
University Goals, Organization and Governance

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1.1.1. Goals

The University of Tennessee

1.1.2. Statement of Nature and Purpose

The University of Tennessee is a statewide, multi-campus, land-grant, publicly aided university whose fundamental mission is to provide a comprehensive postsecondary educational experience of highest quality, and to make that experience accessible to a wide and varied constituency. The University accomplishes this mission through action in three broad substantive areas:

1. *Instruction* for students of all ages, offered in traditional campus settings and at off-campus locations at times, at places, and via media which maximize accessibility of such instruction to all who might benefit therefrom. The University believes that teaching and learning must include not only the conventional modes of basic and formative learning, but also the expanded framework of continuing and recurring learning.
2. *Research* to discover new knowledge, to broaden and enhance the application of existing knowledge, and to enrich the other facets of the educational experience. Research-derived information may often serve both as subject-matter and as catalyst for activities in the other two areas of the University's mission.
3. *Public Service* commensurate with the unique resources of the University as an educational institution, to individuals, government, business, and industry. This service includes dissemination of the results of scholarship through publication and other means.

Through a mutually supportive interaction, these activities are directed toward reaching the goals which characterize great educational institutions:

- ◆to develop in individuals broad intellectual skills, including the capabilities for reason and critical evaluation;

- ◆to provide opportunities for acquiring these intellectual skills along with specialized knowledge to prepare individuals to pursue careers that are personally satisfying and of benefit to society;
- ◆to increase understanding of the self, of others, and of the physical world;
- ◆to bring trained intellects to bear in comprehending the human cultural heritage and in solving the more immediate problems of society at large.

The University's mission is accomplished through four primary campuses at Knoxville, Chattanooga, Martin, and Memphis--each with unique and compatible roles and scopes--and through statewide operating divisions including the Agricultural Experiment Station, the Agricultural Extension Service, the Institute for Public Service and its constituent agencies, the UT Space Institute, and the Division of Continuing Education.

The University of Tennessee at Chattanooga

1.1.3. Statement of Mission

The University of Tennessee at Chattanooga assumed its present identity in July of 1969 when the University of Chattanooga became a primary campus of The University of Tennessee. Another component was added in September of 1969 when Chattanooga City College became a part of the new University of Tennessee at Chattanooga.

In 1990 the Tennessee Higher Education Commission, upon the recommendation of The University of Tennessee Board of Trustees and the faculty, staff and students of The University of Tennessee at Chattanooga, approved the following statement of mission:

The mission of The University of Tennessee at Chattanooga (UTC) is the education of students: to assist in the enlightening and disciplining of their minds and their preparation for ethical and active leadership in civic, cultural, and professional life. To achieve this mission, the University engages in the complementary and mutually supportive activities of teaching, research, and service.

The University combines the advantages of a strong private tradition with those of a state-

assisted institution. Dedicated to providing quality education to a diverse population of over 8000 students, UTC seeks to meet its responsibilities as an emerging metropolitan university, actively involved with regional municipalities, schools, business and industry, and offering expanded instructional opportunities that respond to area needs. The University's ability to fulfill this role is enhanced by continuing support from its alumni, community, and the University of Chattanooga Foundation, a public non-profit organization which administers most of UTC's private endowment.

The hallmark of the University is outstanding teaching by a talented and committed faculty. Full-time and qualified adjunct faculty, rather than graduate students, teach all classes. Small classes, personalized advising, and frequent opportunities to interact with faculty provide a student-oriented learning experience.

Research is a priority for the campus. Effective teaching and faculty involvement in scholarship, research, and creative activities are interdependent. These activities foster the intellectual growth of the faculty, provide students with opportunities to participate in the development and application of new knowledge, and enhance the region's growth. The Center for Excellence in Computer Applications already has enhanced many multidisciplinary initiatives. A program of endowed chairs, (including a significant number of Chairs of Excellence), professorships, and centers builds upon a tradition of faculty research.

The University's programs provide both a firm grounding in the liberal arts and strong professional preparation. Baccalaureate degrees are offered in the liberal arts, sciences, business, education, engineering, fine arts, health and human services. Master's degrees are offered in accounting, business, computer science, criminal justice, education, engineering, engineering management, English, music, nursing, psychology, and public administration. UTC will develop new programs at the master's level to meet emerging community needs; UTC may develop selected doctoral programs, in areas of existing strength, that meet regional and national needs.

