



ACADEMIC AFFAIRS
ROLLINS COLLEGE OF
BUSINESS REPORT

DEAN ROBERT DOOLEY



**Rollins College
of Business**



ENROLLMENT MANAGEMENT AND STUDENT AFFAIRS

INTERIM VICE CHANCELLOR
OF ENROLLMENT
MANAGEMENT, STACIE
GRISHMAM

Spring 2024 Enrollment Preview

- Unofficial headcount (as of 1/18/24): 10,542
- Comparison to SP23:
 - +325 headcount
 - +310 FTE
- Spring housing occupancy: 98%



Fall 2024 Recruitment Highlights

Power C Tour:

- 446 prospective students (+ guests)
- 138 students admitted on-site

Blue & Gold Preview Day:

- 334 prospective students (+guests)
- Out-of-state visitors from AL, GA, AR, OK, VA, KY, IL, and PA



Fall 2024 Early Indicators

Undergraduate Admissions (as of 1/18/24):

- Freshmen applications: 11,761 (+12%)
- Freshmen accepted: 7,726 (+29%)
- Transfer applications: 740 (+5%)
- Transfer accepted: 253 (+45%)

Campus Housing (as of 1/15/24):

- Freshmen applications: 1,524 (+38%)
- Transfer applications: 44 (+2%)
- Current student applications: 1,926 (+56%)



Fall 2024 – Key Changes & Timelines

- Orientation registration opened Jan. 20
- FAFSA changes (deadline is April 15)
- 1st round of UTC scholarship offers extended
- Key enrollment deadlines: April 15 & May 1





ADVANCEMENT

Kim White, Vice Chancellor of Advancement

TAGLINE

Building Connections. Inspiring Generosity.

MISSION STATEMENT

Our mission is to build meaningful connections for all Mocs and inspire generosity for Chattanooga's university. By fostering relationships and investment, we strategically bring together alumni, donors and friends of the University of Tennessee at Chattanooga for the collective betterment of our campus and city.



Fiscal Year 24 Goals

Goals	Baseline	Primary	Stretch
Total Dollars	\$16,000,000	\$17,600,000	\$20,000,000
Total Donors	6,200	6,325	6,420
Engaged Alumni	47,480	48,430	49,140

Year End Totals

	Dollars Raised	Number of Donors	Engaged Alumni
FY 23	\$14,113,826	6,100	44,793
FY 22	\$10,248,459	5,583	38,523
FY 21	\$6,553,813	5,992	36,869

