

# MEMORANDUM

**TO:** Dr. Roger Brown, Chancellor  
Dr. Phil Oldham  
Mr. Bob Lyon  
Mr. Rick Hart  
Dr. John Delaney

**FROM:** Richard L. Brown, CFO and Sr. Vice Chancellor for Finance and Operations

**DATE:** February 6, 2012

**SUBJECT:** **2012-13 UTC Unrestricted Operating Budget Instructions**

Welcome to the 2012-13 budget and financial planning operating year. Again, I am pleased to report a balanced University budget for the year ending June 30, 2011. Each major operating division has managed our fiscal resources exceptionally well! This outstanding stewardship helped our institution navigate the challenging and sometimes turbulent economic conditions that have impacted the higher education environment. The UTC spirit of collaborative planning, shared vision, and strategic alignment of resources have positioned us to attain continuous quality improvement, exponential enrollment growth, and “institutional financial rebalancing” that supported the delivery of our core mission to provide exceptional academic instruction. Staying true to a primary planning principle of “protecting the quality of instruction” has proven to be a sound strategy given our overall achievements attained relative to many benchmarked performance metrics. Our university, along with the majority of public universities, saw some \$14.7 million in reduced State appropriations over the last five year budget cycles. With many of the extraordinary challenges of these limiting dynamics now behind us, we enter into the 2012-13 budget cycle leaner, yet more efficient and operationally confident in our ability to deliver the highest value to our students and citizens within the region we serve. Our success has been largely driven by effective leadership, shared governance collaboration, transparent financial planning, and the commitment of will to align resources to our strategic plan agenda. This strategy has produced enormously positive outcomes that we proudly offer to other institutions of higher learning who face similar challenges of organizational restructuring, economic threat, and the vicissitudes of change that flow from declining revenue streams. The primary financial planning focus for 2012-13 and beyond will be to align resources for attainment of “Top 5” southern regional universities positioning. Data driven assessment, synergistic alignment of our goals, and

strategic planning will ensure we position the institution for progressive and sustainable competitive positioning.

### **Current Financial State and Achievements**

I am pleased to report our current financial position is strong and provides a platform for continued institutional success:

- All major recurring base budget reductions have been completed and new momentum to improve operating and compensation line items are high priority goals.
- A three-year financial “Rebalancing Plan” is in place.
- **Instruction** continued to be protected **from major reductions** ensuring **academic quality and student progress**.
- **Operating Budgets** – We continue rebuilding efforts along with selected position replacements.
- We have funded the QEP – and additional faculty positions.
- Our Institutional Fund Balance is the largest in our history - **\$5.5 million**.
- Auxiliary Services are strong – Food Services, Housing, Bookstore and IKON Services all deliver to the bottom line.
- Our bonded **Debt Rates** are quite low, **\$44.7 million** with dedicated revenue streams to retire the debt.
- **Enrollment Growth** – Revenues continued to offset major reductions recurring base budget reductions and will be used again to offset 2012-13 State reductions.
- **\$25 million in Stimulus Funds** – We completed our use of ARRA/MOE funds for equipment, technology, operations, capital improvements, sustainability projects and now are in the audit phase.
- We continued to budget to our Strategic Plan while ensuring full fiscal transparency.
- We continued some focused attention to market/equity adjustments to ensure a competitive workforce.
- Longitudinal sustainable energy management projects resulted in a \$35 million cost avoidance.
- Full 10 year reaffirmation of accreditation in 2011 by SACS reflecting sound financial practices and planning.
- Full reaccreditation of every major academic program.
- Enhanced technology upgrades across the institution.
- Significant improvements to academic instructional and research facilities.
- Stabilization and protection of our core instructional units from base budget reductions.
- An infusion of **\$5.6 million in new recurring allocations** to Academic Affairs since 2009, or **59%** of all new revenues entering the base budget.
- Full funding of the QEP, both operational expenses and personnel-related costs.
- A new Library Fee to generate some **\$568,000** of recurring revenues to enhance library operations.
- New specialized academic support lab fees of over **\$2,272,550** since **2008-2011**.
- Support **for part-time instruction** and compensation enhancements.
- We have added **over 59 new positions** to Academic Affairs to include:
  - 6 new academic advisors.
  - 13 academic support positions.
  - 40 instructional support positions including lab technicians, lecturers, and professors.

- **Enrollment growth “recurring revenues”** of some **\$2,375,000** have been allocated to the Academic Affairs budget since 2009-2012 for operating budgets, graduate assistantships, and faculty and staff positions.