Education at UTC goes beyond the traditional classroom and laboratory as befits an institution where service is also a high priority. UTC faculty members will continue to bring their professional expertise to bear on the concerns of the larger community. Moreover, the University takes advantage of its metropolitan location to provide first-hand learning experiences to students through career-related work experience. Innovative programs such as Brock Scholars and Honors serve

exceptionally talented students. Off campus, the University offers credit and non-credit instruction for professional and intellectual development, extending its educational mission to an even broader range of citizens.

As UTC looks to its future and the emerging needs of the metropolitan region, it will continue its commitment to quality education, excellent research, and dedicated service.

As it pursues all activities in support of its mission, the University is committed to Affirmative Action and other programs which contribute to cultural and ethnic diversity of the campus.

1.2.1. University Organization and Governance

1.2.2. Board of Trustees

All legal authority for the governance of the University is vested in a Board of Trustees. The board consists of the following persons:

1. *five ex officio members*: the Governor of the State of Tennessee, the Commissioner of Agriculture, the Commissioner of Education, the Executive Director of the Tennessee Higher Education Commission (non-voting member) and the President of the University.
2. *nineteen appointed members*: one person representing each congressional district of the state except that for the eighth congressional district an additional member was appointed for a term of six years beginning June 1, 1990 and expiring May 31, 1996; one person representing Anderson, Bedford, Coffee, Franklin, Lincoln, Moore or Warren County; one person representing Davidson County; one person representing Hamilton County; two persons representing Knox County; two persons representing Shelby County; one person representing Weakley County; one student (appointed on an annual rotating basis from one of the four campuses of the University).

At least one member of the board must be a woman. At least one-third of the appointed members must be members of the principal minority political party in the State. At least one-third of the appointed members must be alumni of The University of Tennessee.

In making appointments to the Board of Trustees, the Governor shall strive to ensure that at least one person appointed is sixty years of age or older and that at least one person appointed is a member of a racial minority.

1.2.3. University System Governance

The following are excerpts from the governance structure of The University of Tennessee System furnished for the information of UTC faculty.

1.2.3.1. Charter Provisions of The University of Tennessee

Article IV

The object of the University shall be to engage in the governmental function of affording an education primarily to the youth and citizens of the State of Tennessee and to instruct and train them in those subjects leading to the degrees of bachelor of arts, master of arts, medical degrees or any other degrees known and used in any college or university in any of the United States; also to be a leading research institution devoted to research and instruction in agriculture, the arts and sciences, law, medicine, business, education, architecture, and the other disciplines.¹

Article V

SECTION 6. The Board of Trustees of the University is empowered to establish rules and regulations and requirements for admission of students to the University and to programs of instruction offered by the University.²

SECTION 7. The University, by and through its President and professors, with the advice and consent of a majority of the Trustees, shall have full power and authority, at any session of the Board of Trustees, to confer on any student in the University, or any other person deemed proper,³ any degree known and used in colleges or universities in any of the United States.⁴

SECTION 8. The Board of Trustees of the University shall have the authority to elect a president and such faculty and other officers of the University as they may judge necessary and to fix and regulate their respective salaries.⁵

1.2.3.2. Bylaws of The University of Tennessee

Article 1

SECTION 1. THE BOARD OF TRUSTEES, which is the governing body of The University of Tennessee, shall have full and complete control over its organization and administration, also over its constituent parts and its financial affairs. All Trustees, both *ex officio* and appointed, (except the Executive Director of the Tennessee Higher

Education Commission, who is a nonvoting member) shall have a vote on matters coming before the Board, or before any committee thereof of which they are members.

