

## BUDGET REBALANCING UPDATE

RECOMMENDATION	ACTION AS OF 12-15-2015	TIMELINE for COMPLETION
<p><b>Organizational Appraisal Committee</b>  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 &amp; Administrative cost (overhead for grants and contracts), Cadek 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.</p>	<p>Items have been appropriately routed. Many of items have been forwarded to the Institutional Assessment and Effectiveness Committee.</p>	<p>Ongoing and recommendations will be reported out for necessary approvals. IAEC continues to meet routinely and address items.</p>
<p><b>Information Technology Committee</b>  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.</p>	<p>Plan moving forward based on external consultant overview has been completed. Primary points are: 1) establish a formal AA – IT connection by appointing a liaison from AA to work directly with the CIO; 2) establish new org. structure for IT based on functions (not positions); and 3) establish an IT Advisory Committee. The above tasks will be accomplished before Dec. 31, 2015. A detail report is appended to this report.</p>	<p>Ongoing</p>

<p><b>Vice Chancellor and Director of Athletics</b> Plans for reducing the Athletics Department budget that were presented to UPRAC are approved as presented. Total rebalancing = \$587,088.</p>	<p>All plans implemented. 100% of rebalancing met.</p>	
<p><b>Executive Vice Chancellor for FOIT</b> Plans for rebalancing the Division of FOIT were presented and approved by UPRAC. Total rebalancing = \$547,294 Institutional plan presented and approved by UPRAC. Total rebalancing = \$622,551.</p>	<p>All plans implemented. FOIT met 100% of rebalancing. Institutional met 66% of rebalancing.</p>	
<p><b>Vice Chancellor for Student Development</b> Student Development plan presented and approved by UPRAC. Total rebalancing = \$107,273.</p>	<p>100% of rebalancing met.</p>	
<p><b>Communications and Marketing</b> Plan presented and approved by UPRAC. Total rebalancing = \$46,903..</p>	<p>100% of rebalancing met.</p>	
<p><b>Senior Vice Chancellor for Academic Affairs</b> Plan presented and approved by UPRAC. Total rebalancing = \$982,878.</p>	<p>38% of rebalancing met.</p>	
<p><b>Chancellor</b> Plan presented and approved by UPRAC. Total rebalancing = \$54,352.</p>	<p>100% of rebalancing met.</p>	
<p><b>Career Center and Internship Office</b> 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.</p>	<p>A proposal with four strategic initiatives has been developed. Further discussion will occur to determine how to best implement the plan. The plan can be found <a href="#">here</a>.</p>	<p>A final decision regarding the recommendations will be made in spring 2016.</p>
<p><b>Student Health Services</b> The Vice Chancellor for Student Development will request that a comprehensive study be conducted to determine the most appropriate health services plan for our campus.</p>	<p>A study committee composed of a representative cross section of campus has generated a report recommending short-term</p>	<p>A final decision regarding the recommendations will be made in spring 2016.</p>

	and long-term approaches to enhancing health services. The report can be found <a href="#">here</a> .	
<p><b>Merging of the departments of Criminal Justice and Sociology, Anthropology and Geography</b></p> <p>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.</p> <p>Some of the issues to be addressed include:</p> <ul style="list-style-type: none"> <li>• Involvement of faculty and staff in the process</li> <li>• Budget</li> <li>• Space and location</li> <li>• Choosing of a department head</li> <li>• Joint departmental bylaws</li> </ul>	<p>The implementation plan is on schedule. The merger is proceeding with a final vote on departmental bylaws anticipated for mid-March 2016. New department name has been ratified by faculty, “Department of Social, Cultural and Justices Studies”. December 2015 update is <a href="#">here</a>.</p>	<p>Complete during the 2015/16 academic year. Plan is on schedule.</p>
<p><b>Merging the administrative structures of the departments of Philosophy &amp; Religion, and Modern and Classical Languages and Literatures</b></p> <p>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 &amp; Religion and CAS dean to develop a plan and timeline for the transition.</p> <p>Some of the issues to be addressed include:</p> <ul style="list-style-type: none"> <li>• Involvement of faculty and staff in the process</li> <li>• Budget</li> <li>• Space and location</li> </ul>	<p>Implementation of the transition to a one unit head model continues. Philosophy and Religion continues work on Bylaws. An update can be found <a href="#">here</a>.</p>	<p>Complete during the 2015/16 academic year. Plan is on schedule.</p>

