

## Preface to the Organization and Efficiency Task Force Recommendations

On September 22, 2008, the Organization and Efficiency Task Force held its initial meeting and began its work. The completed report, offering the following recommendations, is organized within six categories.

Information from the task force, along with recommendations from each major division, will be reviewed by the Chancellor's Staff. After a thorough review, strategic decisions will be made as to managing efficiencies, reorganization of current programs, and reallocation of existing resources. All strategic decisions will be made with regard to activities associated most closely with our core mission and based upon performance and enrollment data. I anticipate that there will be a combination of short-term, intermediate, and possibly long-term considerations for an assortment of opportunities to enhance our core mission.

In all cases, strategic decisions will be made with consideration for the long-term health and strength of the institution as well as, to the extent possible, protection of faculty, staff and student interests. I anticipate that there will be changes that will not be embraced by all, but I also expect management of a difficult situation, brought forward by the declining economy of the state, will be met in a collegial spirit and viewed with an innovative approach to problem-solving.

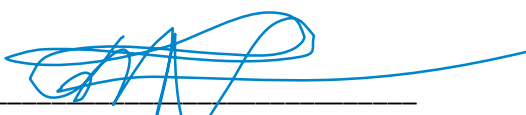
I thank each of you who has provided input by participating in the open forums, sending emails, and providing additional oral and written information to the task force. Task force members have contributed many hours in meetings and discussions outside of their formal meetings in order to include a variety of perspectives and suggestions as part of their deliberations. I truly appreciate the conscientious manner in which task force members have undertaken this review. Richard Joost and Steve Vantrease as co-chairs, Jerald Ogg as facilitator, and the following members are to be commended: Mary Carpenter, Michael Gibson, Nell Gullett, Charles Hammond, Robert Hartshorn, Youlanda Jones, Michelle Santiago, Jeanna Swafford, and Nancy Yarbrough.

I am hopeful that, within the next few weeks, the Chancellor's Staff will complete its review of this report and establish divisional teams to develop implementation plans for the accepted recommendations. We will keep you informed of all final recommendations and implementation timelines as these are developed at the division level.

Tom Rakes, Chancellor


November 3, 2008

The following recommendations have been developed by the Organization and Efficiency Task Force based on suggestions forwarded by faculty and staff of the University of Tennessee at Martin. The Task Force has explored the background of these suggestions and evaluated the potential benefits and costs of each proposal. Where possible, annual savings, and revenue have been estimated. The recommendations have not been prioritized in any way other than to be placed in the following categories: 1) New Revenue, 2) Reorganizations, 3) Procedural Changes, 4) In-sourcing/Outsourcing, 5) Administrative Policy Changes, or 6) Elimination. At the end of the recommendations we have included a list of statements that were received that had little background information or were intended to offer a general approach to any changes that are made. We have also listed all suggestions that were discarded after careful consideration. We respectfully submit these recommendations.



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Dr. Richard Joost, Co-Chair



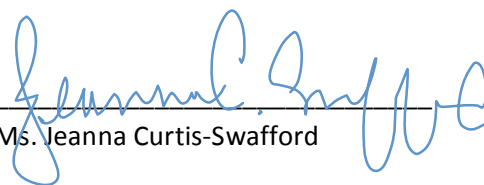
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Mr. Steve Vantrease, Co-Chair



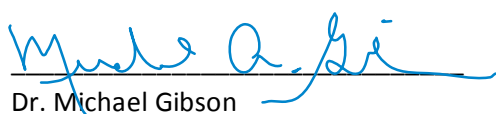
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Ms. Mary Carpenter



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Ms. Jeanna Curtis-Swofford



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Dr. Michael Gibson



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Dr. Nell Gullett



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Dr. Charles Hammond



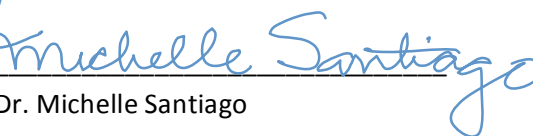
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Dr. Robert Hartshorn



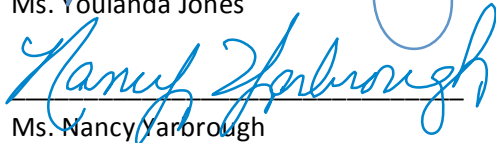
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Ms. Youlanda Jones



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Dr. Michelle Santiago



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Ms. Nancy Yarborough

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Recommendations of the  
Organization and Efficiency  
Task Force

31 October 2008

**New Revenue Potential**

### **Recommendation**

Charge a drop fee for classes dropped following the first full week of classes.

### **Background**

The current drop policy provides no disincentive for students to drop a class through midterm. This leads to poor allocation of facilities and course section scheduling. There is also a problem with upper classmen registering for a class and holding a seat open for underclassmen.

### **Considerations**

Allowing students to drop courses through midterm without any penalty encourages inadequate planning and fosters a poor work ethic. Many students who do not do well on a first exam, rather than working harder to improve, drop the class. Allowing this practice results in course sections being underutilized. Requiring a drop fee for courses dropped after the first week of classes will allow students to make changes to their schedule during the first week of classes without penalty, while discouraging drops later in the semester. It was noted during discussion that this type of drop policy is a common practice throughout academia.