SECTION 2. THE BOARD OF TRUSTEES SHALL:

- (a) Establish policies controlling the scope of the educational opportunities to be offered by the University and also policies determining its operation in general; however, the planning and development of curricula shall be the function of the faculties;
- (b) Have full authority to determine and to control the activities and policies of all organizations and activities that bear, or that may be carried under, the name of the University;
- (c) Not undertake to direct matters of administration or of executive action except through the President;
- (d) Control the election and removal of the senior administrative officers of the University and the fixing of their compensation. The Board shall elect and fix the compensation of the President and senior administrative officers of the University at the annual meeting except when a vacancy occurs at another time. All such elections shall be for one year unless otherwise specified. At the annual meeting the Board shall also approve the compensation of the faculty and of all other employees it may deem necessary for the proper operation and management of the University;
- (e) Approve the University's proposed annual operating and capital outlay budgets and appropriation requests prior to their submission to other state agencies or officials. After the General Assembly has enacted annual appropriations for the University, the Board shall adopt final operating and capital outlay budgets for the next fiscal year;
- (f) Grant tenure to eligible members of the faculty upon the positive recommendation of the President; and
- (g) Prescribe admission, progression, and retention requirements for the University and particular programs of instruction.

1.2.4. Statewide Administration

The statewide administration, headed by the president, enunciates the general mission of the University, its practical and philosophical bases, establishes general system-wide fiscal, personnel and administrative policies and coordinates comprehensive, long-range plans, growth and

¹Id. at :5; 1840 Tenn. Pub. Acts ch. 98:5; 1869 Tenn. Pub. Acts ch. 12.

²T.C.A. :49-7-101.

³*ee*Bylaws, Article V, Section 6, concerning the policy of the Board of Trustees governing the granting of honorary degrees.

⁴1807 Tenn. Pub. Acts ch. 64 :5; 1840 Tenn. Pub. Acts ch. 98 :5.

⁵1807 Tenn. Pub. Act. ch. 64 :3,5.

development of the campuses and statewide operating divisions. The statewide administration ensures that the University functions with coherence and seeks to take advantage of the size and diversity of its campuses and programs.

Other vital functions of the statewide administration are coordination of charges for tuition and fees; development of facilities; liaison efforts with federal and state agencies, corporations, foundations and agencies, for sources of support; representation of the University to the State Legislature, the Tennessee Higher Education Commission (THEC) and the Governor; provision to the campuses of certain administrative and technical services more efficiently and economically furnished on a statewide basis; and liaison efforts with educational boards, councils, organizations, consortia, associations and conferences at all levels.

Many of these functions are naturally and necessarily carried on in close consultation with the chancellors and other campus officers. Because of the president's visibility to officials of state governments, the news media and the general public, a significant number of inquiries, requests and complaints concerning any campus or division may be directed initially to the president's office. Such matters will normally be directed to an appropriate chancellor or vice-president for resolution, but each of these staff members must keep the president informed of significant activities, problem areas and proposed policy changes even in those instances in which effective authority has been delegated to the campus or operating division. The vice-presidents and the chancellors report directly to the president. The vice-presidents and members of their respective staffs have no line authority over campus administrators. The vice-presidents have, however, functional responsibilities in areas such as academic affairs, finance and development which require that they and members of their staff consult regularly with the chancellors and other officers. Appropriate points of contact are agreed upon in advance by the chancellor and vice-president responsible for a given function. In several areas--for example, continuing education, development and public service--vice-presidents or members of their staffs may request services from officers or individuals according to similar guidelines.

1.3.1. UTC Campus Administration

Chancellor

The Chancellor has been delegated authority to administer the campus, subject to general university policies, and to coordinate campus relations with the officers of the state-wide administration. The Chancellor recommends the appointment of appropriate administrative officers for the campus through the President to the Board of Trustees.⁶ The Chancellor exercises primary authority in control and allocation of all fiscal resources; establishment of the administrative organization; approval of personnel appointments; administration of academic programs and policies; administration of student affairs and services; and administration of all campus plan and facilities.

As a member of the President's staff, the Chancellor also participates regularly and effectively in the University's statewide administration.

The Chancellor is expected to articulate long-range institutional goals and to see that high standards are maintained in all programs. The faculty establishes the curriculum and recommends new academic programs; however, the Chancellor exerts a major influence on the specific direction of academic issues, not only through decisions regarding budget and staff, but also in the continuous evaluation of existing academic programs and in the planning of overall program direction. Such planning involves both faculty and administrative groups and is carried on in cooperation with the designated UT System administrators who are responsible for coordinating long-range academic planning for the entire University.