### **Budget Issues 2011-12—2012-13**

- Continued financial “rebalancing” in support of instruction and academic quality.
- Alignment with the new UT System Strategic Plan.
- QEP – sustainable implementation.
- Compensation/equity plan for faculty and staff—3-5 year comprehensive plan.
- Enhanced operating budget support.
- Maintenance and Operations costs for increased square footage along with sustainability and energy costs containment.
- Control of System costs.
- Compliance with Complete College Act of Tennessee.
- New Complete College Act funding formula metrics - measures that produce Bachelor’s degree graduates.
- Implementation of IT Master Plan.
- Retention of students at all levels.
- New student housing complex.
- Online education for competitiveness
- State appropriation decline.
- Tuition and fees benchmarking.
- “Top 5” financial indicators.
- Fundraising as an alternative source of new revenues.

The University of Tennessee at Chattanooga (UTC) is ready to resume planning its **unrestricted operating budget for 2012-13 fiscal year**. Now that the third year of our institutional-wide Strategic Plan has been completed, a continuing major element of the implementation phases of this important work was to identify fiscal and other resource allocations to support articulated programmatic and institutional priorities. We **organized and implemented a new fiscal planning and oversight model for UTC** to ensure financial and other sustainable goals of the institution were monitored and assessed at the “macro” level. The process has proven to be very effective in our navigation of turbulent economic waters. The **University Planning Resources and Advisory Council (UPRAC)** was created with broad university representation/participation and was chaired by Chancellor Roger Brown, and co-chaired by Provost Phil Oldham and CFO and Sr. Vice Chancellor and for Finance and Operations Richard Brown. Final advisory consideration and recommendations for resource allocations support will again be reviewed by the UPRAC membership. The continuing work of the university fiscal planning process for 2012-13 will be a **transparent and collaborative approach** involving the collective university community.

### **Grass Roots Budgeting Process**

I am once again asking that **all major units and departments** of the university **conduct very in-depth budgeting, financial planning, and resource allocations discussions within their units and ensure your affiliated faculty and staff members are invited to participate in:**

1. A planning exercise to **fully understand the current base budget and fiscal resources** allocated to your area.
2. The development of a **three-year phased fiscal strategy** to identify and recommend resource support for your units as we continue to recover from an economic decline and look to future improvements.
3. The **review and assessment of your current expenditures and revenues** to identify a possibility of any **internal re-allocation** of resources to identified priorities.
4. Program review to determine **viable benchmarks** for any recommendations for continuing funding support of existing or new programs.
5. An in-depth discussion to ensure all requests for fiscal resource allocations **link synergistically** with our **Strategic Plan and institutional effectiveness metrics**.

**It is important that every university employee be given the opportunity to participate and actively engage in budget discussions at the “grass roots level.” The University Budget Office will be available to sit in on your budget discussions to ensure accurate and timely budget information is presented to your units. We further encourage the management team to allow faculty and staff to attend any open budget presentations conducted by the University and give viable feedback to our leadership team.**

### **Electronic Budget Submission**

To assist us in preparation of the unrestricted operating budget, please see **the Preparation of the 2012-13 Annual Operating Budget Instructions**. We ask that each major budget entity submit your budget by email to the appropriate Vice Chancellor for aggregation into a collective fiscal needs report for each division. Our budget planning documents have been updated and now contain valuable historical financial profile information to assist you with your three-year budget projections.

**Enhanced Budget Communication—Assessment—Budget Website:** We will continue to provide complete **transparency of the entire budget process via our website** to strengthen our ongoing efforts to enhance communication and knowledge of the budget process and related financial decisions. You may access the budget website at <http://www.utc.edu/budget/>. **We will also provide an online budget feedback program to allow for a broad base of ideologies and feedback to University planners.** The new **“Budget Chatt”** link and blog can be found at <http://www.utc.edu/budget/>. Please take full advantage of this new communication tool.

It is important that each of you ensure full participation of your staff in the development of your budget requests at the departmental level.