### **New revenue**

A fee of \$25-50 per course dropped has been suggested. Although this is recommended as an efficiency measure to reduce late drops, it is also a new source of revenue. Based on past drop rates following the first week of classes and a proposed fee of \$35/class, this could result in \$50,000 in new revenue.

## **Recommendation**

Charge a credit card convenience fee.

## **Background**

Credit card companies charge the University for each transaction. MasterCard allows for assessment of a per transaction fee, but Visa will not allow addition of this type of fee to individual transactions. Processing fees for credit cards are costing the university over \$125,000 per year, just so customers can have the convenience of using a credit card to pay for purchases and fees.

## **Considerations**

This practice is very expensive for the University. One idea was to disallow the use of credit cards to eliminate this cost; however, this was considered a bad idea due to its impact on marketing. Since MasterCard allows for per transaction fees to be added, it would be easy to develop a means of recouping fees from MasterCard users. Visa presents other problems since they do not allow the addition of a usage fee. Therefore it would be inequitable to charge differently for using a MasterCard and other cards. The proposal is to explore the development of a credit card convenience fee added to the regular fees to recoup these costs.

## **New revenue**

\$127,000

### **Recommendation**

Extend laboratory fees to all applicable colleges.

### **Background**

Beginning in fall of 2008, the College of Engineering and Natural Sciences was approved by the Board of Trustees to begin charging laboratory fees to cover costs of laboratory sections in their classes. Other colleges that incur a large amount of costs associated with providing laboratory experiences for students were not included in this change.

### **Considerations**

Numerous classes in the College of Agriculture and Applied Sciences require large expenditures to provide worthwhile laboratory experiences for students. This includes the purchase of animals to provide students with hands-on activities during the semester. There are also classes in other Colleges that may require large expenditures for laboratories and field trips. These extra expenses should be passed on to the students as they are over and above what is typically considered to be covered by tuition.

### **New revenue**

\$60,000

### **Recommendation**

Increase rental fees for university facilities to outside groups.

### **Background**

It appears that use of many of our facilities in the University Center, etc., are significantly underpriced compared to competing outside venues.

### **Considerations**

Although we want to be a supporter of the community, university fees are often incongruent with the local market value of our facilities. Market value should be explored for all university facilities that are made available to the public.

Hampton Center charges \$250 for their meeting room per event.

Lindell Center charges \$400 for their meeting room per event.

### **New revenue**

\$10,000 -\$20,000

### **Recommendation**

Explore alternative academic delivery schedules and expand evening class offerings.

### **Background**

Traditional academic schedules often do not accommodate non-traditional students or working adults.

### **Considerations**

Examine the feasibility of increased evening classes and the addition of mini sessions during breaks for intensive study opportunities with extended class time in an abbreviated length of time. Opportunities would also include weekend sessions. This will improve utilization of facilities and potentially attract new clientele.

### **New revenue**

To be determined

### **Recommendation**

Implement a system of fees for disciplinary actions.

### **Background**

Currently, fees are not part of the consequences for the majority of student disciplinary actions, although there are costs associated with disciplinary hearings. There are roughly 200 discipline referrals *per semester*. There are no fees for a first offense. The second and third alcohol-related offenses carry a penalty of \$100.

### **Considerations**

The fee should reflect the nature of the disciplinary infraction. If students have committed offenses that are sufficiently serious to warrant disciplinary action, they should be required to pay a fee that at least covers the costs of the disciplinary hearings and other administrative costs. This would also add to the impact of the disciplinary penalty. A graduated fee schedule for first (\$100), second (\$200), and third (\$300) offenses should be implemented for all disciplinary offenses.

### **New revenue**

Potential revenue: 200 students/semester x \$100 first time offense = \$40,000

## **Recommendation**

Research changing tuition to a per hour basis.

## **Background**

Charging tuition per credit hour would more correctly reflect the true costs of education. Under the current system students are considered full time when they register for 12 hours, but they can take up to 20 hours, or more with the Dean's approval, with no increase in tuition. Developing a per hour tuition charge that is equivalent to current approved tuition levels for students that take 15 hours would allow students to more accurately pay tuition costs.

## **Considerations**

There is no desire by the Task Force to increase the financial burden on students. A per hour structure more accurately reflects the true costs of education and can be structured so that a 15 hour per semester load, as is required to graduate with 120 hours in eight semesters, costs the same as current approved tuition levels. Students desiring to take more than 15 hours would then be shouldering the true cost of the additional hours. This would cause students to support the cost of taking Physical Activity courses outside their curriculum over their normal 15 hour load. We recognize that this is a decision that will have to be forwarded to the Board for approval.

## **New revenue**

**Variable, depending on fee schedule adopted.**

### **Recommendation**

Reduce the number of free transcripts provided each current/past/graduated student and increase the fee charged per transcript request.

### **Background**

At the present time, UTM offers each graduate up to 10 final transcripts at no charge. Additional transcripts can be purchased for \$2 each. Material and shipping charges are in addition to the production costs. If UTM averages 750 graduates per year, that yields a potential of 7,500 transcripts per year.

