

Budget Town Hall Meeting



Embracing A Culture of Challenge & Change

Drs. Richard Brown & Jerald Ainsworth

We Shall Achieve

 THE UNIVERSITY OF TENNESSEE
CHATTANOOGA

UPRAC Members

- Chancellor Dr. Steve Angle
- Senior VC, Academic Affairs Dr. Jerald Ainsworth
- Exec. VC, FOIT Dr. Richard Brown
- VC, Development & Alumni Dr. Bryan Rowland
- VC, Athletics David Blackburn
- Dean, Arts & Sciences Dr. Jeff Elwell
- Dean, Business Dr. Robert Dooley
- Int. Dean, Engineering & CS Dr. Nesli Alp
- Int. Dean, Graduate School Dr. Randy Walker

UPRAC Members

- Dean, CHEPS
 - Dean, Honors
 - Dean, Library
 - Assoc. Provost, SLOAA
 - Assoc. VC, CIO
 - Asst. VC, Enrollment
 - President, Faculty Senate
 - Chair, Graduate Council
 - Chair, Acad. Dept. Heads
- Dr. Valerie Rutledge
 - Dr. Linda Frost
 - Ms. Theresa Liedtka
 - Dr. David Rausch
 - Mr. Tom Hoover
 - Mr. Yancy Freeman
 - Dr. Susan Davidson
 - Dr. Beth Crawford
 - Dr. Brian O'Leary

UPRAC Members

- Chair, ERC Ms. Valerah Hodges
- Chair, ESC Ms. Tonia Martin
- President, SGA Mr. Robert Fisher
- President, GSA Ms. Laura Duncan

