

University Planning and Resources Advisory Council

Minutes

March 18, 2009

3:30-5:00 PM

UPRAC Members present:, Deborah Arfken, Richard Brown, Roger Brown, Richard Casavant, John Delaney, Joe Dumas, Valerah Hodges, Phil Oldham, Vicki Petzko, Craig Reddock, Scott Stuart

UPRAC Members not present: Karen Adsit, Jim Bowman, Pedro Campa, Yancy Freeman, Rick Hart, Kay Lindgren, Bob Lyon, Lyn Miles,

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

EX OFFICIO Members not present: Chuck Cantrell, Mike Costa, Debbie Parker, Verbie Prevost, Kayvon Sadrabadi

Other Guests Present: Deb Montgomery, Andy Novobilski

Motions Passed

- To approve the November 12, 2008 minutes
- To recommend the report from the Ad Hoc Committee on Community Engagement and implementation of creating a “portal” or center to Provost Phil Oldham who will present the report to Executive Team and give updated report at next UPRAC meeting.
- To recommend the report from the Efficiency and Effectiveness Committee on top cost-cutting suggestions and a revenue generating recommendation to Vice Chancellor Brown who will present the list to Executive Team.

I. Welcome

Deborah Arfken thanked everyone for coming to the meeting and brought greetings from the Chancellor.

II. Review and Approval of Minutes

Deborah asked the UPRAC members to look over the minutes from the previous meeting to see if any changes/corrections needed to be made. Joe Dumas motioned to approve the minutes and John Delaney seconded the motion. All members present approved the minutes.

III. Ad Hoc Committee on Community Engagement – [attachment 1](#)

Deborah presented the report on behalf of the committee, on community engagement, formed to discuss the need for a gateway or “portal” or center for community engagement. The three main topics of discussion for the ad hoc committee were:

- I. Guidelines and Criteria for Partnerships
- II. Suggestions for Naming the “Portal”
- III. Recommendations for Implementation of the Portal

Discussion was held between UPRAC members regarding community partnerships, the necessity of formal/non-formal agreement/MOU. Andy Novobilski stated that it would be helpful to the University to have a “place” like the portal for the community to be able to find out what types of partnerships UTC has to offer to the community on a much broader basis. It would publicize opportunities and would offer opportunities. Jerry Adams felt that the name the ad hoc committee chose was a little confusing. He stated that the word “channeling” should be in the name as it is becoming a big business term. Phil Oldham informed the UPRAC committee that it was up to them to decide how to proceed with the “portal.” Richard Brown stated that it would provide resources both internal and external. It would be a magic front door to the community. He agreed that we need to make it simple for everyone to understand. Phil informed the group that Andy would be the manager of the portal. Richard made a motion to recommend the implementation of a portal to become a reality. UPRAC agreed. Phil stated that he would take the information to the Executive Team and would give an updated report to UPRAC at the next meeting.

IV. Budget Situation – [attachment 2](#)

Richard Brown gave UPRAC an update on budget cuts. He stated that there has been a 13.9% reduction in the base budget and commended the vice chancellors for their hard work during this time. He stated that 54 positions have been removed from the University budget – most of which were vacant positions and some occupied by soon to be retirees. Although there are many concerns about layoffs, Richard felt that everyone employed now should be safe from the budget cuts. Richard told the committee members that everyone needs to spend their money wisely. He is asking for a 7-9% tuition increase, and 84% of the funds coming in will not get back into where they have been cut but into academics. He said he would know more next week when the Governor makes his decision. The Governor will have discretion as far as the stimulus block grants are concerned. When the Governor decides how the stimulus money will be divided, the

University has to have programs ready to go and in place to use the stimulus money. Richard stated he would send the UPRAC members a copy of the list for stimulus money use. He said that the Efficiency and Effectiveness Committee had come up with a few short term cost-cutting ideas and one revenue generating idea and shared the ideas with UPRAC. He asked the group if there were any more budget related questions. There were none.

V. Report on Efficiency and Effectiveness Committee – [attachment 3](#)

Richard Brown thanked Deborah Arfken for her leadership with the Efficiency and Effectiveness Committee. Deborah asked that the UPRAC committee review the list ideas the EEC had proposed and see if anything else needed to be added to the main list of ideas. Richard asked UPRAC to recommend moving the list forward to the Executive Team. All members agreed.

Deborah stated that one other item on the list that will be looked into and studied is the use of VOIP on campus. This may take place in the next couple of years.

VI. Report on Diversity Funding

Deborah Arfken stated that this agenda item would be deferred to the next UPRAC meeting.

VII. Update on Strategic Plan accomplishments

Deborah Arfken informed UPRAC that this item would also be deferred to the next meeting but asked the group to look over the list of accomplishments.

VIII. Closing Remarks

Deborah Arfken thanked everyone for coming and for their hard work.

The meeting was adjourned at 5:15 PM.

