

University Planning and Resources Advisory Council

Minutes

November 12, 2008

3:30-5:00 PM

UPRAC Members present: Deborah Arfken, Jim Bowman, Richard Brown, Roger Brown, Richard Casavant, John Delaney, Joe Dumas, Yancy Freeman, Rick Hart, Kay Lindgren, Bob Lyon, Lyn Miles, Phil Oldham, Craig Reddock, Scott Stuart

UPRAC Members not present: Karen Adsit, Pedro Campa, Valerah Hodges, Vicki Petzko

EX OFFICIO Members present: Jerry Adams, Chuck Cantrell, Terry Denniston, Tyler Forrest, Richard Gruetzemacher, Verbie Prevost, Kim White

EX OFFICIO Members not present: Mike Costa, Debbie Parker, Kayvon Sadrabadi

Other Guests Present: Jon Coddington, Deb Montgomery, Andy Novobilski

Actions Taken

- Recommended changes to the diversity statement
- Formed an ad hoc committee on community engagement
- Approved Innovation Initiatives Plan

I. Welcome

Deborah Arfken welcomed everyone to the meeting on behalf of the Chancellor. She stated that UPRAC meets to give advice to the Chancellor and the executive team.

II. Strategic Plan Update

Deborah Arfken gave an update on the accomplishments of implementing the Strategic Plan (*Attachment 1*).

Two of the major accomplishments are:

1. The contract to purchase Banner
2. The policy addendum for F&A carry over

Deborah informed the group that many of the 28 action committees required some kind of survey. She stated that Barbara Medley had done a great job in putting together four comprehensive surveys that would include much of the data needed for the action committees (faculty, administration, staff, and student). She urged the UPRAC member to take the survey by November 14 if they had not already done so. Websites for the surveys are:

<http://facultyworklifediversitysurvey.speedsurvey.com>

<http://administratorworklifediversitysurvey.speedsurvey.com>

<http://staffworklifediversitysurvey.speedsurvey.com>

The Center for Applied Social Research is also conducting a student survey until November 20. Students will be called by telephone to give their opinion, understanding that their answers will be fully confidential. The survey will take about 25 minutes to complete because students will be asked about many things related to attending and remaining at UTC.

III. Budget Priorities

Richard Brown gave an update on budget priorities and a handwritten list of priorities decided by UPRAC at the May 7, 2008 meeting (*attachment 2(dotting the priorities), and 3 (budget priorities)*).

He distributed a newspaper article regarding Governor Phil Bredesen's discussion on the state's worsening revenue situation (*attachment 4*). The timeline for UTC's portion of the overall budget reduction is as follows:

- ✓ \$2.6 million by July 2008
- ✓ \$1.5 million by January 2009
- ✓ Possibly another \$3.1 million in the year 2009-2010

Richard stated that there may be another tuition and fees increase in January, and he will try to keep it in single digits. He stated that we are already cutting into the bone of the University, but UTC is going to look at every department and every program to see where any cuts can be made while still protecting the core of

teaching, which is the main goal of the University. He told UPRAC members that he could not promise “no layoffs” but will attempt to do everything he can to avoid them. Chuck Cantrell stated that the cuts will make us look at how we do things, and we may find out that we can actually do things better and more efficiently. Richard said, “We cannot stop the University because of hard times. We must go on. We need to ride out the storm and not expect the students to pay our way out of this deficit.”

IV. Diversity Statement

Bob Lyon reviewed the UTC Diversity Statement with UPRAC members. He asked the group if they agreed with the statement.

Diversity Statement (Draft 6/3/2008)

*Strategic Plan IIIB: Wrote Post-Geier Statement of Commitment to Diversity
In keeping with The University of Tennessee at Chattanooga’s mission to be an engaged metropolitan university, The University embraces, celebrates, and sustains uniqueness, similarities, and differences among races, ethnicities, religions, creeds, national origin, genders, sexual orientations, physical abilities, age, veteran status, and social, economic and educational backgrounds.*

The University recognizes that the pursuit of knowledge and understanding is enriched by an environment in which people of diverse backgrounds learn together and from each other, and participate in free and genuine exchanges of views.