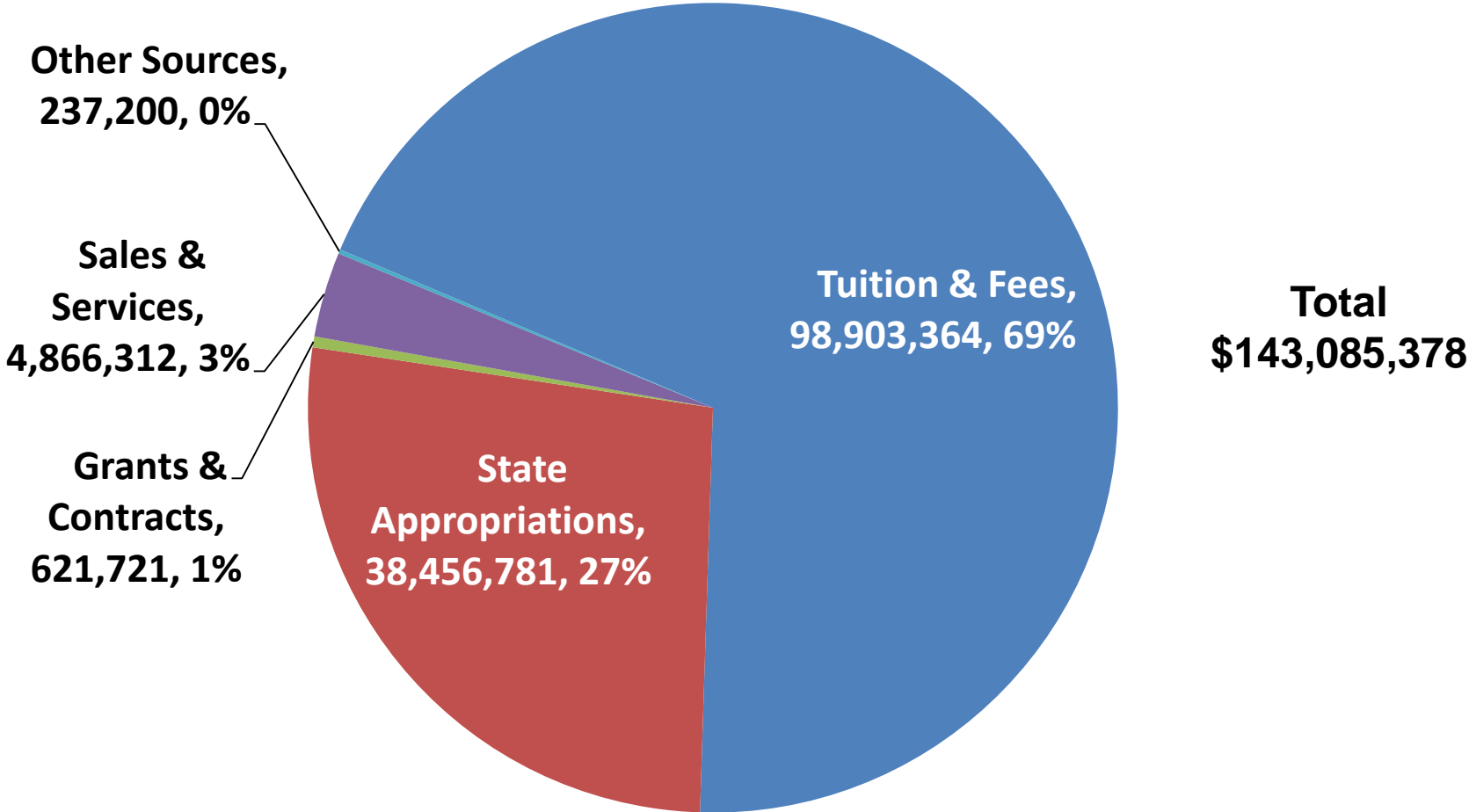
Ex Officio

- Chief of Staff, Chancellor Ms. Terry Denniston
- Sr. Assoc. VC, BFA Ms. Vanasia Parks
- Assoc. VC, Student Dev. Dr. DeeDee Anderson
- Exec. Director, Budget Mr. Danny Grant

