

**Ideas for Cost-cutting
and Revenue Generation
The UTC Efficiency and Effectiveness Committee
March 11, 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 – Vice Chancellor, 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, Challenger Center, Children’s Center and the Center for Social Research. (They don’t support the core mission.) (2)
- 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; eliminate all developmental/institutional courses (2)
- Let athletics run the arena
- Eliminate the Chancellor’s summer picnic
- Conduct a UTC-wide review of all campus positions: consolidate or eliminate where needed (2)
- Eliminate the bookstore
- Consolidate related support and service departments under common leadership (such as Walker Teaching Resource Center and Lupton Library) (2)
- 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
- Eliminate allowances for cell phones
- Consolidate Information Technology Support including that in each college
- Change to a 12-month academic year to permit three full semesters
- Reduce the number of meetings to free up productive time
- Identify funds from general UTC budget that go to non-university community service (budget reallocation may be needed)
- Consolidate campus support services (Writing Center, Success Center, etc.) (2)
- Consolidate major student support department (Records, Financial Aid, Admissions) into an enrollment management structure

Athletics:

- Change to a different athletic conference to reduce travel costs (4)
- Reduce amount of athletic travel to distant meets
- Drop or change the football program (14)
- Cut the budget for athletics (4)
- Re-evaluate the athletic program
- Eliminate use of single hotel rooms for athletes who are starters in an away games
- Reduce out-of-state recruiting

Energy:

- Look at “greening” campus buildings; savings need to offset costs (Eliminate styrofoam) (2)
- 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
- Ask parents to provide lunches for their children in the children’s centers (centers pay now)

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 (2)
- Reduce the temperature by 10 percent in UTC buildings (2)
- 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 (2)
- Utilize staff more effectively before outsourcing (2)
- Eliminate land-lines for telephone usage
- Issue text alerts whenever email and servers are down
- Stop chilling the water in drinking fountains
- Eliminate some facilities positions
- Review contract with IKON (charges to departments are excessively high)
- Conduct vigorous review of IT needs. (Review technology committee's functions and use of fees to support recurring personnel needs.)

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 or two weeks (6)
- 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)
- Review the number and dollar amounts of ex-administrators who have returned to faculty ranks

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
- Move to one pay period per month for all employees

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
- Become a laptop university (eliminate computer labs)
- Implement a textbook moratorium
- Charge a variable tuition and/or remove the credit hour caps (6)
- Charge tuition strictly by the credit hour
- Have students pay tuition to retake a class
- Charge a drop/add fee (2)
- Require night students to pay for parking

THEC:

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

Travel/Transportation:

- Reimburse actual expenses not per-diems
- Have employees use bus services instead of UT vehicles
- Eliminate CARTA services (2)
- Eliminate or reduce usage of UT vehicles (3) (perhaps outsource by renting from Enterprise)
- Cancel satellite radios on UTC vehicles
- 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
- Electrify campus work vehicles

UC Foundation:

- Sell Chancellor's house (brings revenue; eliminates need for UTC personnel to work there)

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)
- Sell the airplane
- Merge with TBR system

Note: The Efficiency/Effectiveness Committee was not charged with reviewing suggestions related to Academic Affairs. However, because the Web site received so many suggestions, we decided to collect and list them here.

Academic Affairs:

- Cancel summer classes that have small enrollments
- Do a cost/benefit analysis of accreditations (what is essential – not essential) (2)
- Put all program reviews on hold for at least two years (3)
- 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 (4)
- Conduct a serious review of the feasibility of all programs (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

- Increase class sizes
- Have faculty work on campus longer hours
- Schedule classes from 7 a.m. to 8 p.m.
- Schedule Saturday classes
- Encourage non-productive faculty to retire (2)
- Eliminate the General Education assessment committee
- Accept all transfer credit, even if it's a major course taken in freshman or sophomore year
- Increase the admission standards
- Require academic departments, on an equal basis, to return all overhead from contracts and grants to Academic Affairs
- Allow students to take the math placement exam more than once during the summer to see if they can bypass developmental courses
- Change summer school funding to pay-as-you-go so courses with small revenue would not be taught in the summer; return a set portion of the summer school tuition to the departments that teach these courses
- Drop students automatically if they don't show up the first week of class and have not contacted the teacher
- Reduce the number of summer sessions to two
- Eliminate dual offices (in EMCS and SimCenter) for Computational Engineering faculty
- Ease the stringent general education requirements (let programs define these needs)

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
- Change COB advising system so there is an adviser for each business major (better advising would retain students)