Current FY 24 Totals

Dollars Raised

\$22,060,576

Number of Donors

5,252

Engaged Alumni

45,516



\$1.7 MILLION
TOTAL DOLLARS RAISED

BY



2,131 DONORS



80%

GIFTS \$100
OR LESS



882 ALUMNI DONORS

\$53,880

RAISED FOR SCRAPPY'S CUPBOARD



398

FACULTY AND
STAFF DONORS



211

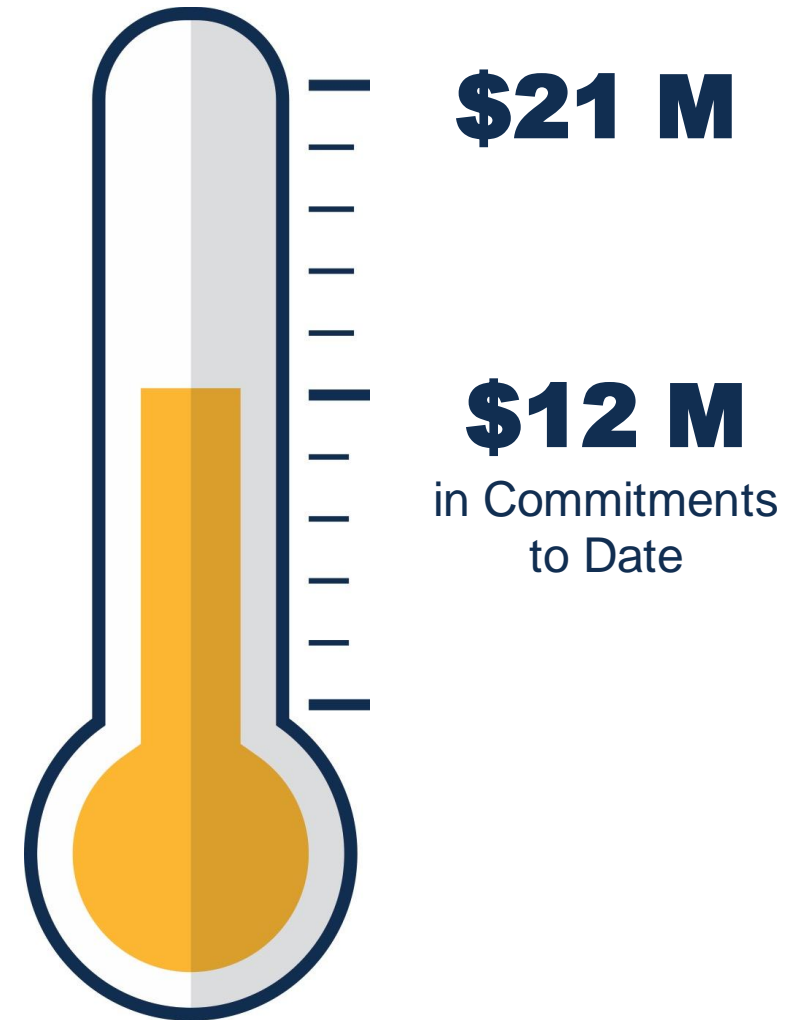
STUDENT
DONORS

10 CHALLENGES
UNLOCKED



The Power of Your Investment

Lives and health are at stake, and your support will ensure our nurses are there.



