

MEMORANDUM

Office of the Chancellor
 101 Founders Hall, Dept. 5605
 615 McCallie Avenue
 Chattanooga, TN 37403-2598
 Phone: (423) 425-4141
 Fax: (423) 756-5559
 www.utc.edu

TO: Ms. Terry Denniston
 Ms. Barbara Verhine

FROM: Dr. Roger G. Brown, Chancellor *Roger G. Brown*

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Terry and Barbara, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Chancellor's Office for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a "refocus" of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of "Achieving Institutional Distinctiveness" with an overarching goal to become a Top 5 Southern Master's University.

I am pleased to inform you that based upon the recommendation of campus Chief Financial Officer Dr. Richard Brown, working in strong collegial consultation with my office and your colleagues on the executive team, the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13	\$1,012,774	Strategic Initiatives
Recurring Funds:		
• Operating Budgets	\$10,053	Institutional Reputation
• State Mandated Salary Increase & Benefits—2.5%	\$19,128	Resource Development
Total New Budget Allocations	\$29,181	


To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional "financial rebalancing" has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

C: Dr. Richard Brown
Ms. Vanasia Parks
Mr. Danny Grant
Mr. Tyler Forrest ✓
Dr. Deborah Arfken

MEMORANDUM

TO: Dr. Mary Tanner, Interim Provost

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Dr. Tanner, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Division of Academic Affairs for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that based upon the recommendation of campus Chief Financial Officer Dr. Richard Brown, working in strong collegial consultation with my office and your colleagues on the executive team, the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13	\$48,951,035	Strategic Initiatives
Recurring Funds:		
• Faculty Positions-Phase 3 of Instructional Rebalancing	\$1,000,000	Institutional Reputation, Student Success
• Faculty Positions-Permanent Contingent for Road Block Courses	\$300,000	Institutional Reputation, Student Success

• Operating Budgets - Academic Affairs	\$150,000	Institutional Reputation
• State Mandated Salary Increase & Benefits—2.5%	\$1,117,493	Resource Development
• Faculty Market/Equity Pool & Benefits	\$242,000	Resource Development
• Faculty Promotions & Rollovers	\$180,000	Resource Development Institutional Reputation
• Part-time Instructional Budget	\$300,000	Student Success Institutional Reputation
• Library Fee	\$543,387	Resource Development Institutional Reputation
Nonrecurring Funds:		
• Part-time Budget Instruction	\$500,000	Student Success Institutional Reputation
• Lab/Course Fees (FY 13 Est) – See Attached Schedule	\$748,258	Student Success Resource Development
Total New Budget Allocations	\$5,081,138	

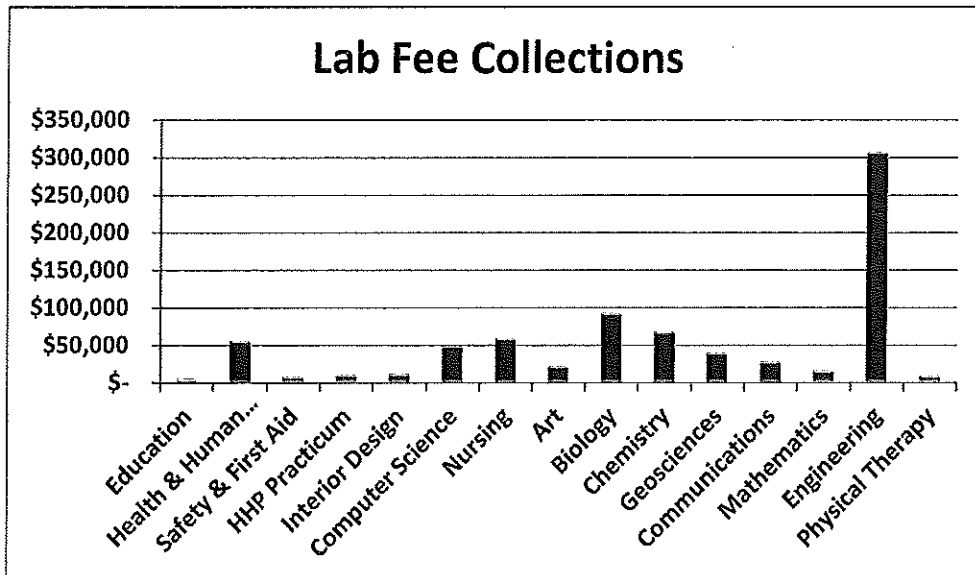
To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional “financial rebalancing” has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