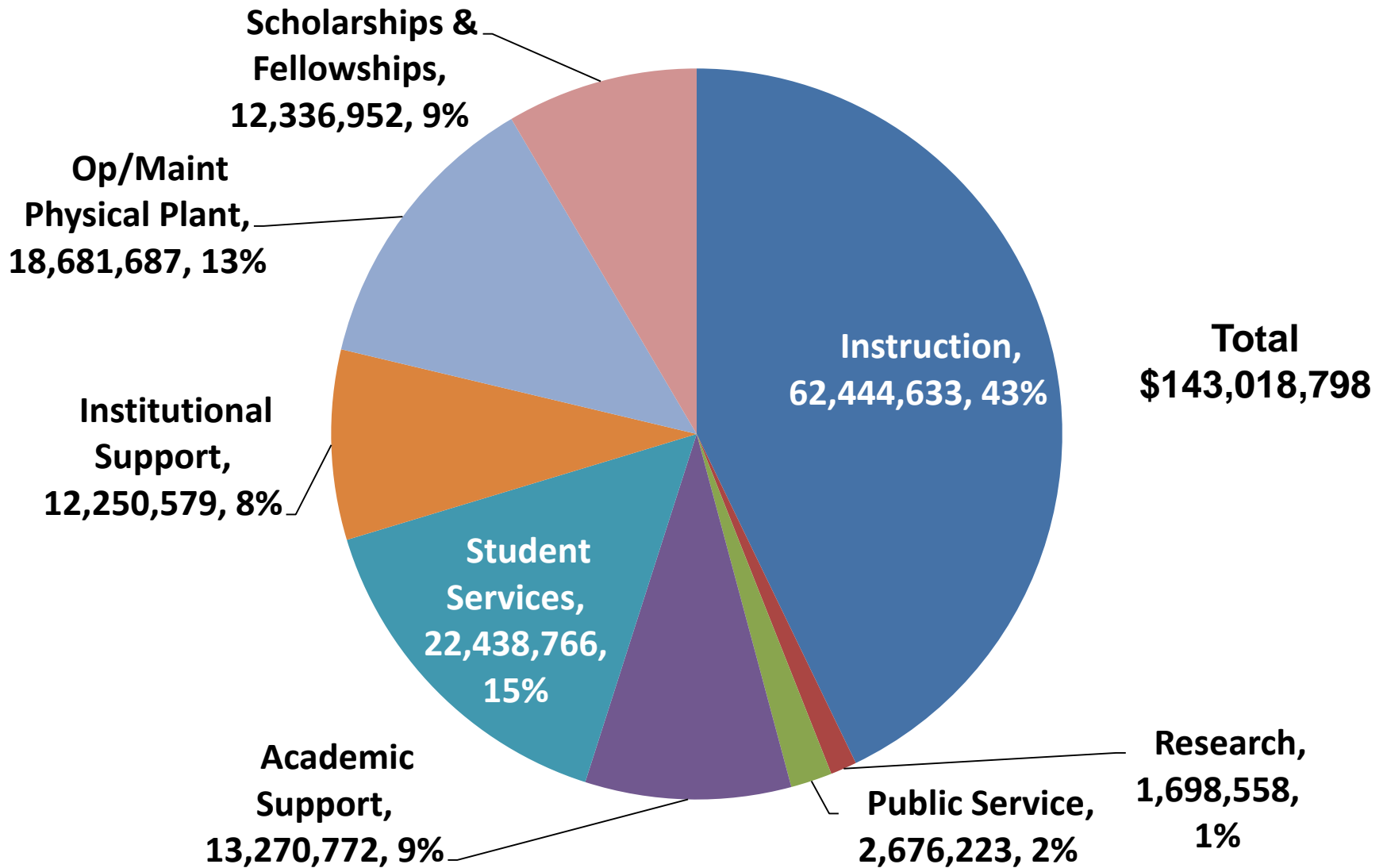
UPRAC Members

- Director, Budget Mr. Tyler Forrest
- Director Business Op., AA Ms. Deborah Hyde
- Director, Equity & Diversity Dr. Bryan Samuel