### **Considerations**

If UTM were to limit the free transcripts to 3 per student, then charge a reasonable fee for the extras, a new revenue (or cost recovery) stream could be realized. UTK charges \$7.50 per transcript, and inquiries to other institutions indicate that most of their transcript fees are \$5 per copy.

### **New revenue**

5,000 potential transcripts at \$5 per copy

\$25,000

Recommendations of the  
Organization and Efficiency  
Task Force

31 October 2008

**Reorganization**

### **Recommendation**

Consolidate the offices of Extended Campus and Continuing Education (ECCE) and Online and University Studies (OUS).

### **Background**

There has been some confusion in recent years, particularly with the expansion of high school dual enrollment, as to which of these offices controls which program. The lines have gotten increasingly blurry as more of the dual enrollment courses are offered online using Apreso and other technology. With the recent departure of the executive director of ECCE, this is a judicious time to explore a consolidation.

### **Considerations**

The directors and leaders of the various units of ECCE and OUS were queried regarding this suggestion. Each of those who responded was supportive of the idea and cited advantages in efficiency, economy of scale, and enhancement of ties to the University for off-site programs. The combination of the two offices would certainly alleviate problems associated with duplication of activities related to dual enrollment and streamline the operation. Other advantages would include more extensive incorporation of off-campus faculty into the campus culture, representation in the Faculty Senate, and incorporation of off-campus students into the campus culture. This would facilitate better coordination among ECCE, OUS, and main-campus operations.

### **Savings**

\$110,000 Executive Director salary with benefits

### **Recommendation**

Discontinue the practice of inviting additional high school students in excess of the number of students funded by the Governor's School grants.

### **Background**

Even though funding of Governor's School for the Humanities has exceeded what is needed to cover the direct costs of the program, indirect costs have not been charged to the program. Instead, some of these residual funds have been used for expanding the enrollment in Governor's School.

### **Considerations**

The original suggestion was to simply reduce the Governor's School match to the units that are running Governor's Schools to 50% of the tuition paid. Since the granting agencies (Tennessee Department of Education and Tennessee Department of Agriculture) will not pay salaries, but only pay tuition for student participants, the operating units must use tuition funds to pay faculty teaching Governor's School. With this in mind, it was agreed that the funds should only be used to pay faculty as needed, and not to expand the program to include more participants.

### **Savings**

\$50,000

### **Recommendation**

Move the Learning Resource Center to the library.

### **Background**

There are a number of efficiencies to be gained by moving LRC to the library. One advantage is economy of scale. The library is more accessible, being open more hours with better parking. This would encourage more use by area teachers.

### **Considerations**

Moving the LRC to the library may allow LRC to generate some revenue. Another consideration is that if LRC were to lose use of some graduate assistants then it would be impossible to staff it in its current location, while the library would be able to handle the staffing within its current staffing level.

### **Savings**

\$32,000 in reductions or reallocations of graduate assistantships

### **Recommendation**

Reduce academic colleges from five to four.

### **Background**

Given the size of the institution the Task Force believes that the University can effectively operate with four colleges. This is viewed primarily as a cost savings to realize the reduction of one college office including the Dean's salary and that of the associated support staff, through attrition and/or reassignment.

### **Considerations**

This recommendation is viewed mainly as a cost savings measure by eliminating the Dean and support staff for one college. There are many different configurations that can be evaluated to achieve this change. All have both positive and negative consequences. There is always the possibility of disenchantment with changes that do not appear reasonable or to provide any benefits. Care must be taken to avoid making changes for the sake of change.

One reason given for making this recommendation at this time is that the Dean of Engineering and Natural Sciences will be stepping down at the beginning of the year, vacating one of the dean positions. By no means is it suggested that a change in College should be made based on this fact alone. Additionally, the dean's position in the College of Humanities and Fine Arts is filled on an interim basis, thereby facilitating flexibility in reorganization.

Possible impact on various academic discipline accreditations must be considered. Academic reorganization will generate initial costs to replace building signs, letterhead, recruitment/marketing literature, etc.

### **Savings**

In excess of \$150,000 annually after initial costs.

## **Recommendation**

Evaluate the functions and reporting channel for Information Technology Services in support of the strategic plan.

## **Background**

The Task Force recognizes that ITS at UTM has kept our campus at the forefront of information technology. Many of the functions now provided by ITS are actually cross organizational and not directly related to the Division of Academic Affairs. Examples include but are not limited to, telephone services, electronic maintenance and repair, digital printing, convenience copy, and the computer store. In addition, the telecom infrastructure is more closely aligned to Physical Plant operations.

## **Considerations**

Numerous activities are not directly academic in nature, and a change could more evenly distribute oversight among the senior leadership. The primary missions of Information Technology Services cross multiple division boundaries with numerous academic and non-academic functions.

## **Savings**

To be determined

Recommendations of the  
Organization and Efficiency  
Task Force

31 October 2008

**Procedural Change**

### **Recommendation**

Evaluate the procedures and award levels for all scholarships.

### **Background**

There are concerns that some scholarships continue to be over-awarded based on the current budget. Transfer and off-campus students appear to be underrepresented in the scholarship award process.

### **Considerations**

Efforts should be made to determine the most effective use of scholarships for on and off campus students.

### **Savings**

Over-awards for 2007-2008 were approximately \$125,000.