The Chancellor is also responsible for maintaining fair employment practices, promotion procedures, and wage and salary distribution as well as good working conditions for the benefit and safety of all personnel. The Chancellor works closely with the President of the Faculty Senate to promote and maintain effective communication, mutual respect and understanding with the faculty at UTC. An annual evaluation of officers reporting to the Chancellor is made each year by the Chancellor.

⁶Important academic appointments on a particular campus—including those of department heads, deans, provosts, associate provosts, vice-chancellors, etc.—are reviewed by the vice-president for academic affairs, acting on behalf of the president, prior to final approval. Significant non-academic administrative appointments are reviewed by the appropriate vice-president. For example, the proposed appointment of a campus director of finance would be reviewed by the vice-president for business and finance prior to final action. Note also that the UTC faculty (see Chapter 2) is charged to give advice, consult and to participate in searches for candidates for these posts.

Vice Chancellor for Finance, Operations and Information Technology

The Vice Chancellor for Finance, Operations and Information Technology is responsible for determining the broad policies for institutional functions relating to administration and finance, and the supervision of specific administrative, fiscal, facilities management and auxiliary functions. Reporting directly to this officer are the Assistant Vice Chancellor for Information Technology, the Assistant Vice Chancellor for Business Operations, the Executive Director for Entertainment Venues, the Associate Vice Chancellor for Business and Finance, the Director of Personnel, and the Assistant Vice Chancellor for Plant Operations. This person is a member of the Chancellor's Executive Council.

Vice Chancellor for University Advancement

The Vice Chancellor for University Advancement coordinates, supervises, and implements the University's advancement program and is the divisional officer responsible for Alumni Programs and University Relations. The main duties include the identification and cultivation of prospective donors and volunteer workers; the supervision of gift records; liaison with the University-wide development office; and advice, assistance and consultation with faculty and administrative staff on proposed fundraising projects. This person is responsible for coordination and support of the following community groups which support UTC--the UC Foundation, the Chancellor's Roundtable and the UTC Alumni Council. Working with the Vice Chancellor for University Advancement are the Assistant Vice Chancellor and Director of Development, the Director of Alumni Programs, the Director of University Relations, and the Station Manager of WUTC-FM. This person is a member of the Chancellor's Executive Council.

Vice Chancellor for Student Development and Dean of Students

The Vice Chancellor for Student Development and Dean of Students has a range of responsibilities which include student conduct, housing, placement and student employment, student affairs, the counseling and career planning center, the racquetball center, residence halls, the University Center, student organizations and publications. This person is a member of the Chancellor's Executive Council.

1.3.2. UTC Academic Administration

Provost and Vice Chancellor for Academic Affairs

The Provost and Vice Chancellor for Academic Affairs (referred to hereafter as the Provost), the chief academic officer, acts in the absence of the Chancellor. The Provost is responsible for all academic programs and certain academic services. Reporting to the Provost are the Associate Provost for Academic Affairs; the Deans of the Colleges of Arts and Sciences, Business Administration, Education and Applied Professional Studies, Engineering and Computer Science, Health and Human Services, Metropolitan College; the Dean of Libraries; the Dean of the Graduate School; the Directors of University Honors, Student Support Services, Upward Bound, Cooperative Education, and Grants and Program Review. The Provost is a member of the Chancellor's Executive Council and chairs the Deans' Council.

Associate Provost for Academic Affairs

The Associate Provost for Academic Affairs has primary responsibility for budget management in the Academic Affairs Division. Among these duties are the distribution of operating budgets, allocation of part-time resources, equipment funds, and funds for summer school. The Associate Provost reviews all personnel requests, determines the adequacy of funding for positions, and manages a data base for monitoring Academic Affairs personnel. Reporting to the Associate Provost are the Directors of Financial Aid; Records, Registration and Faculty Records; Adult Services; the Center of Excellence for Computer Applications; Planning, Evaluation and Institutional Research; and the Walker Teaching Resource Center. This person serves on a variety of campus-wide committees.

Academic Deans

Academic units at UTC are varied and diverse both in their role and scope and in their model of organization. Each college or school is administered by a dean, who is the chief officer responsible for the success of its programs.