FY 15 E&G Revised Budget - Revenue

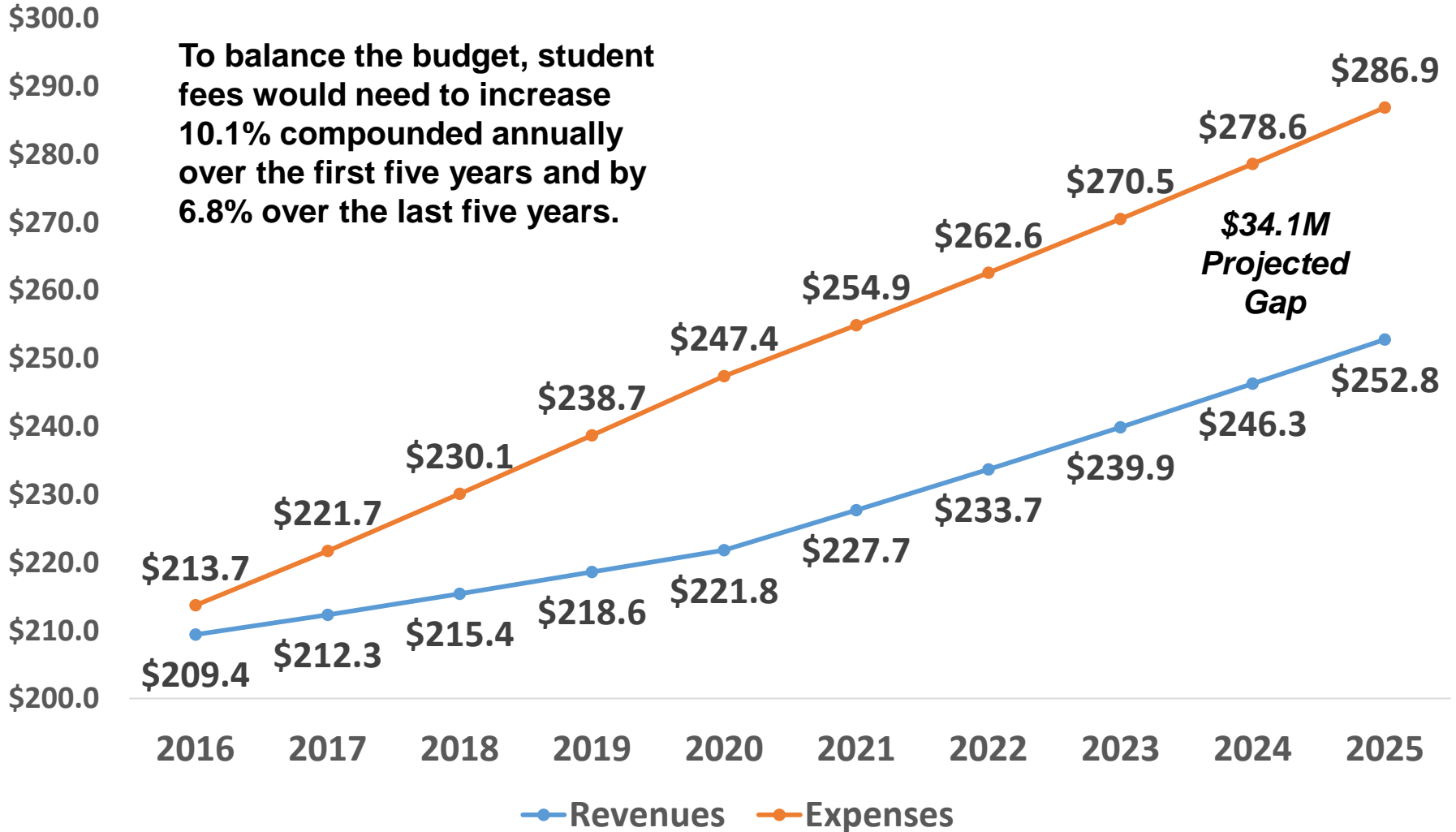


FY 15 E&G Revised Budget - Expense



Gap Projection – FY 2016-25

To balance the budget, student fees would need to increase 10.1% compounded annually over the first five years and by 6.8% over the last five years.



**\$34.1M
Projected
Gap**

The model is based on 3% tuition increases, 3% expense increases, and 3% inflation.

Strategy

- Develop new business models to navigate change
- CCTA – Performance metrics
- Align financial resources with strategic goals
- Benchmarking for data-driven effectiveness
- Develop a culture of outcomes for assessment
- Balance growth with strategic investment
- Develop alternative revenue streams
- Make everything about quality delivery to students

FY 16 Reallocation Plan Target

	FY 15 Original	
Division	Base Budget	4.75%
Chancellor	1,144,246	(54,352)
Academic Affairs	54,646,676	(2,595,717)
Finance, Operations & IT	11,521,999	(547,295)
Student Development	2,170,028	(103,076)
Athletics	12,359,738	(587,088)
University Relations	987,416	(46,902)
Institutional	39,608,941	(1,881,425)
Total	\$ 122,439,044	\$ (5,815,855)

The above data represents base budget reductions of 4.75% based on the FY 2015 Original Base Budget. The Original Budget figures exclude items that could not be reallocated or are out of the university's control, such as student fees, differential tuition, debt service payments, Access & Diversity Funds and UT System charges and transfers.

FY 16 Reallocation Plan Actuals

Division	4.75% Target	Actual	% of Target
Chancellor	\$54,352	\$54,352	100%
Academic Affairs	\$2,595,717	\$1,703,481	66%
Finance, Operations & IT	\$547,295	\$547,294	100%
Student Development	\$103,076	\$107,273	104%
Athletics	\$587,088	\$587,088	100%
Comm. & Marketing	\$46,902	\$46,903	100%
Institutional	\$1,881,425	\$688,411	37%
Total	\$5,815,855	\$3,734,802	64%

Chancellor's Office

Department	Reductions	Amount
Chancellor	Partially eliminate vacant Strategic Planning Director position	\$49,410
Chancellor	Partially eliminate vacant Special Assistant to the Chancellor position	\$4,942
Total Reduction		\$54,352

Academic Affairs

College/Department	Reductions	Amount
Arts & Sciences	Reduce administrative staff; Return salary savings; Realign STEM Education program with CHEPS	\$867,520
Business	Return salary savings from retirements	\$151,033
Engineering & CS	Return salary savings from retirements	\$252,849
CHEPS	Combine depts. into School of Professional Studies; Reorganize Challenger Center operations; Reduce administrative staff	\$218,290
Library	Reduce Library collections	\$132,000
AA/Provost	Return funds held for position changes	\$81,789
Total Reduction		\$1,703,481

