaged citizens of our society.

As a community engaged liberal arts university that focuses on applied research – solving problems – we are in a position of strength to seize the opportunities afforded by the technology revolution and define the future of our university and our community.

I am so excited and optimistic about the future of UTC. I want to take the remainder of our time to talk about why. What makes me so optimistic?

Our strategic plan calls for UTC to serve our students and community by identifying key multidisciplinary, collaborative areas of teaching,

research, and service in which WE can be recognized as excellent. These areas must be tied to the economic and social needs of our region and state.

By design, we focus on applied research – solving problems – and engage our students at every level of this endeavor. Research, scholarship and creative expression are interconnected and vital to the “health” of our region and the education we offer.

We are physically located in the innovation district of Chattanooga, and we must leverage this advantage to better educate our students.

As I look at UTC, I see four areas – three of them interdisciplinary areas – that might provide opportunities. These are a work in progress and not intended to exclude your choices; they are representative of the opportunities before us. These areas represent some ways we might impact and enrich our community.

1. **Teacher Education:** Our region has come together and declared the most important issue facing the greater Chattanooga area is educational attainment and workforce training. One place UTC can lead the way is building an outstanding Teacher Education Program.
2. **Wellness and Health Living:** Dr. Gary Liguori, the head of our Health and Human Performance Department, is leading an effort focused on community wellness and active living. Leveraging strengths in Nursing, OP, PT, Health and Human Performance, nutrition, athletic training, data analytics, engineering, science, social work, interior design, the social sciences, and others. We have an opportunity to define and integrate best practices to manage wellness, rather than focus on treatment of illness. Prevention and empowering people to have the best possible quality of life, whatever their circumstances. Personalized medicine is here today. We can take this to the next level working

with a broad array of community partners including the UT School of Medicine here in Chattanooga.

3. Computational modeling and simulation: Our new vice chancellor for research, Dr. Joanne Romagni and Dr. Reinhold Mann interim director of the Sim Center are working to redefine our Sim Center and link it to other departments across campus.
4. Fine Arts: Putting together music, theater and speech, art, the Patton Series and the Southeast Center for Education in the Arts, we have the synergy and expertise to not just make the arts better but to be involved in the future development of the arts in our community and our society.

The above list is not exhaustive, or exclusive. Together we must select a few areas that will define UTC; Interdisciplinary areas where we are simply outstanding and lead the way.

Whatever we choose, we must focus on students and engaging them in discovery, scholarship, and creative activities. This should be a hallmark for UTC.

Come to The University of Tennessee at Chattanooga and learn by doing. Another reason I am so excited about our future is Chattanooga.

Things are happening in government, in business, in innovation, in the arts, and in outdoor activities. Our challenge is to incorporate this activity into how we educate our students. How do we address and offer solutions for the problems and issues facing our region and also provide a stage for faculty, staff and students to engage in scholarship, research, and creative expression? We look to Chattanooga and our region to be both our laboratory and our classroom. Our students must apply their classroom knowledge to solving real world problems.

Over the last two years we have constructed new bridges to this hub of activity in Chattanooga.

Prior to my arrival, UTC had many great partnerships in our community – Programmatic Connections to our community. Our faculty, staff and students have long been engaged. The past two years we have worked to ensure that we are strategic, and actively encourage AND reward this activity.

Ann Yoachim joined UTC in July as our new director of community partnerships. Ann will help us harness the momentum in Chattanooga, and on our campus, to forge alliances with companies, government, and organizations.

We are also increasing our physical connections to our community.

We are partnering with our community to forge corridors of connection to downtown Chattanooga. Physical connections that promote action and involvement.

A new - \$69M - 600-bed housing complex near McKenzie Arena will formally break ground next month. It will front on Vine and Houston Streets and have 650 underground parking places and house a branch of the UTC Bookstore as well as food services.

Working with Benwood Foundation, River City and the City of Chattanooga, we are planning to enhance the MLK corridor and engage with the Innovation District. And with Erlanger Hospital along third street as we build partnerships with the UT School of Medicine, Erlanger, Siskin, and other health organizations.

UTC owns 27 acres in and around Engel Stadium and we are planning to build an intramural sports complex. A place for students to stay fit and engage with each other. But we also want this to be a resource for our community.

These are physically forged community ties and extensions, creating activity and even greater connections.

There are so many great things happening on our campus in terms of the physical environment it is hard to keep them all straight. I have asked that our campus facilities group, develop a Web Site for capital projects that will be regularly updated – when are we renovating Holt Hall? What is happening with Lupton Library? Is the COB building out a student success center in Fletcher Hall? When will it be done? This site will be up and running before the end of October.

Our success and our connections occur in the classroom, in extracurricular activities, with internships and applied research initiatives and on the competitive athletic field.

Another connection to our community is Athletics. Our Athletic Programs are a gateway to the university – the front door to UTC. We strive for excellence in all we do and athletics is doing their part.

Winning SoCON Championships, and a 3.11 Average GPA for student athletes in spring 2015.

We are planning an addition to McKenzie arena that will provide desperately needed space for our athletics programs. This project will be funded by gifts and will literally change the face of the Round House!

We live in a passionate, caring and generous community. The relationship between UTC and Chattanooga is symbiotic; value is added as we educate students, who will be the next generation that empowers our community to greater heights.

Each and every day we touch the future – by preparing our students to be great citizens of our society. To provide them the knowledge and skills to solve the most difficult problems we face, by providing an environment where they can mature and understand that giving back and helping those less fortunate than they are provides something just as important as the dollar in their pocket. We help our students see

what it means to make a difference by doing that – Making a difference every day and helping them to do it themselves.

I want you to know how privileged I feel to work with you and the many outstanding people who are the University of Tennessee at Chattanooga – our students, faculty, staff, community volunteers, alumni and friends.

Together we stand on the shoulders of those who came before us, to train the leaders of tomorrow, to challenge our students to be knowledgeable, caring, compassionate citizens of our society – Together, we almost literally touch the future each and every day. Our students are the future!

Thank you.