### **Recommendation**

Adjust Student Affairs budget to fully utilize available Access and Diversity funds.

### **Background**

In the past Access and Diversity funds have been available, but have not been used because the amount available was unknown until late in the year. Accounting procedures have changed to allow for better planning for these funds. There are activities currently conducted by the Student Affairs division that could effectively be covered by Access and Diversity funds, freeing some of the funds normally budgeted for Student Affairs.

### **Considerations**

Funds allocated for Access and Diversity issues have accumulated over the years because they have gone unused. It is possible that we can reduce the general budget of the Student Affairs Division by better utilizing Access and Diversity funds for the purposes for which they are intended. Activities such as recruiting are typically handled by Student Affairs and are included in the original purpose of the Access and Diversity funds. At the present time there is approximately \$200,000 in the Access and Diversity account that could be used to supplant funds budgeted to Student Affairs.

### **Savings**

\$200,000

### **Recommendation**

Reduce mail delivery to campus offices to once per day.

### **Background**

Very little mail is actually carried in the afternoon delivery, but the cost in personnel and fuel is the same as the morning delivery.

### **Considerations**

It is believed that one mail delivery per day is sufficient to handle university business. This would reduce student labor costs and the cost of running a utility vehicle around campus in the afternoon. If departments have mail they must get posted in the afternoon they can carry their mail to the post office.

### **Savings**

Currently employed: 4 afternoon student employees @ \$6.85/hr for 11-18 hours a week= avg \$102.75/week in salary/student employee

Could reduce student employees by 50% due to elimination of afternoon mail delivery.

Potential estimated yearly savings of \$10,225

### **Recommendation**

Link the budget surplus carryover policy with the strategic budget planning process.

### **Background**

There is a “spend-it-or-lose-it” mentality across campus that may result in unnecessary purchases being made in June to insure that all budgeted operating funds are used. Yearend surplus funds have traditionally been returned to the major divisions/vice chancellor areas. The Vice Chancellor/Division Head has the option of whether to return the excess/deficit to the department.

### **Considerations**

With all needs identified and scheduled over the 3-year Strategic Plan, the Vice Chancellor/Division Head would be better able to identify departmental needs when allocating surplus funds for one-time equipment/operating needs.

### **Savings**

To be determined

**Recommendation**

Identify software that will handle certain repetitive administrative functions automatically that are currently handled by an individual.

**Background**

This relates to issues such as dual-enrollment registration, ledger reconciliation, etc.

**Considerations**

Establish a committee or process where continuous improvement opportunities are identified, evaluated, and implemented.

**Savings**

To be determined

### **Recommendation**

Use video conferencing whenever possible to save travel costs.

### **Background**

We have video conferencing capabilities that can effectively be used to meet with groups at distant locations. This can reduce the need for incurring travel costs for multiple participants to attend meetings.

### **Considerations**

If an acceptable meeting time can be developed for both groups this technology is potentially a great money saver. For any group meetings where video conferencing can be hosted at both locations it works well. One potential drawback is if there are facilities that need to be toured in conjunction with the planned activity.

### **Savings**

To be determined

### **Recommendation**

Develop a recruiting, orientation and advising program for transfer students comparable to the program we offer beginning students.

### **Background**

A limited orientation program is currently available but pales in comparison to our investment in the beginning student. National data indicates transfer students persist to graduation at higher rates, and they fill upper-division classes where enrollments are lower. It behooves us to maximize the delivery of timely information that will further increase these students' success.

### **Considerations**

Recruitment efforts should be as aggressive in community colleges as they are in high schools. Explore expansion of scholarship programs targeting transfer students. Advising transfer students requires a special set of skills and knowledge.

### **Savings**

To be determined

**Recommendation**

Develop a standard, centralized approval process for reducing course enrollment limits.

**Background**

Currently, departmental personnel can reduce course enrollment limits without any outside approval.

**Considerations**

Reducing the course enrollment limit has fiscal implications and impacts faculty workload. Before the enrollment limit is changed, the dean and Vice Chancellor for Academic Affairs must approve the change and communicate such to the Vice Chancellor for Finance and Administration.

**Savings**

To be determined

### **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.

### **Background**

In some cases, students have no work to do during their work hours and are paid for simply being present. Additionally, a department may hire three student workers at 15 hours per week because they have always done so instead of hiring based on need. Campus offices have different peak times for work schedules and do not necessarily need the same staffing levels year-round. There are common skills needed by many offices across the campus.

### **Considerations**

Establish a student temporary worker pool, where feasible, to facilitate job sharing and better utilization of all student employees. Train students in specific tasks that are common among different departments. If students held a common skill set, they could be used by multiple entities at any given time. Student employees would acquire real work experience and increase their overall employability. The acquisition of work place skills is an effective complement to the academic learning acquired through the degree program.

### **Savings**

\$227,000

### **Recommendation**

Reduce redundancy of student recruitment efforts to eliminate duplication of expenses.

### **Background**

The Admissions office operates a coordinated student recruitment program. Various departments around campus conduct recruitment efforts and print recruiting materials. Better coordination could improve efficiency and reduce duplication of costs.

