

**Ideas for Cost-cutting  
and Revenue Generation  
The UTC Efficiency and Effectiveness Committee  
February 10, 2009**

**Note: Most of the ideas listed below were suggested by committee members; the ideas with numbers after them were submitted by the UTC community to the Web site.**

**Members of the Efficiency and Effectiveness Committee include the following:**

Dee Dee Anderson, Deborah Arfken - Chair, Jim Bowman, Sarah Boykin, Pat Branam, Richard Brown, Chuck Cantrell, Ashley Finch, Tyler Forrest, Valerah Hodges, Theresa Liedtka, Barbara Medley, Lyn Miles, Deb Montgomery - Administrative Assistant, Brian O'Leary, Debbie Parker, Matt Pope, Gene Schlereth, Chris Smith, Diane Welch, Cecilia Wigal and Joe Wilferth

**Administrative Structure:**

- Ax or move toward self sufficiency: WUTC, Center for the Arts, Cadek Conservatory, and the Challenger Center
- Become an upper level institution only
- Expand UTC's relationship with Chattanooga State so CSTCC would assume teaching of 100/200 level courses and UTC would teach upper level courses
- Farm out all remedial courses to CSTCC
- Let athletics run the arena
- Eliminate the Chancellor's summer picnic
- Conduct a UTC-wide review of all campus positions
- Eliminate the bookstore
- Consolidate related support and service departments under common leadership
- Use our partnerships to offer night classes to the community through satellite sites
- Close non-essential computer labs on campus
- Suspend plans for the new library; instead enhance electronic resources/databases
- Reduce the number of commencement ceremonies to one or two a year (2)
- Eliminate duplication of journals – Have a system-wide subscription

**Athletics:**

- Change to a different athletic conference to reduce travel costs (2)
- Drop or change the football program (11)
- Cut the budget for athletics (4)

**Energy:**

- Look at "greening" campus buildings; savings need to offset costs (Eliminate styrofoam )
- At the state level, give incentives and rewards for becoming a "green" campus
- Turn off computers, lights, etc. when not in use (5). Connect computers to an electrical strip as appropriate (3)
- Develop a UT system-wide energy efficiency plan (3) [See also UT System]
- Reduce heating costs by turning heat down/off on weekend and when university is closed (3)
- Minimize resistive heat

- Use LED lights for emergency stations
- Make sure all new buildings meet LEED requirements.
- Have on-site renewable energy efficiency in all buildings
- Place a wind turbine on Vine Street
- Set lights so that only half come on at a time
- Adjust water temperature and pressure caps
- Obtain faster internet; use EPB fiber optic cable

#### **Equipment/Supplies:**

- Reduce and standardize the number of personal office printers (2)
- Eliminate orders to KD Roberts
- Conserve material resources
- Print all stationery in black
- Review all paper documents for effectiveness, necessity and duplication (3)
- Discontinue paper invoices and all the expense that goes along with the mailing of invoices (2)
- Convert to e-refunds

#### **Facilities/Services:**

- Reduce mail delivery to once per day
- Reduce cleaning services to once per week
- Reduce housekeeping/janitorial services in department offices to part-time (every other day)
- Consider outsourcing janitorial services, landscaping, IT, etc.
- Reduce cost of telephone services by using the Internet (VOIP) instead (This would eliminate cost for installations, changing accounts, etc. The Baylor School uses VOIP)
- Use electronic data storage instead of paper files
- Charge for UTC professional services in capital building plans
- Reduce the temperature by 10 percent in UTC buildings
- Encourage recycling with receptacles in all buildings (for paper and plastic especially)
- Ask student groups/campus clubs to collect recyclables
- Ban the use of space heaters, personal refrigerators, heat lamps, electric blankets, personal microwaves, and coffee pots (2)
- Reduce lighting or put into use ghost lighting for common areas of UTC buildings during off hours
- Utilize staff more effectively before outsourcing
- Eliminate land-lines for telephone usage

#### **Fundraising:**

- Have the Development Office reduce fundraising salaries by x% and have staff work on commission

#### **Personnel:**

- Work nine hours Monday – Thursday and close the campus at noon on Fridays (2)
- Reduce work week for staff to 37.5 hours
- Require employees to take furlough for a day, maybe up to one week (4)
- Consolidate state holidays and take days at Christmas break

- Reduce extra service pay
- Delay merit pay for a couple of years
- Reduce 401K match from \$50 to \$25
- Suspend longevity pay for the next two years (3)
- Implement a 3-5% salary reduction
- Consider other forms of compensation, such as increasing longevity pay, increasing holiday time (example: two weeks at Christmas like Chattanooga State), find other creative ways to boost moral on campus and all will benefit
- Create our own HR policies for administration (standardize hours so administrators are here from 8-5)
- Create a pool of secretaries and/or support services
- Implement a voluntary retirement program. (2) [See also Academic Affairs]
- Terminate employment of all staff who work at UTC because of partnership arrangements
- Process payroll electronically instead of printing payroll forms every two weeks or monthly
- Permit resident advisers in the dorms to do some emergency custodial work. (Provide them with basic tools, such as shop vacs, mops, brooms, cleaners, etc.)
- Eliminate paying employees, especially faculty, twice in the summer (E.g., state and grant support)