**Linking University Budget and Resource Allocations to Strategic Planning:** The University continues to build on its comprehensive strategic plan. The overall focus of this effort centers around “We Shall Achieve: Excellence through Partnerships.” Future resource allocations shall be strategically linked to the following initiatives:

- Partnerships for Students (Teaching and Learning)
- Partnerships for Education and Research
- Partnerships for Diversity
- Enabling Partnerships

- Compliance with the Complete College Act of Tennessee
- Academic goals identified in our GAP Analysis Report
- Metrics benchmarked by our “Top 5” goal attainment
- Enhancing the built environment and campus master planning
- Transparent and data driven decision making

As a metropolitan university, our strategic direction focuses on internal and external partnerships designed to advance the educational, societal, and economic development goals of our university. Guided by our mission and core values, our budget and resource allocation process will seek to allocate current revenues and develop new resources on the basis of mission, value and performance. Broadly, our financial planning and allocations processes will hold the students, faculty, and staff of the university accountable for the success of the strategic goals.

UTC must link strategically to the UT System’s broad strategic goals, and we should also remain sensitive to compliance with the following goals and performance measures:

- Education Excellence:** Raise UT’s academic quality, stature, and impact.
- Economic Development:** Strengthen University research capacities to provide solutions for critical problems.
- Celebrate Land Grant Mission:** Enhance outreach and engagement activities.
- Best In Class:** Ensure infrastructure and practices align with success.

**University Planning Resources and Advisory Council (UPRAC 2012):** The University strategic planning process created a broad-based constituent group to review, assess and recommend to the Chancellor and the Executive Team financial and other resource allocations at the “macro” level. Central to the overall effective implementation of an institutional strategic plan was the creation of an effective university resources allocations model. Therefore, institutional budgeting, **which is a process to make decisions that distribute resources and enable actions**, is the critical process by which the organization **carries out its plans, signals its priorities, and provides the mechanism through which positive incentives for change can be created.**

The University Planning Resources and Advisory Council (UPRAC) has been historically charged with the development of a synergistic model for the review and implementation of the broad goals identified within the UTC Strategic Plan. The committee continues to be enormously successful with establishing a set of criteria that guides the allocation of resources across the university, creating dialogue and transparency in the financial planning process. The committee will continue to review, assess, and set resource planning and fiscal allocation priorities for the institution at the “macro” level. To the greatest extent possible, resource allocations will be linked to strategic priorities and performance assessment. In addition to review of budget and financial planning activities, UPRAC will review and advise the Chancellor and Executive Team regarding additional types of resource-driven planning activities to include:

- Research and outreach
- Entrepreneurship and innovation
- Technology master planning, both instructional and operational
- Support Service Centers
- Campus Master Planning
- GAP Analysis and Program Review
- Efficiency and Effectiveness Projects
- Community-based Engagement
- Comprehensive Compensation Plan
- Sustainability goals

UPRAC has already achieved the goal of helping transform the university’s budgeting, allocations, accountability, and assessment processes. The meetings and work of the UPRAC shall continue to be contemporaneous with the fiscal and institutional planning processes both internal and external to the university. This work will include review of the UTC budget process, UT System fiscal and strategic planning, THEC, State of Tennessee Finance and Administration, and the State Legislature of Tennessee’s financial planning efforts.

### UPRAC 2012

<b>Chaired by Chancellor</b>	Roger Brown
Vice-Chaired by Provost & Sr. Vice Chancellor	Phil Oldham
Vice-Chaired by CFO & Sr. Vice Chancellor	Richard Brown
<b>Members:</b>	
Chancellor	Roger Brown
CFO & Sr. V.C. for Finance and Operations	Richard Brown
Provost & Sr. V. C. for Academic Affairs	Phil Oldham
V. C. Student Development	John Delaney
V. C. for University Advancement	Bob Lyon
V. C. & Director for University Athletics	Rick Hart
Chair, Exempt Staff Council	Jean Dake
Director, Access & Diversity	Bryan Samuel
President, SGA	Shalin Shah
Chair, Employee Relations Council	Kelly Griffin
President, Faculty Senate	Vicki Steinberg
Chair, CADH	Lee Harris
Faculty Senate:	
Representative	Lyn Miles
Budget & Economic Status Committee	Parthasarati Dileepan
Graduate Student Association	Shelbey Thompson
Graduate Council	Gene Schlereth
	Randy Walker
Representative from Council of Deans	Will Sutton
University Planning Coordinator	Deborah Arfken
Chair, Diversity Initiatives	Yancy Freeman

<b>Ex Officio Support Members:</b>	
Chief of Staff	Terry Denniston
Associate Vice Communication & Marketing	Chuck Cantrell
Associate Vice Chancellor Business & Finance	Vanasia Parker