Dorothy and Jim Kennedy Health Sciences Building





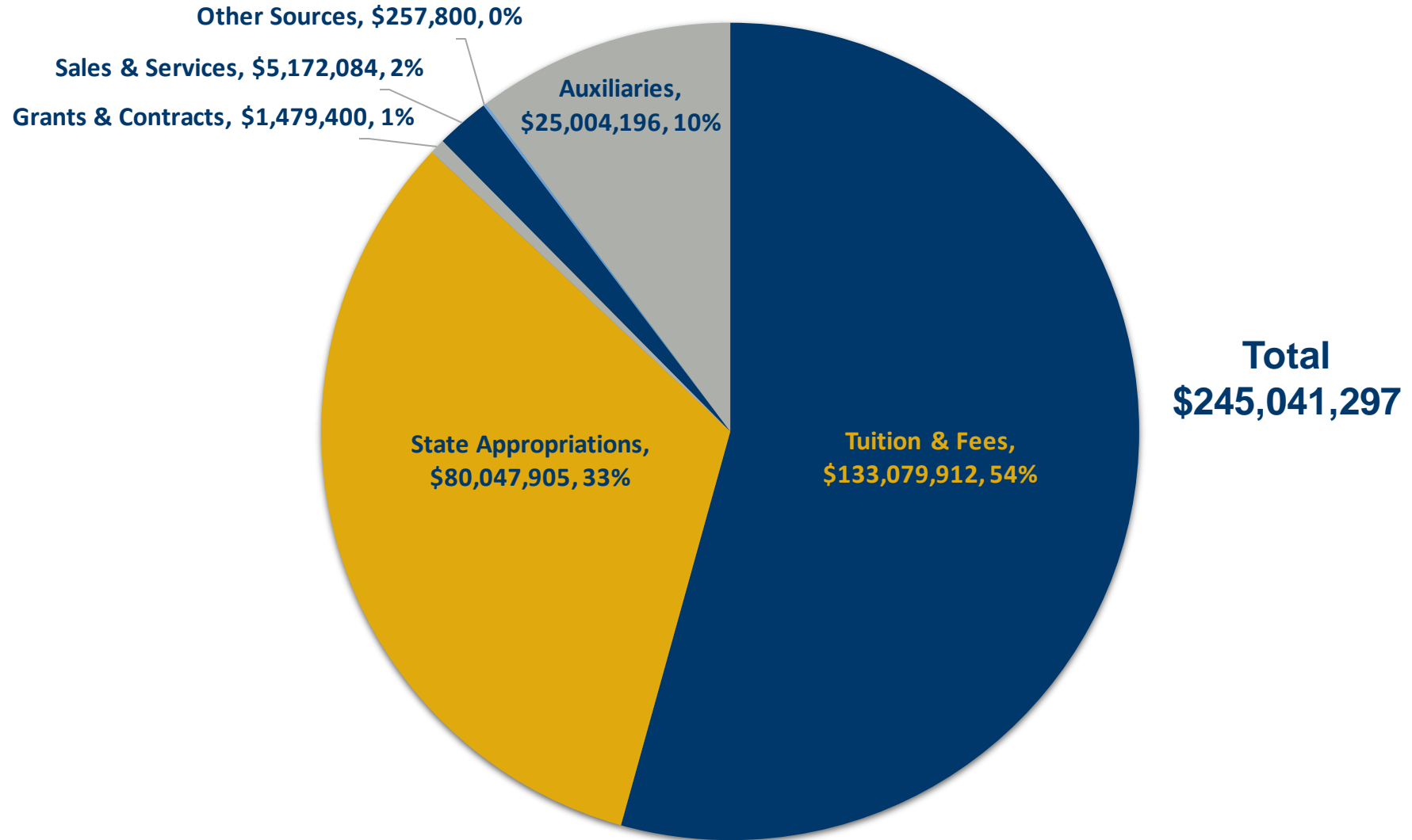
**Rollins College
of Business**



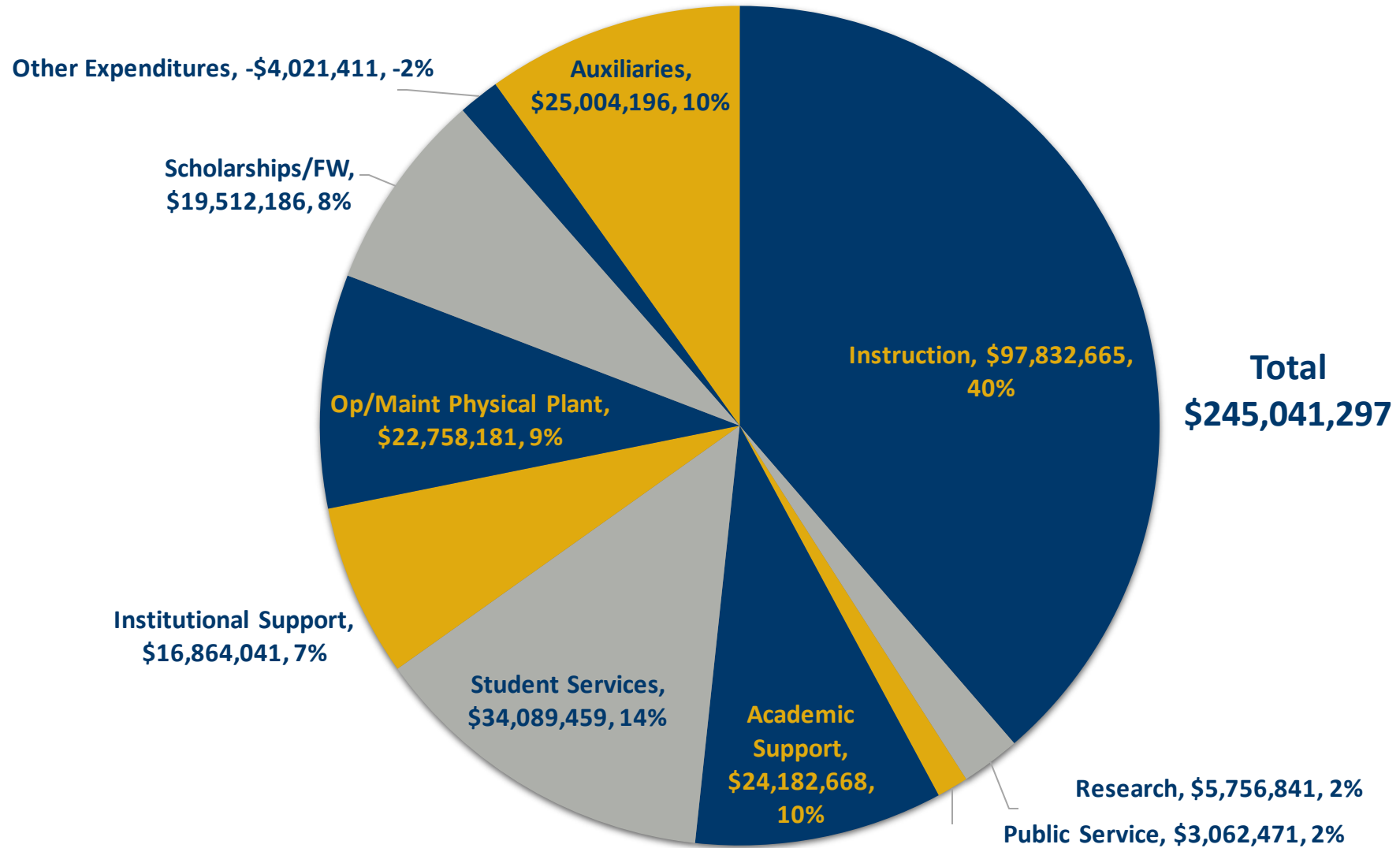
