

**THE UNIVERSITY OF TENNESSEE AT CHATTANOOGA****Mid-Year Budget Impoundment****2009****Critical Assessment of Impact****Target: \$1,497,900 3.53% Base Reduction State Appropriations****Academic Affairs:**

- **Enrollment growth** has created a need for additional full-time tenure track professors, full-time instructors, and part-time instructional staff. The reduction will:
  - Prohibit the hiring of additional faculty for quality instruction.
  - Increase the potential for student enrollment **reductions—lowering access and success** for enrolling and current students.
- Academic programs are approx. 97% salaries, 3% operating (no place to cut w/o cutting programs and courses)
- 13% enrollment growth over past 3 years; ~5% budget increase over same period.
- Fewer Classes: Larger Classes; Delays in Graduation; Drop in Student Retention.
- Will cause the possible reduction in force of staff or possible layoffs of instructional faculty positions.
- Will create a need to likely **discontinue programs** that define out engaged metropolitan mission to include critical partnerships with:
  - **Challenger Center** for K-12 teaching and science/math for Hamilton County students.
  - **Children's Center**—possible service reduction of the partnership with Hamilton County Schools and Teacher Preparatory Academy
  - **Cadek Conservatory of Music**—possible discontinuance of a program with a 40-year history of providing the highest quality musical instruction to students within the region.
- A reduction in overall operating budgets for Academic Affairs **challenges accreditation** and limits scholarly instruction, research, and public service.
- As UTC starts its **accreditation and 10-year SACS reaffirmation process**, reduction within Academic Affairs will challenge our accreditation process and lower the number credentialed faculty and resource allocation for the instruction units.
- The **University Strategic Plan** is challenged given we cannot accommodate student growth and access along with meeting the critical initiatives set forth within the strategic objectives.
- Central to the primary impact within academic operating units is the notion that given the historical reductions over the last 7-9 years, and given 97% of the instructional budget is so human capital, the layoff of teaching faculty and staff might become a reality with the possible elimination of programs and services.

### **Finance, Operations, and Information Technology:**

- Budget reduction at midyear will challenge an already limited and strained Finance, Operations, and Information Technology Divisions. Historically, budget reductions with significant student enrollment increases, have caused a general reduction in operating budgets and support staff.
  1. **Implementation of Student Banner**—critical to UTC is the full implementation of Student Banner Information System. The implementation is underway and will require some \$400,000 in staff position support for the current and out year.
  2. **Utilities Increases**—TVA/EPB just announced a 24.7% utility increase (mid year for the campus resulting in a \$780,000 utility deficit). These reductions will cause further escalation of tuition and fee increases to cover fixed costs and pay for operating expenses.
  3. **Operating Staff**—the enrollment increases have created a collateral increase in demand for operating services on the administrative units. Historical reductions have staff operating at the breaking point.
  4. **Non-core Services**—the operating units must look at programs, operations, and services that are not considered central/core to the academic mission. Such programs to include the operations of McKenzie Arena as an entertainment venue, and the Fine Arts Center performance series might be in jeopardy of elimination. These are community-engaged partnerships that define our metropolitan mission.
  5. **Increased Facility Square Footage**—UTC has growth; recently brought on line some 400,000 sq. ft. of additional facilities with the Engineering, Math, Computer Science Building, the University Center expansion, the new Student Wellness Center, and the Athletics Training Facility. There have been no substantial funds to support the operations of these facilities. These mid-year reductions will further degrade the levels of custodial and maintenance support services and have a major impact on the quality of the teaching and learning environments.

### **University Advancement:**

- UTC joins the University System in an historic fundraising campaign. The mid-year reductions will challenge ongoing fundraising and friend raising efforts within the university. The campaign is critical to the university finding alternative revenue streams to lower the burden and reliance on state dollars. University Relations, marketing, and publications are also significantly impacted. The Division is challenged by insufficient travel funds, lack of Alumni communications and operating support dollars, and a public radio station that is already two-thirds supported by donor dollars.

**University Athletics:**

- The reduction will cause a **significant reduction in operating revenue** for a mid-major NCAA athletics program that is already struggling with competitive positioning. Escalating costs for team travel, recruitment, supplies, and facilities will cause a continuing decline in services and peer positioning. Historical budget reductions continue to threaten Title IX compliance, NCAA, academic student progress requirements, and development.

**Student Development:**

- Mid-year budget reductions will create a **substantial challenge for student support operations**. With growing student enrollment, animating the campus and supporting a positive student experience is critical for student success. New legal requirements associated with recently passed state and federal laws will be limited by compliance with a lack of personnel and resources. The recruitment and admissions networks of the University will be reduced, having a collateral negative impact on enrollment, revenues, access and diversity of the student body, along with a requirement to raise tuition and fees to cover the gaps. Overall, a significant reduction in the services offered to students will be noticeable, as well as a reduction in community-building programs.