Director of Institutional Planning	Richard Gruetzemacher
UC Foundation Chair	Tom Griscom
Chancellor's Roundtable Chair	Lynda Hood
Alumni Board Chair	Scott LeRoy

**State Appropriations:** The current UT Chattanooga base state appropriation for **2011-12** is **\$33,959,100**. The Tennessee Higher Education Commission recently met in November 2011 and recommended new funding allocations to the Governor of Tennessee and our State Legislature. The Higher Education Funding Formula generates new performance driven and outcome based multi-variate calculation for all public universities within our state. The general methodology behind the new THEC formula is as follows:

### THEC Outcomes-Based Funding Formula

- **Outcomes Based Model – Not Enrollment Driven**
  - Degree Production
  - Student Retention
  - Research
  - End of term enrollment
  - **Timely Progression** toward a degree
- Adult and low income students are “**Counted Extra**”
- Outcomes based on Institutional Mission and started **Basic Carnegie Classification**
- Highest Priority given to **number of Bachelor’s Degrees attained**
- Weighted by **Graduation Rates** – Not number of Degrees
- Implementation during **2011-12** Budget Cycle
- Designed by a comprehensive “Formula Review Committee”
- UTC performance during 2011-12 resulted in a net funding formula loss of (\$201,200), which was offset by a one-time hold harmless phase-in appropriation of \$205,100.

### 2012-13 THEC Funding Recommendations

- Continued focus upon faculty and staff salaries.
- **3-7% Tuition and Fee Increase**—for public 4-year institutions. The increase percentages are **fluid, based on the state appropriations recommended by the Governor, with final authorization by the UT Board of Trustees.**

**Tuition and Fees:** The tuition and fees increase assumption will likely be in the range of **3-7%** for the University of Tennessee campuses. The Complete College Tennessee Act requires THEC to make student fee recommendations concurrent with the state appropriations recommendation. Based upon staff analysis, **THEC recommends a 3-5% minimum** for public four year universities and a 3-5% tuition increase at community colleges. This recommendation is contingent on a scheduled **3-5% reduction in state appropriations**. THEC further recommends that UT and TBR Systems further review and implement a policy of differential tuition rates, which might consider program costs or other factors to establish the price of course delivery within targeted disciplines.

Governor Bill Haslam has indicated a desire to enhance his support for higher education and K-12 education. While State revenues are on an upward trend, the State Finance Commissioner has already indicated some caution and concern regarding revenue projections for the state. Overall, the national economy is improving, but still facing challenges and uncertainty given international financial events. While our current year allocations appear stable, the 2012-13 year will again prove to be a challenging one, and **reduced state appropriations may have a “limiting” effect on new funds for growth and sustainability for 2012-13.**

We will continue to be challenged with the need for K-12 support of the BEP (Basic Education Program), healthcare and other state priorities that rank in higher priority than higher education. **Please bear in mind support for higher education is “discretionary” by the State Legislature.**

Our commitment and continuing challenge will be to keep tuition and fees at a reasonable level to support access for students across the state. The UT President will ask the Governor and State Legislature for attention and support for a UT compensation plan and other operating support.

**Governors FY 2013 Budget for Higher Education**

Governor Bill Haslam has proposed one of the strongest investments by the State of Tennessee for higher education within its last 10 year history. His 2012-13 recommendations include:

- 2.2 reduction in recurring appropriations for UTC totaling **\$711,000.**
- Increase in higher education pool (outcome production) of **\$10,571,300** for UT System entities.
- 2.5% State funded salary pool increase: **\$12,168,100.**
- Funding for group health insurance premiums: **\$3,438,900.**
- TCRS contribution: **\$256,300.**
- 401(k) match moved from non-recurring to recurring: **\$2,838,100.**
- Outcome formula implementation adjustments: **\$2,560,200.**
- Capital maintenance: **\$32.3 million** (UTC has 2 projects funded from the list).

I remain quite pleased and optimistic with the newly focused support for higher education by State government leadership.

