

Preface to Update II Concerning OETF Recommendations

After careful consideration, members of the Chancellor's Staff have developed a second response to the original October 31, 2008, Report of the Organization and Efficiency Task Force. This response provides an update concerning the status of task force recommendations that have been accepted or are currently under consideration by members of the Chancellor's Staff and teams within each division. During the coming weeks and months we will share additional information as decisions are finalized regarding the implementation of these original recommendations.

Tom Rakes, Chancellor

February 24, 2009

New Revenue Potential

1. Recommendation
Action Charge a drop fee for classes dropped following the first full week of classes.
Under review by Finance and Administration with Academic Affairs; also under review by the UT System
2. Recommendation
Action Charge a credit card convenience fee.
Under review by Finance and Administration
3. Recommendation
Action Extend laboratory fees to all applicable colleges.
Continuing review by Academic Affairs; preparing to develop a proposal for consideration by UT Board of Trustees in June 2009
4. Recommendation
Action Increase rental fees for university facilities to outside groups.
Reviewed by each division; developing fee proposals for select facilities by July 1, 2009
5. Recommendation
Action Explore alternative academic delivery schedules and expand evening class offerings.
Continuing review by Academic Affairs; implementing Maymester offerings and online only summer session 2 in 2009
6. Recommendation
Action Implement a system of fees for disciplinary actions.
Continuing review by Student Affairs; developing a proposal to charge fees associated with disciplinary or mandated corrective services to an offending student, effective July 1, 2009
7. Recommendation
Action Research changing tuition to a per hour basis.
Not approved by UT System
8. Recommendation
Action Reduce the number of free transcripts provided each current/past/ graduated student and increase the fee charged per transcript request.
Approved for Academic Records to begin charging a \$5 fee for each official transcript, effective July 1, 2009

Reorganization

1. Recommendation
Action Consolidate the offices of Extended Campus and Continuing Education (ECCE) and Online and University Studies (OUS).
Approved to consolidate Extended Campus and Continuing Education and Online offices and transfer Bachelor of University Studies program to the College of Education and Behavioral Sciences, effective July 1, 2009
2. Recommendation
Action Discontinue the practice of inviting additional high school students in excess of the number of students funded by the Governor's School grants.
Approved and implemented by Academic Affairs, effective summer 2009
3. Recommendation
Action Move the Learning Resource Center to the library.
In progress by Academic Affairs; scheduled for completion by July 1, 2009

4. Recommendation
Action Reduce academic colleges from five to four.
Not approved by Academic Affairs; reduced the number of academic departments by four (or 18 percent)
5. Recommendation
Action Evaluate the functions and reporting channel for Information Technology Services in support of the strategic plan.
Not approved by Academic Affairs; no savings or increased revenue anticipated from realignment

Procedural Changes

1. Recommendation
Action Evaluate the procedures and award levels for all scholarships.
In progress by Student Affairs; review by Scholarship Process Implementation Task Force, recommendations due in June 2009
2. Recommendation
Action Adjust Student Affairs budget to fully utilize available Access and Diversity funds.
Approved and fully implemented by Student Affairs
3. Recommendation
Action Reduce mail delivery to campus offices to once per day.
Approved for University Post Office to limit mail pick-up and delivery to once a day, effective Monday, December 8, 2008
4. Recommendation
Action Link the budget surplus carryover policy with the strategic budget planning process.
In progress by Finance and Administration
5. Recommendation
Action Identify software that will handle certain repetitive administrative functions automatically that are currently handled by an individual.
Ongoing review by Finance and Administration and Student Affairs; two examples to be implemented July 1, 2009, software for coordinating Student Employment Information and software for scheduling appointments in the offices of Student Health Services and the Counseling Center
6. Recommendation
Action Use video conferencing whenever possible to save travel costs.
Approved implementation by respective areas, effective immediately (Chancellor, Academic Affairs, University Advancement, Student Affairs, Institutional Research, Alumni Relations, Human Resources, Information Technology Services, Student Success, Environmental Health and Safety, UT Online, and others)
7. Recommendation
Action Develop a recruiting, orientation and advising program for transfer students comparable to the program we offer beginning students.
In progress by Student Affairs and Academic Affairs; pilot project to be implemented with Jackson State Community College, effective July 1, 2009
8. Recommendation
Action Develop a standard, centralized approval process for reducing course enrollment limits.
Approved and implemented by Academic Affairs

9. Recommendation Reduce campus student wage budget by 25 percent and better utilize remaining student employees. Each department should be required to justify the number of hours needed for student employees.
- Action** **Approved for implementation; reviews completed by each division with outcomes pending final budget reduction; Student Affairs reorganizing student employment areas, to be fully implemented July 1, 2009**
10. Recommendation Reduce redundancy of student recruitment efforts to eliminate duplication of expenses.
- Action** **Ongoing review by Student Affairs coordinating with off-campus centers; plans to be implemented by July 1, 2009**
11. Recommendation Reduce six to ten graduate assistantship positions across campus.
- Action** **Approved reduction plans by area; position eliminations pending final budget reduction, effective July 1, 2009**
12. Recommendation Continue the four-day work week initiated by Physical Plant this summer.
- Action** **Approved and implemented by Finance and Administration**
13. Recommendation Have student organizations assist with recycling.
- Action** **Approved and implemented by Student Affairs working with Finance and Administration**
14. Recommendation Evaluate and enforce lighting, HVAC and water heat controls in all buildings to ensure maximum efficiencies.
- Action** **Approved by Chancellor's Staff, a Utility Reduction Plan was effective December 1, 2008**
15. Recommendation Centralize appropriate elements of the search and hiring process.
- Action** **Continuing review by Finance and Administration; all departments required to use University Travel office for travel related to the search and hiring process**