FINANCIAL REPORT

VICE CHANCELLOR
BRENT GOLDBERG

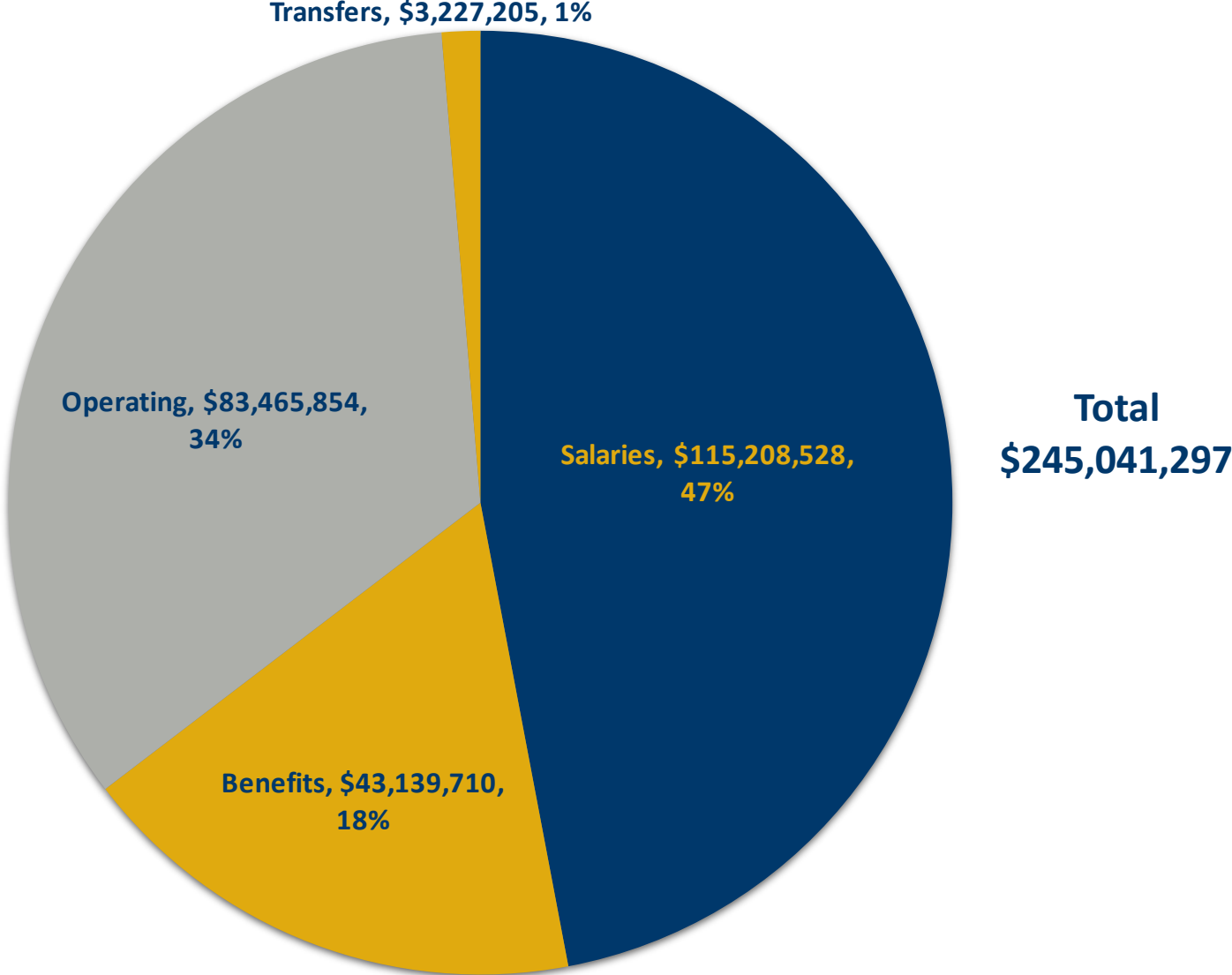
FY 2024 E&G & Aux. Revised Budget - Revenue



