

**Budget Advisory Council Meeting**  
**Summary Notes of Presentations – General Questions**  
**January 11, 2019**

**Attended:** Chancellor Angle, Richard Brown, George Hynd, Yancy Freeman, Tyler Forrest, Chris Sherbesman, Allison Evans, Joanne Romagni, Mark Wharton, George Heddleston, Joe Wilferth, Robert Dooley, Daniel Pack, Valerie Rutledge, Linda Frost, Theresa Liedtka, Steve Ray, George Heddleston, Daniel Pack, Terry Denniston, Bryan Rowland

**Absent:**

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Dr. Richard Brown welcomed everyone to the Budget Advisory Council meeting. Dr. Brown mentioned that they have implemented this new part of the overall budget and financial planning process to give everyone an opportunity to review our overall budgets and engage in meaningful dialogue. The overall goal is budget transparency and gaining a complete understanding of the process. Dr. Brown has asked the committee to please focus on each budget, provide feedback on every division and ask questions on areas you do not understand. Dr. Brown thanked Tyler Forrest, Chris Sherbesman, Allison Evans and the Budget Department for putting together a great budget template for everyone to follow. Dr. Brown stated that all of the presentations will be posted on the Budget website for all to review in the future. Dr. Brown thanked Provost Hynd for co-chairing this process and thanked the Chancellor for leading the process for the entire institution.

Chancellor Angle mentioned to the committee, “Why are we doing this and is there any value to the three-year process?” The Chancellor stated that we will define this process during our meetings. In the past, Academic Affairs sat down with the deans and provost and came up with budget priorities. With this, there is an understanding of the context where each dean is headed and how your budget fits in and how it all works together across the campus. Chancellor Angle mentioned that integrating all of this information together and exchanging ideas throughout the entire campus will help us better understand the overall vision and the budget requests.

Provost Hynd thanked Dr. Brown, the Chancellor and the Deans for their budget presentations for his review. Provost Hynd thanked the Deans for doing a fantastic job thinking about the strategic vision and how this conveys to making your colleges and units more unique in the context of an incredible and national university. The three-year budget context allows each Dean to deal with their aspirations along with faculty vacancies and open lines that may help to define yearly needs and to put their budget development thought process in a larger context.

## Summary Notes of Presentations and General Questions:

### College of Arts & Sciences – Presented by Dr. Joe Wilferth (see attached handout)

- Chancellor Angle asked Dr. Wilferth if he would like to have a German major with a tenure track. Dr. Wilferth mentioned that Communication program has already grown so much, so he is trying to hire faculty to keep with up with the growth. The request for a German professor is an area of both enrollment/student growth and potential growth in terms of development/advancement.
- Dr. Brown asked about the Diversity Goals – Dr. Wilferth said they have a five-year diversity hiring plan and they are trying to improve in each category. Dr. Wilferth will follow-up with Dr. Brown on his upcoming diversity plan.
- Chancellor Angle asked when filling faculty positions in FY20 that the money would not be moved over until the positons are filled which will be in FY21. Dr. Brown and Tyler Forrest both mentioned that this is correct.
- Provost Hynd mentioned (**not only in Arts & Sciences but for all colleges**) that one of the main challenges that we have in academia is that we need to create a line for an assistant professor (tenure track), we want to grow graduate enrollments and increase our external funding – (we tend to hire in ways that will pay off 5-8 years down the road). With this statement, Dr. Hynd is asking each Dean – Did you discuss with your department head colleagues the consideration to targeted hires on going out to find someone who can bring in external funding or who has a grant to bring to our university? Everyone will need to discuss - Would it be wise to invest in someone more expensive who would be able to hit the ground with helping our graduate program and external funding? Provost Hynd is asking all as we move forward during FY21 and FY22 that it is very critical to have these conversation as it will help to move faster forward.
- Mock Trial Team (Budget Request) – Chancellor Angle asked Dr. Rowland to review the budget requests list and to think about how we can fundraise for these requests. Looking to build an endowment or operating monies from donors would be a great start. Chancellor Angle mentioned as we look at all budget requests - What are good opportunities that would tug at a donor and have good conversations? Community involvement will be a great part as well.
- Dr. Brown asked Dr. Wilferth what were the top 3 growth programs (quality and quantity) for the College of Arts & Sciences:
  1. Art
  2. Music Therapy
  3. Biological Sciences
- Chancellor Angle asked about the “cluster hire” – overview on what we get with a cluster hire? – this question would be for all colleges – where will it get us especially with health and will tenure track professors want a “start-up” – easier with “one-time” monies. This will help target top quality to help with a great hire. Recruitment is an advantage to hire with diversity and a better strategy to bring in expertise and funding instead of going through a pool of candidates.