C: Dr. Richard Brown
 Ms. Deborah Hyde
 Ms. Vanasia Parks
 Mr. Danny Grant
 Mr. Tyler Forrest ✓
 Dr. Deborah Arfken
 Ms. Terry Denniston
 Ms. Barbara Verhine

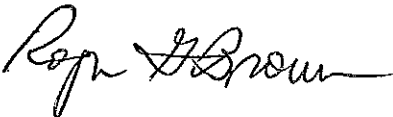
The University of Tennessee at Chattanooga
Lab/Course Fee Collections
FY 2011 - 2012

Lab/Course Fee	Collections
Education	\$ 3,416
Health & Human Performance	53,604
Safety & First Aid	6,432
HHP Practicum	8,876
Interior Design	9,225
Computer Science	47,123
Nursing	56,696
Art	19,572
Biology	89,926
Chemistry	65,068
Geosciences	37,770
Communications	25,234
Mathematics	13,786
Engineering	304,325
Physical Therapy	7,205
Total	\$ 748,258



MEMORANDUM

TO: Dr. Richard L. Brown, CFO and Sr. Vice Chancellor

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Richard, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Division of Finance, Operations, and Information Technology for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13 (Inclusive of Fees)	\$13,543,455	Strategic Initiatives
Recurring Funds:		
• Operating Budgets	\$115,681	Institutional Reputation
• State Mandated Salary Increase & Benefits—2.5%	\$255,675	Resource Development
• Maintenance & Operations of Physical Plant	\$100,000	The Built Environment
• Chief Information Officer & Benefits	\$175,000	Resource Development Institutional Reputation

• Banner Position & Benefits	\$80,442	Resource Development Institutional Reputation
Total New Budget Allocations	\$726,798	

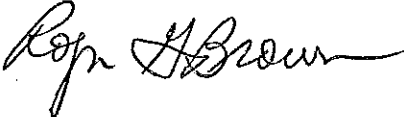
To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional “financial rebalancing” has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

- C: Ms. Vanasia Parks
 Mr. Danny Grant
 Mr. Tyler Forrest ✓
 Dr. Deborah Arfken
 Ms. Terry Denniston
 Ms. Barbara Verhine

MEMORANDUM

TO: Dr. John Delaney, Vice Chancellor

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

John, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Division of Student Development for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that based upon the recommendation of campus Chief Financial Officer Dr. Richard Brown, working in strong collegial consultation with my office and your colleagues on the executive team, the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13 (Inclusive of Fees)	\$3,810,394	Strategic Initiatives
Recurring Funds:		
• Operating Budgets	\$16,216	Institutional Reputation
• State Mandated Salary Increase & Benefits—2.5%	\$44,570	Resource Development
• Counseling Center/OSD Position (Includes Benefits)	\$65,000	Student Success and Satisfaction
• SAF Allocation Adjustment from Athletics	\$324,062	Student Success and Satisfaction
Total New Budget Allocations	\$449,848	


To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional “financial rebalancing” has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

C: Dr. Richard Brown
Ms. Vanasia Parks
Mr. Danny Grant
Mr. Tyler Forrest ✓
Dr. Deborah Arfken
Ms. Terry Denniston
Ms. Barbara Verhine

MEMORANDUM

TO: Ms. Laura Herron, Athletics

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Laura, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Division of Athletics for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that based upon the recommendation of campus Chief Financial Officer Dr. Richard Brown, working in strong collegial consultation with my office and your colleagues on the executive team, the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13 (Inclusive of Fees)	\$10,851,207	Strategic Initiatives
Recurring Funds:		
• State Mandated Salary Increase & Benefits—2.5%	\$110,501	Resource Development
• Athletic Fee Operating Support	\$965,938	Resource Development Institutional Reputation
Total New Budget Allocations	\$1,076,439	