**THEC Recommendations-Capital Projects:** The recommendations by the Tennessee Higher Education Commission for UTC include capital **maintenance appropriations** for the following projects:

**Capital Maintenance  
Funded by the State Legislature 2011-12**

Holt Hall Improvements.....**\$7,450,000**

**Capital Outlay**

While UTC has no capital outlay projects recommended for 2012-13, several significant projects, including new projects, are working their way up the funding priority ladder:

**UT System  
Position**

3	Life Sciences Laboratory Building.....	<b>\$59,500,000</b>
12	Fine Arts/Lupton Building Renovation.....	<b>\$31,500,000</b>
14	Health Sciences Building.....	<b>\$49,100,000</b>

**Self-Liquidating Projects**

These projects are identified as those funded from gifts or other restricted revenue streams:

Lupton Library Classroom Retrofit.....	<b>\$3,500,000</b>
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**Capital Maintenance Projects  
FY 2012-13**

Campus Safety & Security Improvement.....	<b>\$3,700,000</b>
Grote Hall Roof Replacement.....	<b>\$1,200,000</b>
CEP Chiller #4 Install & Oak St. Distribution.....	<b>\$4,000,000</b>

**Self-Liquidating Projects  
FY 2012-13**

Arena Seating and Curtain System Improvement.....	<b>\$1,200,000</b>
Housing Fire Alarm and Sprinklers.....	<b>\$1,200,000</b>
Parking Lot Improvements.....	<b>\$800,000</b>

## Capital Project Status Report December 2011

Capital Project	Amount Funded (Authorized)	Architect/Engineers	Design Start Date	% Design Complete	General Contractor	Estimated Construction Duration	Est./Actual Construction Start Date	Est./Actual Construction Complete	% Construction Complete
New Library Building	\$48,000,000	DHW/Artech	May 2008	100%	Rentenbach Constructors	24 months	Jan 2010	Apr 2013	20%
Metro Renovation, Phase II	\$4,600,000	Franklin Architects	Sep 2010	100%			Apr 2012	Feb 13	
Stagmaier Hall Housing Restoration	\$3,500,000	TWH Architects	Aug 2010	100%	J&J Contractors	10 months	Oct 2011	July 2012	10%
ADA Improvements Phase III	\$450,000	Planning Associates	Mar 2010	60%			TBD		
Bretske Hall Improvements	\$1,540,000	Hefferlin + Kronenberg	Aug 2010	100%	<i>On Hold exploring LEED</i>	9 months	Apr 2012	Dec 2012	3% (abatment)
MacLellan Gym Improvements	\$1,350,000	MEP Engineering	Oct 2010	25%			TBD		
Campus Landscape Improvements, Phase II	\$2,300,000	Ross/Fowler	Jun 2011	35%			May 2012		
Holt Hall Improvements	\$7,450,000	Artech	TBD	0%			TBD		
Lupton Building Classroom Retrofit	\$3,500,000	DHW	TBD	0%			TBD		
<b>Total Capital Program</b>	<b>\$72,690,000</b>								

**Compensation/Internal Salary Equity:** The University Planning Resources and Advisory Council will discuss and consider whether any **additional funds can be added to support the institution’s progress and momentum** towards our **campus-wide compensation planning** efforts, to include a review of salary equity and compression issues for faculty, exempt staff and non-exempt staff personnel. Our goals will consider a **3-5 year phased plan** to move all faculty and staff to peer competitiveness based upon collaborative methodology and benchmarks.

**Enrollment:** UTC’s enrollment continues towards an upward trend, with a **6.1%** increase in 2011-12, which is one of the highest enrollment increases of any comprehensive university in the state of Tennessee. This trend has caused the institution to surpass a milestone of 11,000 students and we are progressively moving to the 12,000 student benchmark. Such enrollment growth remains consistent with the prior University Five-Year Strategic Plan, which assumed an enrollment growth of 3-5% during that planning period. Our 21st Century Strategic Plan will continue a focus on enrollment management and retention, to include student access and student success. A five-year data review by THEC indicated UTC was one of the leading campuses in Tennessee for growth in first-year freshmen. Chancellor Brown has initiated an enrollment management review via collaboration with the Academic Affairs and Student Development Divisions. This work will prove critical to many assessment benchmarks within our Strategic Plan, as well as serving to define our student profile and academic program design in the future. Enrollment management can further add to the alternative sources of revenue streams that will be essential for future institutional resource support. Enrollment growth for 2011-12 is projected to conservatively infuse some \$2 million of recurring dollars to the university base budget.