**College of Engineering and Computer Science – Presented by Dr. Daniel Pack (see attached handout)**

- Dr. Brown asked, how are things at the Sim Center in terms of the research grants? Dr. Romagni stated that over a million dollars have been brought in. Dr. Romagni also stated that there is a small number of faculty who do most of the grants at this point and they need to build the faculty base. Provost Hynd asked if the \$4 million dollars were coming out of the mechanical engineering and Dr. Pack stated it's mainly coming out of computer science.
- Regarding the 15/4 implementation, Dr. Brown asked how does this relate to the bottle neck courses to insure progression? Dr. Pack said they will have someone to monitor and manage this every day at a dean's level. Chancellor Angle mentioned that having the 15/4 monies will be a good discussion for all colleges.
- Chancellor Angle mentioned that if placing this under the 15/4 monies, this could tie into student success initiatives that will get more students. An example would be discussion/problem solving sessions, which could be led by a graduate student. This could reinforce some things for students and help in the low success rates and could recruit more students. Funding the Graduate Student Assistantship supports the graduate program. This could also partner with other colleges to help meet goals to help impact all students. Using the students can free up faculty to work on research that will then bring in more money.
- Dr. Brown asked about the Diversity Goals – Dr. Pack stated that the faculty is very diverse and they continue to promote and facility cultural diversity. Dr. Pack mentioned that the student ratio is 21% to 25% which comes from a diverse background. Dr. Pack stated that male gender is greater but as for female, the national average is at 18% and they are at 16%.
- Dr. Brown asked Dr. Pack what were the top 3 growth programs (quality and quantity) for Engineering and Computer Sciences. Dr. Pack stated they are:
  1. Computer Sciences
  2. Mechanical Engineering
  3. Electrical Engineering

**College of Health, Education & Professional Studies – Presented by Dr. Valarie Rutledge (see attached handout)**

- Dr. Rutledge mentioned that her college does not have a lot of 15/4 courses. CHEPS only have seven courses for the entire college and they are used for the Gen ED requirements. Chancellor Angle mentioned that they should really use the 15/4 monies, especially for HHP having over 900 majors. Dr. Rutledge stated most of her grants sustain their money very well, but they have no travel and equipment dollars - which does make it difficult to operate. Dr. Rutledge stated that if accreditation is managed, her college can manage the expenses in her college.
- Dr. Brown asked Dr. Rutledge what were the top 3 growth programs (quality and quantity) for CHEPS. Dr. Rutledge stated:
  1. PA Program
  2. HHP
  3. School of Nursing
- Dr. Brown asked about the Diversity goals – Dr. Rutledge mentioned that the biggest diversity is in their Social Work Department. The biggest challenge is gender that the professions are significantly female. PT and OT are using some of their monies to help them identify and recruit students who represent those who are in desire need. Dr. Rutledge stated that they are working with Future Ready Academy which has a partnership with Tyner High School. They are working with these students at Tyner and getting them on campus and preparing them for college which will hopefully bring them to UTC.
- Dr. Brown asked how is the diversity with the teacher education and partnership with Hamilton County Schools. Dr. Rutledge said that the partnership is very important and they are working toward to getting the students to see the diverse classrooms and be prepared for college. Hopefully, Hamilton County will guide and send the students to UTC.
- Provost Hynd asked about the funding for the PA Program and how many faculty are you anticipating. Dr. Rutledge said that the plan laid out for THEC requires two faculty and one medical director. The best approach would be to reach out to the UT College of Medicine regarding adjuncts to supplement this. This would be cost effective that will bring in revenue t UTC and would be a great connection with UT as well.
- Chancellor Angle mentioned we should look at having some online programs in generating revenue like at Bethel University in Memphis. Having an auxiliary to pay faculty to get the curriculum up, be administrated and controlled by non-tenure track faculty in graduate or undergraduate courses could definitely impact the quality that we are doing and could generate money. Chancellor asked that we all start thinking about this and to use John Freeze to help the University make this work.

### **The UTC Honors College – Presented by Dr. Linda Frost (see attached handout)**

- Dr. Brown asked about the Diversity Goals – Dr. Frost mentioned that the staff has been diversified and Sherese Williams, Assistant Director to the Honors College, has been working with Honors and is focused on working and recruiting minority population across the state. It takes time as Honors is very hard to diversify due to that they do not offer honor scholarships, which they do need to offer. This is a big topic of discussion for the Honors College. Another diversity issue is gender – 2/3 women to 1/3 men and they are working to improve on this.
- Dr. Rutledge mentioned that Dr. Frost is working with Signal Mountain High School and they are interested in partnering with the Honors College on one of the Future Ready Institutes. This would be a recruitment tool and a great connection, as we have a lot of students who go through the IB Program. Signal Mountain High School would be our second future ready academy which is strictly based on the fact that they are an Honor College.
- Dr. Pack asked what percentage of honor students are from Tennessee compared to outside of Tennessee. Dr. Frost mentioned the majority are from within Tennessee with just a few from out of state. There is not a lot of recruitment for out of state, but she is hoping this will get better.
- Dr. Brown asked Dr. Frost what were the top 3 growth programs (quality and quantity) for the Honors College. Dr. Frost stated:
  1. Number of students in their four-year program
  2. Number of students undertaking departmental honors and hopefully Innovations in Honors as departmental honors on the campus Electrical Engineering
  3. Adapting to their new space in Guerry and strengthening all the changes we've made in the college

### **Library – Presented by Theresa Liedtka (see attached handout)**

- Peer Comparisons – Provost Hynd asked, how were the figures calculated for UTC? Theresa stated that the Institution of College of Research Libraries collect all data from UTC – the Library buys access into that data each year and they can retrieve all data on demand. It's a great service to have to calculate all cost measures.
- Dr. Brown asked about the furnishings in the library – 5 year plan. Theresa mentioned that they are not budgeted for the furnishings, but she will start to create a plan and share it with Dr. Brown.
- Dr. Brown asked about the diversity in faculty and staff – Theresa stated that 90% are white women and 12% are men. Theresa said it is a challenge to recruit for staff in the library, as they are a unique demographic in recruiting people who like to work in a library. They are working to fix the diversity, but Theresa noted that they work with every diverse person who walks in the library and they pride themselves in their great service.

Chancellor Angle mentioned this meeting was very informative and Dr. Brown thanked everyone for their outstanding work.