Revised Budget – Expense by Functional Area



Revised Budget – Expense by Natural Classification



FY 2024 E&G Budget vs YTD Actuals

	BUDGET	YTD ACTUALS	%
Revenue:			
Tuition & Fees	\$133,079,912	\$128,072,596	96%
State Appropriations	80,047,905	46,021,851	57%
Grants & Contracts	1,479,400	738,628	50%
Sales & Service	5,172,084	3,537,606	68%
Other Services	257,800	96,446	37%
Total Revenue	\$220,037,101	\$178,467,127	81%
Expenses:			
Salaries & Benefits	\$151,878,158	\$70,627,857	47%
Operating	72,180,354	34,199,072	47%
Total Expenses	\$224,058,512	\$104,826,929	47%
Transfers	-4,021,411	2,775,645	-69%
Total Expenses & Transfers	\$220,037,101	\$107,602,574	49%
Balance	-	\$70,864,553	

**Current estimated remaining salary and operating encumbrances equal \$87,314,879*

Reserve Funds Summary

Reserves	Balance	Obligations	Available
Campus Reserves	24,393,346	(22,769,992)	1,623,354
Mandatory Fees	12,023,938	(11,952,963)	70,975
Division & College	13,499,271	(576,413)	12,922,858
Auxiliaries	19,737,459	(14,575,766)	5,161,693
Fund Balances	10,250,000	-	10,250,000
Totals	79,904,014	(49,875,134)	30,028,880

Obligation amounts include approved and planned projects, future obligations and potential shortfalls.

FY 2025 Budget Planning

Core Focus Areas

Creating the MOCS Experience

Leveraging Our Special Place as Chattanooga's University

Cultivating a Culture of Innovation

Operating with Excellence

Budget Environment and Planning

Challenges

- Admission Changes
- Tuition Environment
- Capital Projects and Interest Rates

Opportunities

- THEC Recommended Tuition Binding Range 0-6%
- Reallocation Possibilities
- Enrollment Trends
- Marketing and Recruitment Efforts
- Organizational Health
- New Budget Input Sessions

Investments

- Staff/Faculty Compensation Adjustments
- School of Nursing Program Investment
- Artificial Intelligence
- Quantum Initiatives
- Quality Enhancement Plan
- ERP (DASH) Implementation

Budget Input Session Themes

Academic Programming (2)

- Investment in high academic growth programs
- Summer school evaluation and review
- Review current academic programs for cost/benefit effectiveness

Compensation and Benefits (1)

- Compression and market competition
- Flexible scheduling, working environment
- Merit increases and alignment with performance evaluations

Departmental General Operating Expenses

- DASH staffing needs
- Library publications and databases expenses
- Travel budget and faculty research costs

Parking Improvements (3)

- Optimize parking system
- Incentive based parking Engel Stadium
- Faculty/staff parking/sliding-scale parking analysis
- Visitor parking

Student Recruitment

- Undergraduate new freshmen
- Undergraduate transfers / non-traditional
- Graduate students
- Part-time students

Student Programming

- Enhance dining options
- Expand housing needs
- Student mental health and wellness support
- Student academic advising and support

University Infrastructure and Maintenance

- **Campus safety (4)**
- Building/grounds maintenance budgets
- Technology maintenance and upgrades
- Align staffing levels with campus growth
- Equipment useful life refresh

FY 2025 Budget Planning Cycle

Budget Preparation (October - December)

- Campus wide budget input sessions.
- Initial Budget Council meeting to discuss budget outlook and budget process for upcoming fiscal year.
- Departmental development of budget priorities and discussions within division or college.