### **Considerations**

Although expansion of focused recruiting efforts by individual departments is not an inherently bad thing, there may be areas where there is duplication of effort that results in unnecessary expense. This coordinated approach would also insure that the recruitment efforts would highlight the programs offered at off-campus centers to all prospective students.

### **Savings**

To be determined

### **Recommendation**

Reduce six to ten graduate assistantship positions across campus.

### **Background**

A number of graduate assistants are housed in departments and offices due to tradition and not necessarily as needed. It may be possible to reduce the number of graduate assistants if they are not justified by the workload.

### **Considerations**

Blanket removal of graduate assistantships as a cost savings was considered. It was determined that this type of action would be detrimental to the operation of the university; however, it is believed that there are some graduate assistant positions in certain locations that have simply been grandfathered in an office or department due to tradition. Our proposal is that each graduate assistantship be justified according to workload and nature of the duties, resulting in an ultimate reduction in the total number of graduate assistantships.

### **Savings**

\$95,000

### **Recommendation**

Continue the four-day work week initiated by Physical Plant this summer.

### **Background**

Prior to the 4-day 10-hour work week, most physical plant employees' work schedules were 7:30 a.m. to 4:00 p.m. on Monday through Friday. If maintenance problems were encountered after 4:00 p.m., employees were called back to the university and paid a minimum of 3 hours at an overtime rate.

### **Considerations**

Continuing the 4-day 10-hour work week schedule allows the maintenance workers to be available for longer periods during the day, resulting in fewer call backs and less overtime pay.

### **Savings**

\$10,000

### **Recommendation**

Have student organizations assist with recycling.

### **Background**

Increased use of student organizations to assist with campus-wide recycling efforts could be a service learning activity and would reduce labor costs for Physical Plant.

### **Considerations**

Student organizations and academic goals increasingly rely on service learning as a way of acquiring practical experience while contributing to needs of society. Many University functions offer opportunities for student involvement in this area while furthering educational goals. Many recycling efforts generate revenue and savings.

### **Savings**

To be determined

### **Recommendation**

Evaluate and enforce lighting, HVAC and water heat controls in all buildings to ensure maximum efficiencies.

### **Background**

Numerous suggestions were forwarded to suggest savings that could be realized from being more efficient in our use of utilities. This includes turning off lights in classrooms when not in use, reducing use of HVAC to more efficient temperatures when buildings are not in use, and reducing temperature of hot water in faucets unless required by code in specific areas.

### **Considerations**

A long-term replacement/implementation plan should be devised that is correlated to the University long-range plan.

### **Savings**

To be determined

### **Recommendation**

Centralize appropriate elements of the search and hiring process.

### **Background**

Timely searches are essential for successful hires of faculty and staff. For the past several years, UTM's process has often lagged behind many other schools, and desired candidates have accepted positions before we've been able to make offers.

### **Considerations**

This centralization will reduce duplication and mainstream these responsibilities so they are more effective and efficient. Expertise (travel arrangements, e-recruiting, budget management, etc.) is needed to successfully complete the search process in a timely manner.

### **Savings**

To be determined

Recommendations of the  
Organization and Efficiency  
Task Force

31 October 2008

**In-sourcing**  
**Or**  
**Outsourcing**

### **Recommendation**

In-source minor maintenance, such as fixture hanging, painting and other routine repairs, as much as practical.

### **Background**

There have been a number of instances where repair and maintenance activities have been outsourced to outside contractors while the university employs full time carpenters, electricians, plumbers, etc. who have the required expertise.

### **Considerations**

There appears to be an overreliance on outside firms to conduct routine maintenance and repairs of the university physical plant when we already have a labor force that is being paid to do these same jobs.

### **Savings**

To be determined

**Recommendation**

In-source pest control.

**Background**

Physical Plant should be capable of handling our pest control needs eliminating the necessity of contracting an outside firm to handle these services.

**Considerations**

The Physical Plant will need to maintain a certified pesticide applicator on staff to allow us to handle this service.

**Savings**

\$15,500

Recommendations of the  
Organization and Efficiency  
Task Force

31 October 2008

**Administrative Policy Change**

### **Recommendation**

Stipulate that all self-funded ancillary operations develop budgets that rely totally on their income.

### **Background**

Various ancillary operations that are part of the university collect fees or have outside funding that make up the majority of their operating budget. The original intent was that these operations become totally self-funded. Throughout the years, these operations have been assisted with University funding to cover shortfalls, make personnel additions, improve facilities, etc. Operations included in this consideration would be things such as International Programs, SOAR, Summer Camps, Travel Study, and REED Center, etc.

### **Considerations**

This recommendation received extensive and opposing discussion by the Task Force. There was strong sentiment that several of these operations are essential to the University and provide a viable service or community interface, and as such, should be supported by the University. The Task Force compromised to agree that each unit be encouraged to carefully evaluate their budgets to attempt to keep expenditures within the revenue that can be covered by income. This would also mean that these entities should evaluate their fee structures to make sure that they are in line with competing organizations providing similar services.

### **Savings**

\$75,000

### **Recommendation**

Consolidate system-wide purchases of library databases.

### **Background**

Currently there are many databases that are available at the Knoxville campus that are not accessible at UT Martin or other UT campuses. Currently there are 113 databases available at UTM, 123 at UTC, and 377 at UTK. If UT Martin desires to purchase a license for a database, the fees are often prohibitive, even though the database may already be available at another campus.