In-sourcing Or Outsourcing

1. Recommendation In-source minor maintenance, such as fixture hanging, painting and other routine repairs, as much as practical.
- Action** **Not approved by Finance and Administration**
2. Recommendation In-source pest control.
- Action** **Not approved by Finance and Administration; more costly for university to provide comparable coverage**

Administrative Policy Changes

1. Recommendation Stipulate that all self-funded ancillary operations develop budgets that rely totally on their income.
- Action** **Approved and authorizing each division to develop an appropriate plan for implementation by July 1, 2009**

2. Recommendation
Action Consolidate system-wide purchases of library databases.
Ongoing review by Academic Affairs and UT System; first database to be shared by all campuses will be Web of Science

3. Recommendation
Action Evaluate the use of abbreviated schedules during holidays, breaks, and other non-peak teaching times.
Continuing review by each division; for example, University closing on January 2, 2009

4. Recommendation
Action Identify opportunities for split appointments that allow for coverage of course sections in-load instead of hiring adjuncts.
Not approved by Academic Affairs; not feasible at present

5. Recommendation
Action Cross-train staff to handle functions of other associated staff in the same office or division.
Ongoing review by each division; for example, Student Affairs employees and other staff assisted the Business Affairs Office to collect fees during the January peak time

6. Recommendation
Action Eliminate distribution of Grant Indirect Costs to Colleges.
Not approved by Academic Affairs; no cost savings

7. Recommendation
Action Evaluate the costs and benefits of reducing expenditures and investment in athletics.
Reviewed by Intercollegiate Athletics; plans developed to eliminate a sport, reduce scholarship funds, and reduce positions, pending final budget reductions

8. Recommendation
Action Charge Facilities and Administration fees to Auxiliaries and Self-Funded entities.
Approved to expense \$200,000 to specified auxiliary and self-funded areas of the University, effective July 1, 2009

9. Recommendation
Action Limit post-retirement rehires to renewable, one-year appointments.
Approved plan limiting future post-retirement hires or renewals to two-year maximums

10. Recommendation
Action Evaluate the most effective and efficient use of the Technology Fees.
Not approved by Academic Affairs; current process is effective and meets stipulations established through student referendum and approved by Board of Trustees

11. Recommendation
Action Increase the minimum class size in lower division classes to ten and increase class section enrollment wherever possible.
Approved and implemented by Academic Affairs

12. Recommendation
Action Implement an integrated marketing message.
Continuing review by University Relations; subject to availability of funding

13. Recommendation
Action Freeze software/hardware purchases and upgrades if not required to maintain integrity of performance or maintain service contracts.
Approved and implemented by each division

14. Recommendation
Action Convert all course evaluations to an online process.
Not approved by Academic Affairs

15. Recommendation Explore ways to better market and manage summer school for the benefit of students.
Action **Continuing review by Academic Affairs; adjustments implemented by summer 2009**
16. Recommendation Explore implementation of a voluntary retirement initiative if funds permit.
Action **Continuing review by Finance and Administration; guidelines for implementation available from UT System**

Eliminate Or Discontinue

1. Recommendation Discontinue the printing of the university catalog and move to an online version.
Action **Approved plans to implement an online catalog for fall 2009 with limited number of printed copies available for purchase through University Bookstore**
2. Recommendation Discontinue both summer and fall graduation ceremonies.
Action **Approved the discontinuation of summer graduation ceremony; fall and spring graduation ceremonies will continue**
3. Recommendation Eliminate the fall family picnic.
Action **Approved the elimination of the fall picnic, effective fall 2009**
4. Recommendation Convert SOAR to a virtual, online process.
Action **Continuing review by Student Affairs and Academic Affairs for possible implementation by spring 2010**
5. Recommendation Eliminate paper payment advice for paychecks.
Action **In progress by UT System**

The Chancellor's Staff will evaluate and further explore each item identified on the lists of "Additional Suggestions For Further Study" and "Discarded Suggestions" to determine additional appropriate areas for consideration. The Chancellor's Staff have also added the following two recommendations for review at the division level:

Chancellor's Staff Consideration

1. Recommendation Review academic and non-academic programs and services on the basis of fit to mission, performance, and cost effectiveness to determine feasibility of combining, adjusting, reducing, or eliminating functions, activities, or program-level operations
Action **Ongoing review by each division:**
- Academic Affairs –**
- Reduced academic departments by four, thus eliminating four department chair positions, effective July 1, 2009
 - Reorganized the Center for Global Studies and international programming activities under the College of Business and Public Affairs, effective July 1, 2009
 - Eliminated Health Science Coordinator position

University Relations-

- Implemented an online-only *Addenda* publication
- Reformatted the Commencement Program
- Reformatted and reduced size of the Annual Report

Intercollegiate Athletics-

- Continue to advocate cost-reduction proposals through appropriate channels within the Ohio Valley Conference and the NCAA

University Advancement –

- Restructure donor recognition and stewardship process
- Cancel professional memberships and associated travel
- Identify additional external funding sources for alumni events

2. Recommendation Analyze administrative assignments to determine areas that can be combined, eliminated, or where duties can be reassigned

Action

Ongoing review by each division:

- Finance and Administration eliminated the Skyhawk Card Office; responsibilities transferred to the Business Affairs Office
- University Advancement reviewing staff PDQs to maximize work assignments