Through its commitment to community, UTC strives to create an inclusive, respectful, intellectually challenging climate that embraces individual differences.

Below is a list of suggested changes and key points regarding the statement:

1. Bob mentioned that they were inclined to change “physical abilities” to just “abilities.” There was consensus on that change.
2. There was a question about whether to add “political differences” to that same list which includes “abilities.”
3. The next suggestion was to eliminate the list altogether (i.e., the list that includes “... races, ethnicities, religions, creeds ...”). If we were to make this change, the revised sentence would read, “In keeping with the University of Tennessee at Chattanooga’s mission to be an engaged metropolitan university, The University embraces, celebrates, and sustains the uniqueness, similarities, and differences among people.” The concern was that the inclusion of a list might be prone to unintentionally omitting something or someone.
4. As the discussion continued, everyone seemed persuaded to keep the list, but insert wording such as “including but not limited to ...”
5. Next was a question about whether we could eliminate the “uniqueness, similarities, and differences” section of the same sentence. The basis for the recommendation was that those words were somewhat redundant since they, too, were communicating the inclusiveness of all people. Removing just those words probably hurts the flow of the sentence, but there was no recommended new flow.

6. And finally, there was a question about whether the statement should (or should not) be written in a way to include measurable objectives.

V. Approval of Minutes

Deborah Arfken asked that UPRAC postpone the approval of the minutes from the past meetings due to time constraints.

Phil Oldham and Richard Brown led the discussion regarding the Chancellor's Innovative Ideas Initiative that would set aside a pool of money to fund major initiatives with a strategic purpose.

Discussion began regarding the change in climate. Some questions raised by the group were:

1. Is it still a good idea?
2. Should it still be advertised?
3. Should it be started on a limited basis?
4. Will it bring forth any good cost-saving ideas?

It was pointed out that sometimes one needs to spend a little to save a lot. This Initiative may be good for the university in the long run. It was suggested that the initiative be named "Innovative Initiatives." Everyone in the group agreed with this change.

VI. UTC/Community Partnerships

Phil Oldham led a discussion regarding UTC/Community Partnerships. UTC needs to define *community engagement*.

Some questions need to be addressed, such as:

1. Do we need to form an Advisory Committee?
2. What is service learning?
3. How does economic development impact UTC/Community?

Deborah Arfken asked if the UPRAC members supported forming an Ad Hoc Committee to answer these questions and to define what community engagement means. Everyone agreed it was a good idea. Deborah stated that she would send an email to UPRAC members to ask if they would like to serve on the Ad Hoc Committee.

VII. Adjournment

Phil Oldham asked if anyone had anything else that needed to be discussed. There was none. Phil thanked everyone for taking time from their busy schedules to come to the meeting.

The meeting was adjourned at 5:00 PM.

Submitted by
Deb Montgomery
November 17, 2008

Highlights

During the first semester of implementation, the work of the 28 Strategic Plan action committees focused on deciding how best to accomplish their tasks, assessing the availability of benchmark data, determining survey needs, and accomplishing some immediate assignments, such as the following:

In the area of fiscal management:

- Signed (UTC) contract letter to purchase Banner SIS and will start readiness assessment in mid-September.
- Established new policy which permits academic units to carry-over F&A recoveries at fiscal year-end.
- Identified major funding priorities for 2008: *10% of 2008-2009 revenue will be set aside to fund important initiatives that emerge from the strategic planning process.*
- Completed resource allocation plan with an open and transparent process.
- Implemented major feedback loop for UPRAC in budget and planning process.