### **Considerations**

It appears that it would benefit the entire UT System to make database licenses available to the entire system, rather than having each campus purchase their own. Obviously this must be a system decision. Overall this should result in savings across the system by avoiding duplication of licenses.

### **Savings**

To be determined

### **Recommendation**

Evaluate the use of abbreviated schedules during holidays, breaks, and other non-peak teaching times.

### **Background**

Operating costs could be reduced by curtailing services when there is not sufficient student demand.

### **Considerations**

Campus support facilities and services could be scaled back during breaks in order to reduce costs associated with maintenance and operations. Several units on campus already follow this model (the Library and Elam Center).

### **Savings**

To be determined

### **Recommendation**

Identify opportunities for split appointments that allow for coverage of course sections in-load instead of hiring adjuncts.

### **Background**

A number of departments cover some of their sections using qualified non-academic staff, such as coaches, instead of hiring adjuncts. In addition, split appointments between academic departments may allow for coverage of sections without attempting to justify a new faculty member or hiring an adjunct faculty member. Opportunities for collaborate endeavors between programs and sharing of department faculty exist, but are hindered by department compartmentalization. Examples of crossing the barriers to produce innovative, revenue generating products exist.

### **Considerations**

There are most certainly additional staff who are qualified to teach certain courses who are not currently being offered that opportunity. In addition, as departmental enrollments increase, it is often desirable to add a faculty member, but often difficult to justify. It may be possible for closely related departments to hire new faculty members on split appointment between the departments. This is already done by Educational Studies and Chemistry as one example.

### **Savings**

To be determined

**Recommendation**

Cross-train staff to handle functions of other associated staff in the same office or division.

**Background**

This ensures that all necessary functions are covered at all times, including during employee vacations, sick leave, etc., and the handling of excess workload during peak periods without having to hire additional staff.

**Considerations**

This will eliminate downtime and ensure that offices are working at full capacity.

**Savings**

To be determined

## **Recommendation**

Eliminate distribution of Grant Indirect Costs to Colleges.

## **Background**

Each year a portion of the indirect costs collected from grants is returned to principal investigators, their departments and their colleges. The intent of these funds is to cover overhead incurred by the university during the contracted research such as facilities costs, electricity, bookkeeping, etc., and to provide the grant-generating unit additional funds to further their efforts.

## **Considerations**

It appears that most of the indirect costs that have been collected are being returned to the investigator, department and college. The Task Force agreed that rewarding the department and investigator encourages grantsmanship and should be continued. Given the rising overhead costs it was agreed that the 10% typically returned to the originating college should be redistributed to central administration. The current distribution is: 25% to the department; 15% to the principal investigator; 10% to the college; 25% to faculty research; and, 25% to central accounts to cover campus overhead costs. The recommended distribution would be: 25% to the department; 15% to the principal investigator, 25% to faculty research; and, 35% to central accounts to cover campus overhead costs.

## **Savings**

\$25,000

### **Recommendation**

Evaluate the costs and benefits of reducing expenditures and investment in athletics

### **Background**

Several suggestions were made regarding reducing the number of varsity sports and level of funding for athletics including reduction in staffing for various teams, reducing the number of cheerleaders, elimination of fifth-year scholarships, etc.

### **Considerations**

The Task Force discussed at length the ramifications and background of a number of these suggestions. The elimination of any of the varsity sports could affect Title IX compliance and our participation in the Ohio Valley Conference and in Division IAA.

### **Savings**

To be determined

### **Recommendation**

Charge Facilities and Administration fees to Auxiliaries and Self-Funded entities.

### **Background**

Various ancillary, self-funded operations within the university utilize a number of university administrative services, such as payroll and utilities, without paying any of the costs of these services, even though they collect fees for the services they provide.

### **Considerations**

The university incurs costs for providing administrative services to various self-funded operations within the university structure. These services are provided without any charge to the unit, even though the unit is considered self-sufficient and generates income to cover its operation by charging fees. It is agreed that the university should be reimbursed to some degree for the services that are provided.

### **Savings**

\$50,000

### **Recommendation**

Limit post-retirement rehires to renewable, one-year appointments.

### **Background**

Several suggestions were made regarding post-retirement rehires. Concerns were raised regarding the potential for double-dipping and the lack of a necessity for the position that is being filled.

### **Considerations**

The Task Force recognized that there is often a need to temporarily fill a critical position with someone who is knowledgeable about the function of the position. There is merit to the suggestion, because of the potential for abuse of the policy. Limiting rehires to renewable one-year terms allows for the retiree to train his/her replacement and smooth the transition without creating a huge budgetary impact.

### **Savings**

To be determined

### **Recommendation**

Evaluate the most effective and efficient use of the Technology Fees.

### **Background**

Technology Fees are currently used to upgrade technology in classrooms and service labs by purchasing plotters, projectors, computers, software and other technology to support teaching. There is a possibility that use of these fees could be expanded to enhance their effectiveness and reduce strain on other budgetary lines.

### **Considerations**

Currently more computers, software or other technology may be purchased when funds could be more effectively utilized to expand technology services to students, or used to cover E-recruiting. Technology fees are used to cover E-recruiting at other institutions while here at UTM these costs are covered out of departmental operating budgets.

