

## BUDGET RECOMMENDATIONS

### **Organizational Appraisal Committee**

Recommendations of the committee were presented to UPRAC. The four school model for the College of Arts and Sciences will not be implemented. Proposals for distribution of Facilities & Administrative cost (overhead for grants and contracts), Cadec Conservatory, and STEM Education are addressed in other sections of this communication. Other areas requiring further study noted by this committee will be forwarded to the Institutional Assessment and Effectiveness Committee for evaluation and provided to the Provost and Executive Vice Chancellor for Finance for disposition.

### **Information Technology Committee**

BerryDunn consultants will be engaged to review our IT operations and provide advice regarding future directions and organizational structure. The report will be submitted to the Provost and Executive Vice Chancellor for Finance who will assemble an appropriate review and implementation team.

Timeline: By the end of September 2015

### **Vice Chancellor and Director of Athletics**

Plans for reducing the Athletics Department budget that were presented to UPRAC are approved as presented.

### **Executive Vice Chancellor for Finance, Operations and Information Technology**

Plans for rebalancing the budget were presented and approved as presented.

### **Vice Chancellor for Student Development**

Plans for addressing budget rebalancing were provided with several potential options. All options will be evaluated by a Student Development advisory committee, with a final option presented to UPRAC for recommendation to the Chancellor.

#### **Career Center and Internship Office**

The Vice Chancellor for Student Development and Provost will start with the current plan and work with appropriate individuals to get a plan in place with a budget and timeline for implementation.

Timeline: Before end of Spring Semester 2016

### **Senior Vice Chancellor for Academic Affairs**

Most of the recommendations to UPRAC were accepted as presented. Other recommendations (noted below) were accepted but require further work to ensure a transition and implementation plan is in place.

### **Merging of the departments of Criminal Justice and Sociology, Anthropology and Geography**

These two departments have been in discussions regarding a potential merger for approximately six to seven months. The groundwork has been laid for this transition. The Provost will work with the department head of SAG, the interim department head of Criminal Justice and CAS dean to develop a plan and timeline for the transition.

Some of the issues to be addressed include:

- Involvement of faculty and staff in the process
- Budget
- Space and location
- Choosing of a department head
- Joint departmental bylaws

Timeline: Complete during the 2015/16 academic year

### **Merging the administrative structures of the departments of Philosophy & Religion, and Modern and Classical Languages and Literatures**

The department heads and the dean of CAS provided an alternate recommendation to the original recommendation that was endorsed by UPRAC. The alternate recommendation was accepted by UPRAC and is approved for implementation. The Provost will work with the department head of MCLL, the department head of Philosophy & Religion and CAS dean to develop a plan and timeline for the transition.

Some of the issues to be addressed include:

- Involvement of faculty and staff in the process
- Budget
- Space and location
- Operational issues involving promotion, tenure, reappointment, EDOs and future blending of bylaws

Timeline: Complete during the 2015/16 academic year

### **Move the Bachelor of Integrated Studies to the CHEPS School of Professional Studies**

The Director of the BIS was consulted regarding this recommendation and was supportive of the realignment. The Provost will work with the Director of Integrated Studies Major, and the deans of CHEPS and CAS to develop a plan and timeline for the transition.

Some of the issues to be addressed include:

- Budget
- Operational issues, e.g., review of student BIS degree plans
- Space and location

Timeline: Complete during the 2015/16 academic year

### **Move the Department of Economics to the College of Business**

This realignment should enhance the major and provide increased opportunities for students. The Provost will work with the deans of the COB and CAS, the interim department head and Economics faculty to ensure a smooth transition.

Some of the issues to be addressed include:

- Involving faculty and staff in the process
- New catalog wording
- Differential tuition
- Integration of Finance and Economics into a single department with unified Bylaws
- Space and location
- Budget

Timeline: Complete by early spring 2016

### **Elimination of the Interdisciplinary and Nuclear Concentrations in Engineering**

The elimination of the interdisciplinary and nuclear concentrations are under study. A decision will be made as soon as possible but no later than August 1, 2015.

### **Physics, Geology and Astronomy Department realignment**

The disciplines in the current department are important to the academic offering of the university. We must take the necessary steps to protect and strengthen these disciplines. Any savings would reduce the cost to produce majors and would be viewed very favorably by campus, the System and the UT Board of Trustees. The realignment would include moving Astronomy and Physics to Chemistry and Geology to Biology and Environmental Sciences. The Provost will work with the department heads of Chemistry and Biological and Environmental Sciences and the CAS dean to ensure a smooth transition to develop a budget for the moves and balance this with potential savings.