The UPRAC is encouraged to review numerous programs and operations that impact our resources and fiscal position, to include the current **scholarship allocation program**, the **Student Success Center**, and the “**pilot**” implementation of the “**Border Access/Tuition Discounting**

**Program**” for North Georgia and North Alabama contiguous counties now extended to graduate students. A strategic focus on recruitment, retention, and persistence to graduation should further stimulate significant institutional review. A focused effort should be given towards examining our ability to deliver rigorous and quality online instruction. We must continue our **collaborative work** with our **community college** partners on **transparency of articulation** and other student transfer strategies to include an enhanced transfer scholarship fund. A vigorous **university-wide marketing plan** should be considered to keep our enrollment strategies and goals on target. University residential communities will continue to play a significant role in our enrollment management goals. While our current housing occupancy rates exceeded 99% in 2011-12, we must be vigilant in our efforts to plan for new housing opportunities and effectively manage our existing units well.

**Communication Charges:** The Sr. Vice Chancellor for Finance & Operations will continue to present a budget to **centrally include charges for telephones**, with the exception of Auxiliary Services. Units should include additional costs if they intend to expand their present service; costs for these services are outlined in the budget instructions. Auxiliary units and grant-supported programs should include all telephone charges and/or requirements for information technology and web-based access. We project no increase in these charges for 2012-13.

**Promotions:** Please see the Preparation of the 2012-13 Annual Operating Budget Instructions.

**University Mission:** The University’s institutional vision, mission, and core values are included in the budget document as **Attachment 2**. Budget preparations for each unit must include their individual mission statements. All budget preparation and requested expenditures must relate to the essential elements of our mission, core values and vision statements. Departments shall identify benchmarked outcomes and assessments criteria that seek continuous institutional improvement and support of identified strategic initiatives. Chancellor Roger Brown has requested all expenditures should relate to the university’s **ten strategic goals**, which also link strategically to the goals of the UT System. Those goals are:

- Claiming the assets of technology
- Recruiting, retaining and celebrating diversity (include compliance efforts with UT Statement of Commitment to Diversity and Equal Opportunity). **See Attachment 2A.**
- Improving the potential of partnerships and community outreach.
- Demonstrating accountability.
- Enhancing the learning environment.
- Assessment will drive continuous institutional effectiveness.
- Internationalization and globalization of access, curriculum, and programs.
- Enhance student access and student success.
- Enhance service learning and research components.
- Partner with the region for economic development.

In the spirit of the University Strategic Plan, our fiscal goals will be to support existing partnerships and programs while leveraging support for the development of new critical collaborative partnerships, both internal and external to the university. These measures, along with performance,

outcomes, and assessment responses, will be utilized by the University Planning Resources and Advisory Council (UPRAC) to determine your level of new and continuing funding support for 2012-13 and beyond.

**Campus Budget Hearings:** The campus will convene its preliminary work on **March 7 and March 8, 2012.**

- The campus will meet with university financial staff to review current fiscal position and revenue projections, 2011-12 policies and procedures, with projected “Costs Going Forward” analysis and other assumptions affecting the unrestricted operating budget.
- The campus will hold budget presentations for **major operating units.**

### **Process**

1. Enclosed are the budget guidelines. Please note, the submission of the **2011-12 budget requests should be transmitted by email to the appropriate Vice Chancellor**, and the enclosed instructions explain how submissions should be completed. If you have any questions regarding the submission process, please contact **Danny Grant, ext. 4714, or Tyler Forrest, ext. 5770, for assistance.**
2. This year’s budget planning cycle will consider a **multi-year fiscal planning approach focusing upon long-term and short-term strategic projects and allow for multi-year projects and a phased (successive years) approach to revenue enhancement for major initiatives.** Given we have **experienced historical budget reductions** from the State of Tennessee, a **gradual and phased approach** toward revenue and resource allocations will be utilized to move us towards continuing fiscal stability over the next three-year period: FY 2012-13, 2013-14, 2014-15.
3. **Electronic Budget Worksheet:** In an effort to ensure consistency across all reporting units and to aid in planning for a multi-year budget model, an electronic budget worksheet has been developed. These worksheets will be sent to each Vice Chancellor.

Again, **I encourage you to invite all faculty and staff to attend your departmental budget hearings.** They offer a unique opportunity to learn about the operational needs of your unit, and how budget priorities are determined and allocations appropriated to support departmental missions. At the conclusion of each budget review process by major divisional units, all data and other materials will be **posted to the UTC Budget Office and UPRAC webpages for general review and comments.**

Thank you in advance for your participation in this important university fiscal and operational process.

cc:	Executive Team	Mr. Tyler Forrest
	UPRAC	Mrs. Deborah Hyde
	Area Managers	Mr. Chuck Cantrell
	Mrs. Vanasia Parks	Ms. Terry Denniston
	Mr. Danny Grant	