### **Savings**

To be determined

### **Recommendation**

Increase the minimum class size in lower division classes to ten and increase class section enrollment wherever possible.

### **Background**

Currently course sections can be taught with fewer than ten students. It is also possible that some course sections could be eliminated if section sizes were increased, thus potentially eliminating the need for some adjunct faculty.

### **Considerations**

There is no need to teach lower division classes with fewer than ten students enrolled. This is not necessarily the case for upper division courses that are required for a limited number of students to graduate or are required for accreditation of a program. Wherever possible, we should adjust section sizes to the maximum size that can be effectively handled by the instructor in the classroom that is assigned. This should result in more efficient distribution of course sections and a reduction in the number of adjunct faculty needed.

### **Savings**

To be determined

### **Recommendation**

Implement an integrated marketing message.

### **Background**

Recruiting/advertising materials are initiated by Admissions, Alumni, Academic Departments, Extended Campus, Housing, and others. It is preferable and more efficient for all of these areas to send consistent recruitment materials to all students.

### **Considerations**

Centralized marketing efforts should reflect the full range of UTM activities to include off-campus centers, online education and main campus. Combining efforts should reduce costs considerably and send a more uniform message to potential students.

### **Savings**

To be determined

### **Recommendation**

Freeze software/hardware purchases and upgrades if not required to maintain integrity of performance or maintain service contracts.

### **Background**

Often we upgrade to the newest version of software just to make sure we have the most current bells and whistles.

### **Considerations**

Although it is nice to always have the most current version of software, these upgrades are often very expensive and the result does not effectively change how the program operates. Only a few personnel are kept from having access to some new function that may or may not improve efficiency for the entire university.

### **Savings**

To be determined

### **Recommendation**

Convert all course evaluations to an online process.

### **Background**

Significant amounts of paper and time are consumed by the current course evaluation process. An online system could be implemented that would actually increase student participation in the evaluation process.

### **Considerations**

Using an online system that requires students to fill out a course evaluation before they can receive their grades would demand 100% participation in the process. This type of system would also eliminate the need for bubble forms and the computer printouts of the reports.

### **Savings**

To be determined

### **Recommendation**

Explore ways to better market and manage summer school for the benefit of students.

### **Background**

Enrollments have declined in summer school, costs have not declined proportionally, the HOPE Scholarship is not supporting summer students, and course offerings do not always seem to match demand or potential demand.

### **Considerations**

Register for summer courses during spring semester pre-registration. Obviously this would require a greater lead-time for identifying student needs and developing summer school schedules, but it would help students to also make greater long-term arrangements for attending summer school. Look at the idea of one summer session. Modify the class schedule relative to the number of hours per day and/or number of days per week. Explore pay structure for summer teaching salaries. Maximize the coordination of course offerings among the main-campus, off-campus sites, and online courses.

### **Savings**

To be determined

### **Recommendation**

Explore implementation of a voluntary retirement initiative if funds permit.

### **Background**

Employees nearing retirement age are generally more highly paid. When the State of Tennessee recently offered a voluntary retirement incentive, numerous UTM employees inquired whether they were eligible.

### **Considerations**

While a substantial initial investment will be required to implement this program, there is potential for savings as higher paid employees are replaced by entry level hires. There does exist a potential for permanent loss of positions, however.

### **Savings**

To be determined

Recommendations of the  
Organization and Efficiency  
Task Force

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**Eliminate**  
**Or**  
**Discontinue**

## **Recommendation**

Discontinue the printing of the university catalog and move to an online version.

## **Background**

Currently university catalogs are printed each year and distributed at the beginning of the academic year in August. When the new catalog is published, it becomes the rule for students who use that catalog version (year) to guide their course of study. If misprints occur in the new catalog, or there are curriculum changes that are developed by departments after the end of fall semester, it is nearly a year before those changes can effectively be implemented since the printing of the catalog is what validates the rule. Many universities and colleges around the country have gone to a virtual electronic catalog. The adoption of an electronic catalog would give broader exposure to the university on the internet and makes changes to the catalog more fluid.

## **Considerations**

There is some concern that a true virtual catalog would be impossible to enforce as the guide for student curricula. The proposed change would implement the development of an 'official' version of the catalog each fall and spring semester, instead of incorporating changes throughout the academic year.

Currently the cost of printing and distributing the catalog is \$18,000 per year. If we move to the use of the outside vendor who could manage the online catalog there would be an annual cost for managing the catalog and an initial implementation fee and license agreement. The initial fees would cost \$45,696 to use the same company used by UT Knoxville. The annual fee for hosting the catalog and handling upgrades is \$6,675. So, unless we find another less expensive hosting solution, the initial cost would be over twice what we now pay annually, but we would net approximately \$11,000 in annual savings thereafter.

## **Savings**

\$11,000 annually after initial costs

## **Recommendation**

Discontinue both summer and fall graduation ceremonies.

## **Background**

The original suggestion related to this recommendation was to eliminate summer graduation based on the limited number of students who participate in the ceremony. During the discussion of this suggestion the idea surfaced that fall graduation is also poorly attended and that most who participate would likely return to campus for the May ceremony. It was also noted that this is the policy at a number of larger institutions.