A general description of the work of the dean does not reflect the special duties that fall to individuals due to specific college goals, special relationship with respective professions, unique research and various forms of public service. However, every dean has these administrative concerns: the academic program of the college or school; the special relationships among its departments and its relationship with the larger university and the extended public; the faculty of the college or school; and the leadership of the academic unit (including department heads, committees and advisory boards), their well-being,

development, review, assessment and renewal; support services for conduct of college or school business (support staff, facilities, equipment); and budget preparation, review and analysis for the college or school. The dean is the person principally responsible for the status of the overall academic unit. The University looks to the dean for recommendations about the curriculum; staffing; faculty promotion, tenure and review; development needs; and all financial aspects of college or school operation.

Where there are other budgeted academic units within the college or school, the dean receives recommendations of faculty appointments, reappointments, promotions, tenure, salary adjustments and development, as well as for department budgets and expenditures from the department head or unit director. Such recommendations are reviewed, acted upon or altered and submitted by the dean to the Provost.

The deans are continuously engaged in planning and projecting strategies for the advancement of their academic units. This activity involves the identification of needs, the establishment of cooperative programs and ventures, and the development and implementation of means of carrying out the mission and accomplishing the goals of the college or school.

The dean serves at the pleasure of the Provost and the Chancellor.

An evaluation of the performance of the deans is conducted annually by the Provost.

Within the academic administration there are various groups which meet regularly to advise the Provost. The Deans' Council is comprised of the members of the Provost's office staff and the deans of UTC's colleges.

Department Heads

The department head is the first level of administration and has been assigned the special duty of administering the academic department. The head's responsibility includes care of the departmental academic program in relation to the comprehensive academic program of the University through recruitment and development of the faculty, planning, execution and review of curriculum, encouragement and support of faculty teaching and research and public service efforts, counsel and advice to students majoring in the discipline, and representation of the department to the public, other faculty and administration, colleagues at other universities and institutions and the constituencies supporting the University. In addition, the head's responsibility entails care of the apparatus necessary for support of the academic programs through employment and

supervision of clerical and support personnel, management of departmental physical facilities and planning for space and equipment needs, preparation and defense of the departmental budget, and authorization and monitoring of all expenditures from the departmental budget.

The department head's many tasks relating to these duties may be delegated to other members of the department or to specific clerical or support personnel. In almost all departments a number of standing faculty committees are responsible for collection of data and the formulation of policy recommendations concerning specific matters. In such instances the departmental faculty reviews recommendations made by committees. The active participation of departmental faculty in the planning, execution and review of its curriculum is vital to the well-being of the department.

The head is the departmental officer specifically charged to make all official recommendations concerning faculty development appointments, reappointments, promotions, tenure, and salary adjustments, as well as those concerning the budget.

The head is expected to consult with the faculty in an open and professional manner before undertaking a search for new faculty or authorizing such a search by a departmental committee, recommending the appointment of new faculty, or recommending the retention, termination, promotion, or tenure of faculty.

Departmental proposals for the curriculum are transmitted by the head or a departmental representative for review by the dean and in turn, the Provost. The proposal then goes to the faculty Curriculum Committee (for undergraduate programs) or to the Graduate Council (for graduate programs).

In many departments the head and the faculty have agreed on formal working arrangements to ensure an orderly and mutually understood conduct of departmental affairs. In all cases these arrangements require the general consent or approval of the dean and the Provost. And in no instance may such arrangements be taken to alter or diminish the head's authority as the administrative officer directly responsible for the unit.

The position of department head, like all other administrative offices, does not carry tenure. This individual serves at the pleasure of the dean, Provost, and Chancellor. An annual evaluation of the head is conducted by the dean.

1.4.1. UTC Faculty Voice in Administration

The most direct responsibility of the faculty in university governance is to determine the role, scope and content of the University's academic programs . A less direct, but no less important, role of the faculty is to advise the officers whose duties are described above about certain administrative matters that are intrinsically related to the well-being of The University of Tennessee at Chattanooga. These matters include the appointment and retention of faculty; the promotion of faculty and the awarding of tenure; the evaluation of faculty performance; the adjudication of disagreements, grievances or conflicts in faculty affairs; the search for and hiring of University officers; and the determination of University policies.