In the area of research:

- Hosted a series of three roundtable sessions to draw input from internal and external stakeholders regarding potential areas of strength, community needs and resources, and strategies to increase educational/research partnerships.
- Developed a survey with CASR to gather initial information for the following:
 - a. survey regarding job satisfaction and analysis of workload
 - b. focus group to study climate and culture of campus
 - c. compensation study
- Partnered with UTK on purchase of Web of Science; saved 10% cost. Partnered with Ten-Share on unlimited access to Worldcat.

In the area of student services:

- Renovated a new Multicultural Center/Women's Center on the third floor of the University Center.
- Secured \$25,000 annual reallocation of operating funds for local projects to increase physical access.
 - a. Added card access capability to three buildings for after hours accessibility.
 - b. Added Braille signage to UC meeting rooms.
 - c. Installed automatic door openers on six buildings.
 - d. Added handrails at Oak St. and Danforth Chapel.
 - e. Implemented elevator upgrade and replacement capital project, bringing elevators into ADA compliance.
 - f. Purchased exterior and portable tactile maps with technical access funds.
 - g. Purchased an accessible van for Office of Students with Disabilities.
- Raised funds for graduate scholarships via UTC Faculty/Staff campaign.
- Achieved graduation rate for athletes of 49%; UTC general population is 45%.

In the area of campus environment:

- Included qualifying for LEED (Leadership Energy Efficient Design) status in the new library plans.
- Used new funds from the Student Facilities Fee to replace at least 30 exterior lighting fixtures on Cardiac Hill and Vine Street at the Fine Arts Building.
- Hired a Graduate Research Assistant in the Department of Biological and Environmental Sciences to inventory and map all campus trees in preparation for the UTC campus to qualify as a state-certified arboretum.

In the area of UTC mission:

- Submitted UTC application for a Carnegie elective classification as an engaged community institution.
- Prepared a draft of the Diversity Statement for distribution to the other committees and the UTC community for input.
- Received \$17 million in private gifts for National Center for Computational Engineering.
- Developed and mailed over 50,000 "Chattanooga Today" alumni publications

September 12, 2008


1. (tie) Finance, OPS, IT - 4 positions (43)
Academic - Operating (43)
Academic - Faculty Salaries (43)
4. Finance, Ops, IT - Tech fee, transfer positions (32)
5. (tie) Finance, Ops, IT - Improvement/Repair funds (29)
Development - staff Univ. relations (29)
Academic - new faculty (29)
8. Student Development - Judicial Affairs coordinator (28)
9. Athletics - Operating, staff (27)
10. (tie) Finance, Ops, IT - Podiums (23)
Development - Restore cuts WUTC (23)
12. (tie) Athletics - scholarships (22)
Athletics - staff programming (22)
14. Chancellor - operating (21)
15. (tie) Development - programming (20)
Shared Governance - salaries, travel (20)
17. (tie) Finance, Ops, IT - server/switches (19)
Academic - Library (19)
19. Academic - 3C's (18)
20. Student Development - Admin. Support OSD (16)
21. Student Development - Admin. Processing Coordinator (15)
22. (tie) Student Development - Admin. Support MC/WC (10)
Athletics - Support Equipment (10)
24. Student Development - Fitness Coordinator (9)