Submitted by
Deb Montgomery
March 18, 2009

Ad hoc Committee for Community Engagement Report to UPRAC

IV. Guidelines and Criteria for Partnerships

The committee reviewed the criteria adopted by California State University at San Bernardino and by Middle Tennessee State University for defining effective partnerships and found the following applicable to UTC:

- A. First and foremost, there must be a significant relationship between university resources and community needs as well as address priorities and issues concerning both entities.
 - The partnership needs to relate to the UTC mission.
 - The relationship should not be parochial.
 - Both partners must benefit; both need to assume risk.
 - The partnership needs to formalize what it is doing when the purpose is right in either for profit or non-profit situations. A MOU, entity to entity, is important.

- B. Partnerships must then meet the following criteria:
 - have a clear purpose(s) and intended outcome(s).
 - define roles and responsibilities of each partner (self interests of each identified).
 - have a workable plan, resources, budget, and realistic time frames.
 - generate measurable outcomes and have proper evaluation processes.
 - present the University in a positive light and lend themselves to being publicized.
 - be committed to sharing and reporting the outcomes, knowledge and findings within and beyond the partnership.
 - ensure that all reporting processes provide proper credit to those partners who actively produced the outcomes.
 - have identified champions with clearly defined responsibilities

II. Suggestions for Naming the “Portal”

Definition of portal: an organizational structure, office for first point of contact

- Office for Engagement
- Office for Community/University Partnerships
- Office for Community/University Partnership Development
- Community/University Partnership Development Portal
- **Partnership Development Portal: Office of Community/University Engagement** The committee agreed on this name.

III. Recommendations for Implementation of the Portal

- A. There should be an office reporting to the provost and staffed to provide coordination for the following:
- maintain a Web page that is prominent on the UTC Web site
 - initiate and support an advisory committee that has a body of shared knowledge
 - provide a place to gather
 - have access to exploratory funding; e.g., \$20,000 initially
- B. The office should also maintain the following “big picture” responsibilities:
- Facilitate and evaluate requests for partnerships
 - Do developmental work
 - Monitor partnerships
 - Be knowledgeable about resources, people, etc.
 - Record and publicize outcomes
 - Work with college deans
 - The “portal” director needs to have a bona fide compensation

Submitted by committee members

Karen Adsit

Deborah Arfken

Jim Bowman

Deb Montgomery

Andy Novobilski

Fred Obear

Meredith Perry

John Riddell

Kim White



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MEMORANDUM

TO: Dr. Richard Brown
 Vice Chancellor for Finance and Operations

FROM: Deborah Arfken
 Chair, Efficiency and Effective Committee

DATE: February 27, 2009

SUBJECT: List of Top Five Ideas Plus One

Working in subgroups and as a committee of the whole, the members of the Efficiency and Effectiveness Committee have completed the immediate charge you gave us to examine issues of revenue enhancement and efficiency and effectiveness--both short and long term—for the administrative side of the campus.

This report brings the top five ideas for cost-cutting and the one suggestion for generating revenue developed by the EEC committee members and gathered from submissions on the EEC Web page. They are listed as follow without priority order:

<u>Top Cost-cutting Suggestions</u>	
<u>Recommendations savings</u>	<u>Cost</u>
<ul style="list-style-type: none"> • Eliminate the Chancellor’s picnics 	\$18,000
<ul style="list-style-type: none"> • Review all campus positions using an organizational development perspective. Are we staffing for strategic purposes to meet UTC goals? Compare the positions to those at peer institutions/campuses. --Examine positions/workflow/procedures and policies 	TBD

--Share positions between departments where appropriate

- Reduce the number of personal printers by networking them. Standardize types of printers and software. \$50,000
- Conduct an audit of energy efficiency, devise a plan to implement changes, and develop policies and procedures that create incentives to save energy. Then reinvest the savings in continuing sustainability ventures. \$500,000
Early steps: Turn off computers, lights, etc. when not in use; reduce the temperature by 10 percent in UTC buildings where appropriate (some buildings have live animals for research that might be affected deleteriously).
- Reduce the number of commencement ceremonies. \$20,000
- Review the number of computer labs on campus and standardize equipment and software where appropriate \$50,000

Top Revenue-generating Suggestions

Recommendation Revenue

Potential

- Extend regional tuition discount to graduate students TBD

The committee also recommends that the use of voice-over-internet (VOIP) be considered when the present telephone contract expires.

During its discussions, the committee spent considerable time on concerns that do not appear on the top five list because, while they concern the university at large, they are particularly the domain of Academic Affairs. Two instances involve course delivery and partnership among the UTC colleges. Committee members endorse the development of more online courses and would like to see more sharing of courses among the colleges. A culture of “silos” is blocking academic innovation. Other suggestions involve UT system-wide matters, such reducing the size of the motor pool and initiating a per-credit tuition model.

Would you like to meet with the committee to share your reactions to this report?

You don't ever want a crisis to go to waste. - Rahm Emanuel

Submitted on behalf of the committee members:

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

Attachments:

Minutes for the December 16, 2008; January 9, 2009; January 23, 2009; February 6, 2009; and February 20, 2009 meetings

**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

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)