Some of the issues to be addressed include:

- Involvement of faculty and staff in the process
- Budget
- Ways to increase majors, especially in Physics
- Space and location of Geology faculty in Biological and Environmental Sciences
- Review of departmental bylaws
- Appropriate names for the merged departments

Timeline: Decision completed by September 2015

### **Moving the administrative oversight of STEM from the College of Arts and Sciences to the College of Health, Education and Professional Studies**

It is essential that UTC maintain a strong focus in STEM and the training of teachers in STEM. With that in mind we must position our STEM teachers' preparation

program to produce outstanding graduates in an efficient and effective manner. The transition of the STEM teachers' program to CHEPS will save money and minimize overhead. Administrative functions and communication lines for interacting with Hamilton County Schools for field placement are in place and acknowledged by external partners. This proposal should move forward while maintaining the strengths of the current program. This proposal is approved and will require the development of an implementation plan. Transfer of administrative oversight for STEM will be effective July 1, 2015.

The provost will charge a committee to develop a plan to implement this change that maintains quality, serves students, and addresses concerns.

Some of the issues to be addressed include:

- The role of mentor teachers
- The early classroom experiences
- Inventory and transfer of materials
- Evaluate if curricular changes are needed
- Should students in the STEM Education program major in a discipline (Math Education) and take classes for the credential and teaching experience?

Timeline: Complete transition by the end of FY16

### **Combination of Music and Theater programs**

We must have a thriving arts community on our campus. Seeking means to advance and enhance our arts programs and create a stronger connection to the Chattanooga community is an essential goal of our university. Having a School of Performing Arts or School of Fine and Performing Arts provides UTC with unique advantages in recruiting students, faculty and donors. A potential integration of these programs could provide a more unified focus in the arts, to include Cadek and the Southeastern Center for Education in the Arts.

The Provost will work with the department heads of Music, Theater and Speech, and Art to develop a plan, structure, budget, and partnerships for a School in the Arts or a School in Performing Arts. Understanding the structure, community relationships and possible partnerships, will benefit all three departments.

Some of the issues to be considered include:

- Involving faculty and staff in the process
- Can Art be included in the School? Should it be a School of Fine Arts?
- Does the Southeast Center for Education in the Arts become a unit in the School?
- Is there a fund raising advantage to having a School of Fine Arts vs a School of Performing Arts?
- Does a School of Fine Arts leverage community resources to continue support for less financially viable operations, such as the orchestra.

- What relationship would Cadec Conservatory have with a School of Fine or Performing Arts?
- How is the School operationalized, to include budget, leadership, etc.?

Timeline: Complete work before December 31, 2015

### **Cadec Music Conservatory**

Cadec is challenged to meet its budget primarily due to its income obligation. A thorough evaluation and analysis of Cadec operations is needed. The Provost will appoint a taskforce to review the operation and viability of Cadec.

Some of the issues to be considered include:

- Budget – is Cadec recovering all costs, if not, how much is the university subsidizing Cadec and is there an acceptable subsidy amount?
- Where should Cadec report?
- Is there a way to involve Music Department faculty and/or students in Cadec that would reduce operational costs?
- Renovations of the concert hall were done with the gifts from the community and this must be considered.

Timeline: A final report should be received by 15 January 2016

### **Facilities & Administrative Cost (overhead) Distribution**

F&A distribution must be reviewed to ensure we maximize the impact and leverage its use to generate more external funding through grants and contracts. The Provost and Executive Vice Chancellor for Finance will work with key constituents to develop an acceptable distribution model for grant and contract F&A. The original proposal from the Office of Partnerships and Sponsored Programs and revised proposal from the Organizational Appraisal Committee should be examined and the impacts determined. A final recommendation for F&A distribution should be the end product of the discussions.

Timeline: By the end of September 2015

### **Online and Summer Session Budgets**

We must ensure that online and summer sessions have adequate budgets and incentives so department heads can be creative and generate revenue. The Provost and Executive Vice Chancellor for Finance will work with deans, department heads, and faculty to ensure people understand the current funding formula and recommend any necessary changes to ensure sustainability.

Timeline: By the end of September 2015

### **WUTC**

Background: WUTC had a \$1M surplus that has decreased over the past several years. The surplus will likely run out in FY 2016 and UTC will need to add \$150,000 to base budget (annual cost) beginning in FY 2017. UTC will then be providing \$500,000 direct

cash support and \$150,000 - \$175,000 in soft costs for WUTC assuming no changes to the operational costs, underwriting, or fundraising. This is unsustainable given the return on investment for students and the UTC academic enterprise. The question is how to retain a NPR radio station in Chattanooga and not have UTC subsidize such a huge portion of the costs. A taskforce will be appointed to review operations and provide recommendations for realigning operational expenditures. The taskforce will explore alliances, affiliations, and possible merger with WCTI, the local PBS station.

Timeline: Completed by December 2015