To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional “financial rebalancing” has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

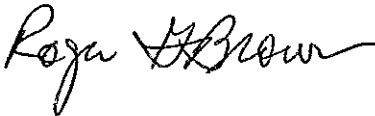
On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

C: Dr. Richard Brown
Ms. Vanasia Parks
Mr. Matt Pope
Mr. Danny Grant
Mr. Tyler Forrest
Dr. Deborah Arfken
Ms. Terry Denniston
Ms. Barbara Verhine

MEMORANDUM

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TO: Mr. Chuck Cantrell, Associate Vice Chancellor

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Chuck, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Division of University Relations for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that based upon the recommendation of campus Chief Financial Officer Dr. Richard Brown, working in strong collegial consultation with my office and your colleagues on the executive team, the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13	\$811,010	Strategic Initiatives
Recurring Funds:		
• Operating Budgets	\$8,050	Institutional Reputation
• State Mandated Salary Increase & Benefits—2.5%	\$19,284	Resource Development
• University Relations Photographer & Benefits	\$35,000	Engagement with Partnerships, Communication and Marketing
Total New Budget Allocations	\$62,334	

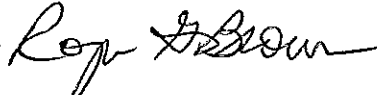
To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and how the fourth year of institutional “financial rebalancing” has enabled your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

C: Dr. Richard Brown
Ms. Vanasia Parks
Mr. Danny Grant
Mr. Tyler Forrest ✓
Dr. Deborah Arfken
Ms. Terry Denniston
Ms. Barbara Verhine

MEMORANDUM

TO: Dr. Richard Brown, Jr., CFO and Sr. Vice Chancellor

FROM: Dr. Roger G. Brown, Chancellor 

DATE: July 23, 2012

RE: 2012-13 Student Tuition and Fees Allocation Award

Richard, thank you for your management, leadership, and excellent stewardship of the financial and operational resources within the Finance, Operations, and Information Technology Division (Institutional Funds) for the 2011-12 fiscal year. We have accomplished many significant milestones during the last fiscal year to include SACS reaffirmation of institutional accreditation, a new Campus Master Plan, an innovative IT Master Plan, finalization of our Quality Enhancement Plan (QEP), enhanced compensation planning, and a “refocus” of our Strategic Plan. While the economic outlook for the State of Tennessee and higher education continues to show signs of improvement, we remain resource challenged and must continue our collaborative work to stabilize our competitive position. Yet, our efficient and effective utilization of our fiscal assets has created a framework for institutional growth, program quality and successful delivery of our mission. The refocused Strategic Plan will center upon the concept of “Achieving Institutional Distinctiveness” with an overarching goal to become a Top 5 Southern Master’s University.

I am pleased to inform you that the following **recurring/permanent base budget funding** is hereby awarded for distribution within your appropriate units for the **2012-13 fiscal year**:

Estimated Beginning Budget FY 2012-13 (Inclusive of Fees)	\$42,014,755	Strategic Initiative
Recurring Funds:		
• Utilities	\$200,000	The Built Environment
• Staff Market/Equity Pool & Benefits – Allocated by HR	\$242,000	Resource Development
• State Mandated Benefits (Insurance, TCRS, 401k)	\$557,200	Resource Development
• System Recalibration (1/3 in FY 12-13)	\$577,334	Resource Development
Total New Budget Allocations	\$1,576,534	

To ensure accountability goals and strategic planning metrics are achieved by this award, I respectfully request that you present a summary report to UPRAC this Fall of the designated use, impact, and the third year institutional “financial rebalancing” effect these funds have made towards enabling your units to meet the core mission of our university. You may contact Mr. Danny Grant, Director of University Budget, to determine appropriate accounts to place your new revenues and finalize the allocation transactions.

On behalf of our institutional planning team, congratulations and thanks for what you and your colleagues do every day to achieve excellence, quality, and mission delivery.

- C: Dr. Richard Brown
Ms. Vanasia Parks
Mr. Danny Grant
Mr. Tyler Forrest ✓
Dr. Deborah Arfken
Ms. Terry Denniston
Ms. Barbara Verhine
Mr. Tom Ellis