

## Preface to Update on Review of OETF Recommendations

As we face the uncertainties of the current financial climate, many of you have expressed concerns about the University's financial issues, possible changes to programs and organizational structures, and jobs. We have no choice but to adjust to these new financial realities. We continue to prepare for a financial future without specific indications as to the extent or duration of Tennessee's fiscal situation.

The major portion of the University's budget involves personnel. In every division, we are evaluating ways to strategically implement changes that will enable us to manage our budgets and activities in ways that will maximize personnel and financial resources. The welfare of our students is at the core of our mission and must be a primary consideration as we make decisions that affect instruction, retention, graduation, and recruitment. This process requires your support and patience as we review options that will enable us to ensure the continuation of quality academic programs.

After careful consideration, members of the Chancellor's staff have developed a response to the Organization and Efficiency Task Force report. This response provides the status of task force recommendations that are currently under review or in progress by members of the Chancellor's Staff and teams within each division. During the coming weeks, we will share additional information as decisions are finalized regarding the implementation of these recommendations.

Tom Rakes, Chancellor

November 21, 2008

## 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
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.  
Under review by Academic Affairs
4. Recommendation  
Action Increase rental fees for university facilities to outside groups.  
Under review by each division
5. Recommendation  
Action Explore alternative academic delivery schedules and expand evening class offerings.  
Under review by Academic Affairs
6. Recommendation  
Action Implement a system of fees for disciplinary actions.  
Under review by Student Affairs
7. Recommendation  
Action Research changing tuition to a per hour basis.  
Under review by UT System for recommendation
8. Recommendation  
Action Reduce the number of free transcripts provided each current/past/  
graduated student and increase the fee charged per transcript request.  
Under review by Academic Affairs

## Reorganization

1. Recommendation  
Action Consolidate the offices of Extended Campus and Continuing Education (ECCE) and  
Online and University Studies (OUS).  
Under review by Academic Affairs
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
3. Recommendation  
Action Move the Learning Resource Center to the library.  
In progress by Academic Affairs
4. Recommendation  
Action Reduce academic colleges from five to four.  
Under review by Academic Affairs
5. Recommendation  
Action Evaluate the functions and reporting channel for Information Technology  
Services in support of the strategic plan.  
Not Approved: no savings or increased revenue anticipated from realignment

## Procedural Change

1. Recommendation  
Action Evaluate the procedures and award levels for all scholarships.  
In progress by Student Affairs
2. Recommendation  
Action Adjust Student Affairs budget to fully utilize available Access and Diversity funds.  
In progress by Student Affairs
3. Recommendation  
Action Reduce mail delivery to campus offices to once per day.  
Approved by Student Affairs
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.  
In progress by Finance and Administration and Student Affairs
6. Recommendation  
Action Use video conferencing whenever possible to save travel costs.  
Approved
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 with Academic Affairs
8. Recommendation  
Action Develop a standard, centralized approval process for reducing course enrollment limits.  
Approved for implementation by Academic Affairs
9. Recommendation  
Action 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.  
Under review by each division
10. Recommendation  
Action Reduce redundancy of student recruitment efforts to eliminate duplication of expenses.  
In progress by Student Affairs with Academic Affairs
11. Recommendation  
Action Reduce six to ten graduate assistantship positions across campus.  
Under review by each division
12. Recommendation  
Action Continue the four-day work week initiated by Physical Plant this summer.  
Approved by Finance and Administration
13. Recommendation  
Action Have student organizations assist with recycling.  
Approved by Student Affairs with Finance and Administration

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

15. Recommendation Centralize appropriate elements of the search and hiring process.  
Action Under review by Finance and Administration with Human Resources

### **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: current process necessitated by contractual obligations and billing requirements

2. Recommendation In-source pest control.  
Action Not Approved: more costly for university to provide comparable coverage

### **Administrative Policy Change**

1. Recommendation Stipulate that all self-funded ancillary operations develop budgets that rely totally on their income.  
Action Authorized each division to develop an appropriate plan

2. Recommendation Consolidate system-wide purchases of library databases.  
Action In progress by Academic Affairs

3. Recommendation Evaluate the use of abbreviated schedules during holidays, breaks, and other non-peak teaching times.  
Action Under review by each division

4. Recommendation Identify opportunities for split appointments that allow for coverage of course sections in-load instead of hiring adjuncts.  
Action Under review by Academic Affairs

5. Recommendation Cross-train staff to handle functions of other associated staff in the same office or division.  
Action Under review by each division

6. Recommendation Eliminate distribution of Grant Indirect Costs to Colleges.  
Action Under review by Academic Affairs

7. Recommendation Evaluate the costs and benefits of reducing expenditures and investment in athletics.  
Action Under review by Intercollegiate Athletics

8. Recommendation Charge Facilities and Administration fees to Auxiliaries and Self-Funded entities.  
Action Under review by Finance and Administration with Academic Affairs and Student Affairs

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| 9. <u>Recommendation</u><br><u>Action</u>  | Limit post-retirement rehires to renewable, one-year appointments.<br>Under review by each division  |
| 10. <u>Recommendation</u><br><u>Action</u> | Evaluate the most effective and efficient use of the Technology Fees.<br>Not Approved: current process effective and meets stipulations established through student referendum and approved by Board of Trustees |
| 11. <u>Recommendation</u><br><u>Action</u> | Increase the minimum class size in lower division classes to ten and increase class section enrollment wherever possible.<br>Under review by Academic Affairs  |
| 12. <u>Recommendation</u><br><u>Action</u> | Implement an integrated marketing message.<br>Under review by University Relations   |
| 13. <u>Recommendation</u><br><u>Action</u> | Freeze software/hardware purchases and upgrades if not required to maintain integrity of performance or maintain service contracts.<br>Under review by each division   |
| 14. <u>Recommendation</u><br><u>Action</u> | Convert all course evaluations to an online process.<br>Authorized Academic Affairs to develop a plan  |
| 15. <u>Recommendation</u><br><u>Action</u> | Explore ways to better market and manage summer school for the benefit of students.<br>Under review by Academic Affairs  |
| 16. <u>Recommendation</u><br><u>Action</u> | Explore implementation of a voluntary retirement initiative if funds permit.<br>Under review by Finance and Administration   |

### **Eliminate Or Discontinue**

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| 1. <u>Recommendation</u><br><u>Action</u> | Discontinue the printing of the university catalog and move to an online version.<br>Under review by University Relations and Finance and Administration |
| 2. <u>Recommendation</u><br><u>Action</u> | Discontinue both summer and fall graduation ceremonies.<br>Under review by Chancellor's Staff  |
| 3. <u>Recommendation</u><br><u>Action</u> | Eliminate the fall family picnic.<br>Approved by Chancellor  |
| 4. <u>Recommendation</u><br><u>Action</u> | Convert SOAR to a virtual, online process.<br>Under review by Student Affairs and Academic Affairs   |
| 5. <u>Recommendation</u><br><u>Action</u> | Eliminate paper payment advice for paychecks.<br>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 Under review by each division
  
2. Recommendation Analyze administrative assignments to determine areas in which we can combine, eliminate, or reassign duties  
Action Under review by each division