The opinion of the faculty in these areas is invaluable. Its advice cannot be lightly given or peripherally received. Institutional success depends upon the mutual respect and sensitivity of the faculty and the administrative officers. The principle of this relationship is *collegiality*. The administrative officers are colleagues who have been assigned specific responsibilities. The faculty are colleagues whose advice and counsel must inform the exercise of those responsibilities. The employer, both of faculty and of officers, is specifically the Board of Trustees of The University of Tennessee, which has delegated to each a set of specific responsibilities that can be successfully discharged only with the support and counsel of the other. The faculty are members of a profession whose services have been obtained by the Board of Trustees through its administrative officers on behalf of the University and for the sake of the University's students.

The faculty is also asked by administrative officers to assist with the resolution of faculty conflicts, grievances and complaints at various levels.

The UTC faculty and the Faculty Senate are specifically charged by the Board of Trustees to render certain kinds of advice to the campus and university-wide administration about the appointment of University officers. In addition, the faculty of each academic unit plays an important role in the evaluation of officers assigned to it and in the search of new persons to fill such positions as they become vacant. When headships become vacant, faculty members are expected to serve on search committees, to interview prospective candidates and to submit evaluations of those candidates. This participation in the ongoing renewal of the leadership is one of the most important ways in which faculty judgment informs the administration of the University.

All officers who have responsibilities touching or affecting the academic programs of The University of Tennessee at Chattanooga must understand and respect the values of the academic profession and its commitment to freedom in open and objective inquiry. That is why UTC seeks to ensure appropriate faculty participation in the appointment of academic and administrative officers.

The faculty's judgment about the University's academic program has significant bearing on budgetary decisions affecting academic programs. The faculty are asked to participate in establishing major institutional priorities in several ways. The Faculty Senate, through the Undergraduate Curriculum Committee and Graduate Council, makes recommendations for establishing new programs and for terminating old ones. Administrative judgments about the costs of these programs inform this deliberation and in turn are affected by the judgments of the faculty as to the pedagogical appropriateness of such proposals. The administrative officers at all levels provide information to appropriate faculty groups about the curriculum actions, enrollment, class size, admissions policies and other issues. Traditional efforts to keep course offerings within reasonable and effective limits are a faculty concern. The active participation of representative faculty members in long-range planning makes faculty attention to such matters more comprehensive and efficient .

1.5.1. Administrative Committees

Administrative committees play an important role in the governance of The University of Tennessee at Chattanooga. These committees, composed of students, faculty, staff and, in some cases, members of the community, are appointed yearly by the Chancellor to assist in the development of institutional policy, procedure and practice. Faculty members are given an opportunity to indicate their preference of administrative committees on which they wish to serve. Currently, the administrative committees including faculty are:

- Advisement Council
- Advisory Committee on University Center and the Association for Campus Entertainment
- Arena Use Committee
- Athletics Board
- Band Auxiliary Units Advisory Board
- Cheerleader Advisory Board
- Computer Priorities Committee
- Desegregation Compliance Committee
- Enrollment Management Task Force

Facilities Planning Committee
Facilities Use Committee
Food Services Committee
Human Subjects at Risk in Research Committee
International Educational Committee
Minorities Committee
Parking Authority
Residency Appeals
Section 504 for Handicapped Committee
Strategic Planning Committee
University Club Committee
Women's Committee

Preparation of the budget at UTC encompasses four steps:

1. Each academic and non-academic department prepares requests on all phases of the budget. Those phases include: a) full-time faculty and staff; b) part-time faculty and staff; c) annual salary increases; d) equipment; and e) operating budget requests.
2. Separate and fully documented requests are submitted for each of these phases. The first budget request at UTC is for full-time faculty and staff positions. Faculty course loads, student-credit-hours and faculty released time are used to assist in determining allocations along with other information furnished by each department. In addition, departments have the opportunity to identify and defend programmatic needs that would require new staff.

The second budget request is for part-time faculty. UTC attempts to draw on the resources of the Chattanooga community for part-time faculty who provide distinctive expertise, staffing flexibility, and the ability to absorb enrollment fluctuations.