## **Considerations**

Given the increasing sizes of the graduating classes, we would most likely need to move the graduation ceremonies to the football stadium. Again, this is a common practice at larger institutions. This would also reduce cooling costs associated with the May ceremony. We did note the potential problems associated with inclement weather, and the discussion revolved around further limiting the number of tickets available to each student and the expansion of remote broadcast of the ceremonies.

## **Savings**

It was suggested that the direct costs of graduation at a minimum are \$3,000 per ceremony; however, with all the ancillary costs associated with this activity it is possible we could save as much as \$15,000 per year.

### **Recommendation**

Eliminate the fall family picnic.

### **Background**

This event has received negative comments from the student body as a waste of money that does not benefit education or the academic program of the university. It is viewed as an unnecessary perk for faculty, staff and their families.

### **Considerations**

The Task Force recognizes the benefits of the family picnic in developing *esprit de corps* and encouraging camaraderie among the staff, but given the current financial situation, we may gain more credibility by discontinuing the practice at this time. It may also be worthwhile to explore discontinuation of discounting football tickets that was associated with this event as well.

### **Savings**

\$3,600 for the food. It appears that there would be other costs savings as well related to set up.

### **Recommendation**

Convert SOAR to a virtual, online process.

### **Background**

The side costs of running and staffing SOAR could be eliminated or drastically reduced by placing most of the specific activities online. This is particularly true of registration.

### **Considerations**

Some prospective students would still want to visit campus, but the total number of SOAR events could be reduced and still allow the accommodation of those students. This new procedure would obviate the need for faculty to return to campus for the sole purpose for advising in the SOAR program.

### **Savings**

To be determined

### **Recommendation**

Eliminate paper payment advice for paychecks.

### **Background**

Payment advices are printed and envelopes stuffed in Knoxville, shipped to campus, bundled and prepared for pick-up by University staff members a minimum of three times a month, each month.

### **Considerations**

Replacement with an on-line, web-based advice will eliminate the entire manual process, printing, shipping, and supply costs, and employee distribution time.

### **Savings**

To be determined

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### **ADDITIONAL SUGGESTIONS**

**The items below are listed as statements as they were received. There was little background information provided, or available, but these statements may be useful in considering faculty and staff opinion as changes are considered.**

## **ADDITIONAL SUGGESTIONS FOR FURTHER STUDY**

- Evaluate the frequently-criticized operation of the Office of Research Grants and Contracts.
- Establish a UT System Database Coordinator.
- Convert HVAC to Solar Energy Grants/(supplement) alternative energy savings.
- Put money into academics.
- Change the way slide locks are coded for departments.
- Schedule monthly training days.
- Explore offering employees “Flex Year/Part-time” appointments.
- Do not water university grounds including athletic fields during rainy season.
- Investigate use of tankless water heaters in residence areas.
- Cut multiple layers of supervision where possible.
- Offer more auditorium classes where appropriate.
- Facilitate annual giving to operating budgets.
- Eliminate or park half of the UT vehicles where possible. Share vehicles and reduce trips around and across campus.
- Basic Student Services and Academic Units should be protected above all university/non self supporting athletic programs.

Organization and Efficiency

Task Force

31 October 2008

### **Discarded Suggestions**

**The suggestions below were researched and discussed by the Task Force. They were discarded based on information received. Some of these suggestions are already policy. Some were determined to result in no cost savings and could result in damage to morale. Often these suggestions were in direct opposition to other suggestions that were determined to result in greater efficiencies or cost-savings.**

## DISCARDED SUGGESTIONS

- Move the Communications Department to the College of Business and Public Affairs to enhance synergies between public relations sequence and marketing.
- Expand the role of Process Facilitator.
- Utilize 800 number.
- Move Political Science to the College of Humanities and Fine Arts and consolidate College of Business and Public Affairs into two departments.
- Create a tiered faculty computer rotation.
- Reduce Chairs of Excellence Match to 50% of salaries.
- Utilize adjunct faculty instead of fulltime staff in Counseling Center.
- Reduce library hours.
- Eliminate clerical coffees.
- Consider campus-wide closings without pay for faculty and staff.
- Move Psychology Department back to College of Humanities and Fine Arts.
- Consolidate all International Affairs.
- Move Student Success Center to the Division of Student Affairs.
- Eliminate the Student Success Center.
- Consolidate Computer Lab Reservations.
- Eliminate Student Activities Council movies.
- Determine mission of off-campus sites and establish parameters for offerings.
- Change University Relations to Office of Marketing and External Communications.
- Combine split courses (e.g. PSYC 110,120; HIST 201,202; etc.).
- Cut travel for faculty, staff and students.
- Sell Segways.
- Centralize vending machines.
- Cap enrollment.
- Eliminate use of University funds to buy UTM clothing for Faculty/Staff.
- Eliminate student fees supporting non-student related activities.
- Freeze book money for departments.
- Eliminate SCUBA from Health and Human Performance.
- Align Intensive English schedule with regular University schedule.
- Cut salaries of employees earning in excess of \$100,000.
- Sell advertising on campus.
- Eliminate cleaning bathrooms in University Village.
- Implement a four-day school week.