<ul style="list-style-type: none"> <li>Operational issues involving promotion, tenure, reappointment, EDOs and future blending of bylaws</li> </ul>		
<p><b>Move the Bachelor of Integrated Studies to the CHEPS School of Professional Studies</b></p> <p>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.</p> <p>Some of the issues to be addressed include:</p> <ul style="list-style-type: none"> <li>Budget</li> <li>Operational issues, e.g., review of student BIS degree plans</li> <li>Space and location</li> </ul>	<p>The BIS is now integrated into the School of Professional Studies in CHEPS. An update can be found <a href="#">here</a>.</p>	<p>Completed fall 2015 semester.</p>
<p><b>Move the Department of Economics to the College of Business</b></p> <p>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.</p> <p>Some of the issues to be addressed include:</p> <ul style="list-style-type: none"> <li>Involving faculty and staff in the process</li> <li>New catalog wording</li> <li>Differential tuition</li> <li>Integration of Finance and Economics into a single department with unified Bylaws</li> <li>Space and location</li> <li>Budget</li> </ul>	<ol style="list-style-type: none"> <li>A national department head search is underway. Finalists will visit campus very early in the spring semester.</li> <li>A replacement for a retired faculty member is underway.</li> <li>The department has decided to keep the BA degree. A BS ECON degree is the CoB will also be offered.</li> <li>The economics curriculum has been updated based on the external review and</li> </ol>	<p>Complete during the 2015/16 academic year. Plan is on schedule.</p>

	<p>benchmarks of other programs. An internship course has been added to be consistent with other CoB majors and the focus of the Student Success Center.</p> <p>5. Faculty in economics have been briefed on research expectations and AACSB research requirements.</p>	
<p><b>Evaluate the need of the Interdisciplinary and Nuclear Concentrations in Engineering</b> Discussions with industry groups, such as TVA, will be planned to gather input regarding the need for the interdisciplinary and nuclear concentrations.</p>	<p>The nuclear, interdisciplinary, and STEM options will no longer accept students as of December 2015. Students in these programs will be given the opportunity to complete the programs. The communication can be found <a href="#">here</a>.</p>	<p>Final decisions have been made.</p>
<p><b>Physics, Geology and Astronomy Department realignment</b> 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</p>	<p>The merger of Geology with the Department of Biological and Environmental Sciences has gone smoothly. Nearly all action items have been completed. An update can be found <a href="#">here</a>. Goals for 2015-16 have been</p>	<p>Both departments continue to work on Bylaws. This work is expected to be completed by April 2016.</p>

<p>Environmental Sciences and the CAS dean to ensure a smooth transition. Some of the issues to be addressed include:</p> <ul style="list-style-type: none"> <li>• Involvement of faculty and staff in the process</li> <li>• Budget</li> <li>• Ways to increase majors, especially in Physics</li> <li>• Space and location of Geology faculty in Biological and Environmental Sciences</li> <li>• Review of departmental bylaws</li> <li>• Appropriate names for the merged departments</li> </ul>	<p>developed by the Chemistry and Physics Department. An update can be found <a href="#">here</a>.</p>	
<p><b>Moving the administrative oversight of STEM from the College of Arts and Sciences to the College of Health, Education and Professional Studies</b></p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• The role of mentor teachers</li> <li>• The early classroom experiences</li> </ul>	<p>The transition of STEM from CAS to CHEPS has progressed well. An educational advisory board has been created which is composed of members external to UTC and UTC faculty. An update of activities can be found <a href="#">here</a>.</p>	<p>Complete transition by the end of FY16</p>