Finance, Operations & IT

Department	Reductions	Amount
EVC	Partially eliminate vacant position	\$9,750
Auxiliary (E&G)	Partially eliminate vacant position; Transfer Mocs Card operations to Auxiliary enterprises	\$52,426
Business & Finance	Eliminate Bursar's Office vacant position; Eliminate BFA graduate assistant position; Budget operating recovery	\$71,776
Equity & Diversity	Partially eliminate vacant position	\$10,421
Facilities	Reduce operating support	\$241,478
Information Tech.	Eliminate Computer Center vacant position; Reduce operating support	\$110,967
Human Resources	Partially eliminate vacant position	\$11,975
Safety	Eliminate vacant position	\$38,501
Total Reduction		\$547,294

Student Development

Department	Reductions	Amount
Racquet Center	Eliminate operating	\$12,000
University Center	Reduce evening and weekend security	\$15,620
Maclellan Gym	Reduce operating	\$29,925
Campus Recreation	Transfer position to student fees	\$49,728
Total Reduction		\$107,273

Athletics

Department	Reductions	Amount
All Sports	Reduce program operating, travel and grant-in-aid	\$222,977
Administration	Reduce operating	\$30,600
Golf Player Development Complex	Reduce operating	\$45,000
Grant-In-Aid	Reduce grant-in-aid for fifth year athletes, medical injury athletes, student trainers and student managers	\$288,511
Total Reduction		\$587,088

Communication & Marketing

Department	Reductions	Amount
University Relations	Reduce promotional items	\$15,389
WUTC	Increase donations and underwriting support allowing for the transfer of one position and operating	\$31,514
Total Reduction		\$46,903

Institutional

Department	Reductions	Amount
Program Adjustment	Reduce operating for unanticipated expenditures	\$112,390
Scholarship & Fee Waivers	Reduce scholarships and fee waivers	\$100,000
Benefits	Reduce centrally funded benefits for positions that are being eliminated and not refilled	\$376,021
Utilities	Reduce fuel oil, electric, water and gas utility budgets	\$100,000
Total Reduction		\$688,411

Organizational Appraisal Committee

- Comprised of 16 faculty and staff
- Committee Charge: Identify opportunities for potential cost savings and improvements in existing processes, procedures and structure across campus
- Committee met over two months and developed two sets of recommendations, those to be implemented now and those that would require additional research and cross-functional participation
- Recommendations to be deferred to the Institutional Assessment & Effectiveness Committee:
 - F&A redistribution
 - CAS reorganization into four focused schools: School of Fine Arts, School of Social Science, School of Natural science and School of Humanities
 - Restructuring of the Cadek Conservatories operations
 - Realignment of the STEM Education program from CAS to the School of Education
 - Job sharing and flex scheduling
 - UTC financial audit (Already completed by Tennessee State Comptroller annually)
 - Resulting savings identified was \$1 million

Technology Committee

- Comprised of 16 faculty and staff
- Committee Charge: Examine technology in all aspects of campus operations and develop a draft plan for sustainability that includes a budget
- Committee met nine times over a three month period, reviewed the current IT operations and developed a set of Phase 1 and Phase 2 recommendations
- Phase 1 recommendations to be deferred to the Technology Steering Committee:
 - Governance
 - Technology Community Structure
 - IT Budgets & Peer Comparisons
 - Technology Purchasing, Reporting, Intake, and Management
 - Student Technology Fee Budgeting Process
 - Technology Refresh / Reassessment
 - Computer Lab Management
 - Accessibility Initiative
 - Data Flow

Reallocation Findings

- Cadek – What to do with the building?
- Compensation – Market and Performance Based
- Faculty and Staff Benchmarking - Delaware and Huron Study Updates
- Online Education
- Regional Tuition
- Summer School Funding Model
- Student Health Model
- WUTC Radio Station Model

Possible Reinvestments

- Strategic Plan Priorities
- Academic Priorities – High Performing Programs
- Innovation and Research
- IT Transformation
- Physical Plant Investments
- Operations Investments - HR and Title IX
- Compensation Plans
- Built Environment Improvements