The budget request denoting annual merit salary increases for all personnel has been created and is used in conjunction with annual personnel evaluations. Each faculty and staff member is given a yearly rating on how well his/her individual objectives have been accomplished. Tenure and promotion recommendations are also considered at this time.

Each department submits justification for all equipment requests. Priorities are assigned to items in the request. After an overall campus allocation for new equipment is determined, the requests are reviewed, revised and funded in priority order.

Each department's operating budget is also considered separately. The operating budget includes traditional line-item allocations such as supplies, travel, telephone charges, etc. All line-item budget requests contain the previous year's allocation, the present fiscal year's allocation, expected expenditures for the remainder of the current fiscal year and requested expenditures for the next fiscal year.

3. Each successive level of the campus administration, from department head to the chancellor, has the opportunity to assign priorities to budget expenditures and to provide his/her rationale for increased or decreased funding requests.

1.6.1. The Budget at UTC

The budget process at UTC involves three distinct components: the institutional request for state operating funds; the institution's policies and procedures regarding the allocation of all campus operating resources; and the institutional request for and expenditure of capital outlay and maintenance funds.

1.6.2. Institutional Request for State Operating Funds

The budget request for UTC and the other public institutions of higher education in Tennessee is determined by a formula established (and constantly reviewed and updated) by the Tennessee Higher Education Commission (THEC) and approved by the state legislature. THEC is an organization appointed by the governor to coordinate some functions of Tennessee's public institutions of higher education, particularly with regard to the varying roles of each of those institutions, the approval of new academic programs and the equitable distribution of state funds for higher education. The THEC funding formula is designed to provide equivalent educational activities with equivalent support, and to evaluate the quality of those activities.

The formula estimates total institutional expenditures based on specific enrollment data and deducts projected revenues to generate the institution's request for state operating funds. Restricted funds such as federal research grants are not included.

1.6.3. Institutional Allocation of Operating Resources

UTC's internal budget cycle is coordinated with the institution's request for state operating support. The process commences with the submission of the institution's Formula request. After budget recommendations are made by the UT statewide administration, the THEC, the governor and the legislature, UTC's internal allocation procedures are initiated.

4. The completed campus budget is submitted to the UT System administration for final action by the Board of Trustees. The budget must then be approved by THEC and the State Commissioner of Finance and Administration. After approval, divisions and department heads are notified of approved budget amounts along with salary amounts. In addition, individual salary letters are transmitted to each employee annually.

UTC's budget process is designed to maximize understanding and communication through campus-wide participation in the process.

Capital outlay and capital maintenance funds are separate and distinct from the operating funds described above. These are requested separately for specific projects, e.g., new construction or major maintenance, and can in no way be allocated by the institution to meet operating needs. These requests are developed by gathering input from various campus groups including the faculty. The long-range goals of the University serve as the basis for these requests.

1.7.1. The University of Chattanooga Foundation

When in 1969 the University of Chattanooga became The University of Tennessee at Chattanooga, the Board of Trustees of the University of Chattanooga became the trustees of the University of Chattanooga Foundation. The Foundation's endowment exists for the sole purpose of supporting programs contributing to academic excellence at The University of Tennessee at Chattanooga. The language of the institutional merger agreement specifies the unique role which the UC Foundation has in the educational life of UTC:

"It is intended that UTC will be the beneficiary of such income and corpus of the UC Foundation in unique and innovative means and methods designed to effect a continuing movement toward academic excellence."

Since the beginning of its existence, the UC Foundation has made substantial contributions in support of The University of Tennessee at Chattanooga. Most of these funds have been directed toward enriching the quality of undergraduate teaching and learning--a goal in harmony with UTC's basic mission to excel in undergraduate education.

These funds provide for innovative undergraduate academic programs, for continuing support to faculty development including a program of sabbaticals for faculty and a large number of research grants, for support of professorships, for endowed chairs, for scholarships to outstanding students, for UTC library support resulting in improved service to the students and faculty, and for individual departmental support of innovative curricula.

In short, the UC Foundation gives UTC the advantage of unique possibilities for enrichment by expanding educational opportunities, by funding innovative ideas, by providing improved facilities, and by assisting faculty. The Foundation plays a determining role in building an outstanding educational experience for students at The University of Tennessee at Chattanooga.