Budget Planning (January – March)

- Divisions submit budget requests.
- State of TN Governor's Budget releases proposed State Appropriation amounts.
- ELT collaborates to develop proposed budget allocations based on priorities.
- Proposed budget reviewed by Budget Council, Division Budget Managers, and governance committees.

Budget Proposal (April– June)

- Chancellor approves final proposal.
- Campus wide Townhall.
- TN General Assembly vote to approve state appropriations budget.
- Campus Advisory Board recommendation.
- UT Board of Trustees approves budget.

FY 2025 Budget Planning Timeline

DATE	ACTION
January 24, 2024	Divisional budget requests submitted to the Budget and Finance Office.
February 5, 2024	Tennessee Governor releases recommended state budget.
February 27, 2024	Budget Council meets to discuss investment priorities proposed by campus.
March 2024	Chancellor and Executive Leadership Team finalizes proposed budget.
April 2024	Chancellor hosts town hall meeting to share proposed budget with campus.
May 2024	Tennessee General Assembly approves state appropriations budget.
May 2024	UTC Advisory Board makes recommendation on UTC proposed budget.
June 2024	UT Board of Trustees approves proposed budget.

FY 2025 New Revenue Scenarios

2% Tuition Increase	Projected	3% Tuition Increase	Projected
Formula Growth	\$ 978,300	Formula Growth	\$ 978,300
Productivity Adjustment	\$ 468,900	Productivity Adjustment	\$ 468,900
Salary Pool (Estimate 3%)	\$ 2,042,550	Salary Pool (Estimate 3%)	\$ 2,042,550
Maintenance Fees	\$ 1,872,176	Maintenance Fees	\$ 2,808,264
Mandatory Fees	\$ 400,000	Mandatory Fees	\$ 600,000
Differential Fees	\$ 122,243	Differential Fees	\$ 183,364
Total	\$ 5,884,169	Total	\$ 7,081,378

The salary pool estimate reflects 65% funding allocation from state appropriations.

The mandatory fee estimate depends on which specific fees are approved for increase.

Auxiliaries (Housing, Meal Plans, Parking) anticipated to increase 4% to offset unfunded salary and inflation increases and contractual obligations.

Fletcher Hall Addition



- Total Project: = \$98.6M
- Gift Match: \$30.0M expected minimum
- Size/Location: 81,688 sq. ft new/16,987 sq. ft. existing along Douglas Street
- Occupant: Rollins College of Business
- Highlight: Classrooms, specialty labs, auditorium, executive education space, community space, incubator space, expanded student success



STRATEGY 2030 PLANNING

BRYAN JOHNSON

Four Areas of Focus

Creating the Mocs Experience

Chattanooga's University

Culture of Innovation

Operating with Excellence



Timeline Overview

By January 31 Committee	Communicate Steering	August	Steering Committee Mtg Draft Feedback
2nd week of Feb	Steering Committee Mtg	September	Campus Forums Updated Draft Forums
4th week of Feb Sub-committees set	Steering Committee Mtg	October	Sub-committee Mtgs Chancellor's Community Council/Additional Community Stakeholders
March (ongoing)	Sub-committee Mtgs		
March	Advisory Board/Chancellor's Community Council/Faculty Senate and Staff Councils Advisory Board	1st week of Nov	Steering Committee Mtgs
1st week of April	Steering Committee Mtg	3rd week of Nov	Final Draft
2nd week of April	Steering Committee Mtg	1st week of Dec Final draft feedback	Committee Mtg
3rd week of April	Stakeholder Mtgs (community, business, etc.)	3rd week of Dec	Final Plan Completed
May- August	Draft Developed		