UPRAC Budget Priorities, Spring 2008	Cost	Strategic Plan
Ranked # 1		
Staff positions (4) - Finance, Operations, IT	\$140,000	IV. D
Operating - Academic Affairs	\$500,000	IV.I; IV J
Faculty salaries - Academic Affairs	\$540,000	IV.I
Ranked #2		
Tech fee, transfer positions - Finance, OPS, IT	\$125,000	IV.D
Ranked #3		
Improvement/repair funds - Finance	\$150,000	III.G; IV.H
Staff for University Relations - Development	\$88,000	IV.F
New faculty - Academic Affairs	\$500,000	IV.I
Ranked #4		
Judicial Affairs position - Student Development	\$59,400	IV.E
Ranked #5		
Operating, staff - Athletics	\$333,333	IV.L
Ranked #6		
Podiums - Finance, OPS, IT	\$55,000	IV.D
Restoration of funds for WUTC - Development	\$40,000	IV.A; IV F
Ranked #7		
Scholarships - Athletics	\$350,000	IV.L
Staff programming - Athletics	\$175,000	IV.L
Ranked #8		
Operating - Chancellor	\$44,250	IV.A
Ranked #9		
Programming - Development	\$8,000	IV.A; IV F; IV G
Salaries, travel - shared governance	\$22,990	IV.I
Ranked #10		
Server/switches - Finance, OPS,IT	\$60,000	IV.D, IV J
Library - Academic Affairs	\$220,000	I.E;

• Tuesday, November 11, 2008 •

Chattanooga Times Free Press

State faces cuts as revenues fall at faster pace

 **Online:** Hear Gov. Phil Bredesen discuss the state's worsening revenue situation. Comment on this story.

By ANDY SHER

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NASHVILLE — Gov. Phil Bredesen warned Monday that Tennessee tax collections plummeted \$200 million below projections during the first quarter of the state's fiscal year, raising concerns the revenue shortfall could hit \$800 million by June 30.

"It's bad," Gov. Bredesen said. "It clearly is time now to make some of those further cuts in expenses."

State general fund revenues for September fell \$80 million below projections, bringing the funding gap for the first quarter of the fiscal year, which includes July and August, to \$200 million, Gov. Bredesen said. Just three weeks ago, the governor had projected a \$300 million to \$600 million shortfall by June 30.

The governor said he was



Phil Bredesen

REVENUE SHORTFALL

- Original shortfall projection — \$300 million to \$600 million by June 30
- Latest projection — As much as \$800 million

Source: Tennessee Gov. Phil Bredesen

awaiting first quarter totals before ordering departments to begin new rounds of cutting. He noted that a previous directive for departments to slash 3 percent for next year is "probably unrealistic in this environment. We're going to have to be changing that."

Gov. Bredesen also indicated the state will be spending some of its \$750 million "rainy day" contingency reserve fund to "get rid of some of the worst effects." But he said cuts are necessary because "you just can't make the problem go away with reserves. You'd run through them in a year, and then you'd have nothing left."

Lawmakers this spring slashed the governor's original 2008-09 budget by about

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Revenue

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\$468 million because of declining revenues caused by national economic problems. At the governor's urging, lawmakers also enacted a voluntary buyout program accepted by about 1,500 state workers. Higher education funding also has been cut.

Complete state revenue figures are expected to be released Wednesday, while Gov. Bredesen next week begins holding his annual open budget hearings.

Tennessee is by no means alone as it grapples with what "could be the worst fiscal storm to affect the states in decades," said Arturo Perez, a fiscal expert with the National Conference of State Legislatures.

"At this point, Tennessee has plenty of company across the country with regards to underperformance in revenue," Mr. Perez said.

With the nation's economy in a tailspin, the Nelson A. Rockefeller Institute of Government reported last week that real tax revenues in 31 states fell in the July-September quarter when inflation was factored in.

Tennessee House Republican leader Jason Mumpower, of Bristol, who with a newly won 50-49 GOP majority expects to become the new House speaker next year, said members "recognize the grave seriousness of the situation that we face and are ready to face it."

But, Rep. Mumpower noted, "Tennessee families are facing an economic crisis in their own households" and expect lawmakers to be responsible. He said the state's problems are "going to require give and take on everybody's part — a lot of give and take."

Gov. Bredesen and lawmakers have said they do not intend to rely on tax increases to deal with shortfalls. But the governor said if the shortfall indeed hits \$800 million, the situation will require "some very painful action."

The state's general fund provides money in areas ranging from TennCare to K-12 education but does not include transportation funding, which comes largely from dedicated fuel taxes, and money shared with local governments.