#### **Procedures:**

- Stop double accounting
- Eliminate having to print budget reports
- Move disbursements functions to departments
- Charge overhead rate for activities on campus
- Use Blackboard, instead of printed scan forms, for student evaluations
- Use electronic transmissions for all reports, etc.
- Scrutinize all downloads on computers
- Set up a centralized place to submit data to avoid duplication of efforts

#### **Other:**

- Use in-house talent by having graphic arts and interior design students compete to design logos and other kinds of materials
- Join the union
- Reduce entertainment expenses

#### **Student Services/Fees:**

- Have students pay for Internet access in dorm rooms
- Check usage of computer labs on campus and adjust hours
- Shut down computer labs on campus with the exception of the UC computer lab
- Check student usage of University Center and Lupton Library and adjust hours accordingly (2) [see also Academic Affairs]
- Extend the regional tuition discount to graduate students
- Consolidate campus support services
- Become a laptop university (eliminate computer labs)
- Implement a textbook moratorium

- Charge a variable tuition
- Have students pay tuition to retake a class
- Charge a drop/add fee

**THEC:**

- Review the number of higher institutions in Tennessee (need/don't need)

**Travel/Transportation:**

- Reimburse actual expenses not per-diems
- Reduce usage of UT trucks and vehicles
- Have employees use bus services instead of UT vehicles
- Eliminate CARTA services
- Eliminate UT vehicles; instead outsource by renting from Enterprise
- Reduce the number of candidate visits by interviewing via teleconferencing or video conferencing (2)
- Discourage reimbursement for local mileage for the purpose of running departmental errands.
- Use large passenger vans (16-24 people) for club sports instead of multiple smaller ones

**UT System:**

- Start massive reduction of UT System
- Ask UT System to create a model for energy systems
- Buy out contracts for those individuals who have enough time to retire
- Permit departments to save unspent budget money from year to year
- Develop a UT system-wide energy efficiency plan (2)

**Note: The Efficiency and Effectiveness Committee is not charged with evaluating ideas concerning Academic Affairs. However, these are ideas that have been submitted.**

**Academic Affairs:**

- Cancel summer classes that have small enrollments
- Take the cap off credit hour fees (2)
- Charge per credit hour
- Do a cost/benefit analysis of accreditations (what is essential – not essential)
- Increase the number of online classes (2)
- Offer online classes for general education courses
- Use non-tenured teaching faculty (GA, TA) for lower level courses
- Implement a scholarship review process
- Freeze enrollment
- Conduct study of what actual cost of tuition should be
- Adopt common texts for General Education
- Require the SimCenter to be self sufficient in 5 years – phase out 25%/yr. for \$1 million dollars
- Return the Economics Department to the College of Business and place under one of the current department heads
- Eliminate the College of Engineering (TVA and former Combustion engineering no longer have need for engineers) (2)

- Offer classes only Mondays through Thursdays (2)
- Conduct a serious program review (2)
- Eliminate the Southeast Center for Education in the Arts (4)
- Develop an AACBS-accredited, online MBA program
- Consolidate some departments (e.g. Interior Design with Art (both NASAD-accredited)
- Raise cap in English composition classes to 25
- Have faculty work on campus longer hours
- Schedule Saturday classes
- Encourage non-productive faculty to retire
- Eliminate the General Education assessment committee

### **Revenue-generating Ideas:**

- Check on how to make the campus more residential. (By keeping more students on campus, we can reduce the carbon footprint of commuter travel expenses. Emory University is a good model. )
- Revisit the MLK community agreement to see if UTC can expand student housing in that area
- Negotiate for a better return from the bookstore, especially for used books
- Have staff in the Development Office partner with faculty on fundraising projects
- Add an adult completion program
- Tie the UTC annual campaign to respective alumni graduate years and request everyone to give that amount (e.g. \$73 for 1973)
- Conduct more paid activities for students outside the UC
- Reline the spaces for parking. (Some are too large.)
- Raise tuition
- Charge outside groups for use of UTC facilities, such as the arena, meeting rooms, auditoriums, etc.
- Charge individuals for use of UTC facilities, such as wellness & fitness center, chapel, library, University center rooms, etc. There is already a charge for use of the chapel for weddings, etc. Other facilities that do not currently have a fee schedule might benefit from this recommendation
- Charge for university services, such as grant assistance & similar others that might be identified