<ul style="list-style-type: none"> <li>• Inventory and transfer of materials</li> <li>• Evaluate if curricular changes are needed</li> <li>• Should students in the STEM Education program major in a discipline (Math Education) and take classes for the credential and teaching experience?</li> </ul>		
<p><b>School of Professional Studies</b> Professional programs in the College of Health, Education and Professional Studies will be grouped as a school. This will allow for better advertising and recruiting of students. Efficiencies will be gained through elimination of duplicate administrative efforts.</p>	<p>Work is being completed on the School of Professional Studies Bylaws and RPT criteria. An update can be found <a href="#">here</a>.</p>	<p>Transition will be complete in early to mid-spring 2016 semester.</p>
<p><b>School of Health Professions</b> The department heads for Nursing, Physical Therapy, Occupational Therapy, and HHP should consider how they might organize themselves collectively so better promote the health profession majors at UTC.</p>	<p>Discussions are ongoing and update can be found <a href="#">here</a>.</p>	<p>Final recommendation in spring 2016.</p>
<p><b>Combination of Music and Theatre programs</b> 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.</p> <p>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.</p> <p>Some of the issues to be considered include:</p>	<p>The department heads of Art, Music, and Theatre and Director of SCEA have visited university with school of fine and/or performing arts. All-faculty meetings have been held for discussion. An update of their work can be found <a href="#">here</a>.</p>	<p>Proposal submitted to Chancellor and Provost by January 15, 2016.</p>

<ul style="list-style-type: none"> <li>• Involving faculty and staff in the process</li> <li>• Can Art be included in the School? Should it be a School of Fine Arts?</li> <li>• Does the Southeast Center for Education in the Arts become a unit in the School?</li> <li>• Is there a fund raising advantage to having a School of Fine Arts vs a School of Performing Arts?</li> <li>• Does a School of Fine Arts leverage community resources to continue support for less financially viable operations, such as the orchestra.</li> <li>• What relationship would Cadek Conservatory have with a School of Fine Arts?</li> <li>• How is the School operationalized, to include budget, leadership, etc.?</li> </ul>		
<p><b>Cadek Music Conservatory</b>  Cadek is challenged to meet its budget primarily due to its income obligation. A thorough evaluation and analysis of Cadek operations is needed. The Provost will appoint a taskforce to review the operation and viability of Cadek. Some of the issues to be considered include:</p> <ul style="list-style-type: none"> <li>• Budget – is Cadek recovering all costs, if not, how much is the university subsidizing Cadek and is there an acceptable subsidy amount?</li> <li>• Where should Cadek report?</li> <li>• Is there a way to involve Music Department faculty and/or students in Cadek that would reduce operational costs?</li> <li>• Renovations of the concert hall were done with the gifts from the community and this must be considered.</li> </ul>	<p>How Cadek will function is being included in the discussion and proposal for a School of Fine and Performing Arts. An update can be found <a href="#">here</a>.</p>	<p>A final proposal will be submitted to Chancellor and Provost by January 15, 2016.</p>
<p><b>Facilities &amp; Administrative Cost (overhead) Distribution</b>  F&amp;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</p>	<p>Completed July 1, 2015. The final plan can be found <a href="#">here</a>.</p>	<p>Completed</p>

<p>contract F&amp;A. A final recommendation for F&amp;A distribution should be the end product of the discussions.</p>		
<p><b>Online and Summer Session Budgets</b>  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.</p>	<p>The revenue sharing plan for online has been modified so departments now receive 42% of the revenue coming to AA, an increase of 21%. The plan can be found <a href="#">here</a>.</p> <p>A new summer school model for financial sharing will be implemented for summer 2016. The plan will be run as a pilot and departments will be held harmless. The plan can be found <a href="#">here</a>.</p>	<p>Online revenue sharing plan has been successfully implemented.</p> <p>Re-evaluation of the plan will occur at the conclusion of the 2016 summer school terms.</p>
<p><b>WUTC</b>  Background: WUTC had a \$1M surplus that has decreased over the past several years, which will likely run out in FY 2016. UTC will need to add \$150,000 to base budget 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 was 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.</p>	<p>A task force has been appointed. Members are Bryan Rowland (chair), Betsy Alderman, Chuck Cantrell, Paul Clark, Tyler Forrest, and Michael Friedman. The task force is meeting and will submit a report with recommendations to Chancellor Angle.</p>	<p>Report expected by December 31, 2015.</p>