Targets

- Student Success
  - Access, Affordability
  - Cost, Student Debt
  - Outcomes
  - Academic rigor and accreditation

- Community engagement
  - Fundraising
  - Partnerships
  - Volunteerism

- National visibility and footprint
- Facilities
- Research, Entrepreneurship
- Institutional Effectiveness
Board of Trustees

- G. Douglas Edwards
- Marvin R. Ellison
- Alan B. Graf, Jr., Board Chair and Chair of the Governance and Finance Committee
- Cato Johnson
- R. Brad Martin, Board Vice Chair
- Taylor Mayberry, Student Trustee
- David A. North
- Carol L. Roberts, Chair of the Audit Committee
- Katherine Schaffzin, Faculty Trustee and Chair of the Academic Research and Student Success Committee
- Susan L. Springfield

http://www.memphis.edu/bot/
Completed SACSCOC review of governance change
  - Approval recommended with no requested modifications
    - Will be formally reviewed/approved at fall SACSCOC Board meeting.
Upcoming Meetings

2017
- October 4, 2017
- December 7, 2017

2018
- March 7, 2018
- June 6, 2018
- September 5, 2018
- December 5, 2018

Meeting notices/press release required 5 days in advance.
Increase in operating funds: $6.7M
Salary increase: 3% Salary Pool, 65% state-funded
Allocation for capital maintenance/improvement: $14M
 Allocation for the Scheidt Family Music Center: $40M  
  ◦ We’ve raised our portion/matching funds
Allocation for the Memphis Research Consortium: $2.5M

Focus for 2017-18 Legislative Session
Emerging Research University Fund
CAPITAL REQUEST

Capital Outlay: Lambuth Nursing Renovations $11,000,000

50,000 S.F. New Labs, Classrooms, Offices
CARETAL REQUEST

Research Modernization $26,150,000

120,000 square feet renovations to existing space
Historical Tuition % Change

- 8.0% average increase previous 15 years
- 2.0% average increase over the last 3 years

$20 m structural deficit

*Note: THEC guidelines for FY18 Tuition increase 0-4% (includes any mandatory fees)
Currently, the average University tuition/mandatory fees across the state is $9,268 (UofM is $9,701)
LGI’s 2017-18 UG Tuition % Increase

UM: 2.60%
APSU: 2.67%
TSU: 3.00%
ETSU: 3.17%
MTSU: 3.55%
TTU: 3.74%
## Affordability: Tennessee & Funding Peers Tuition and Fees Comparisons

<table>
<thead>
<tr>
<th>Resident Undergrad</th>
<th>Annual Tuition &amp; Fees 2016-17</th>
<th>Annual Peer Tuition &amp; Fees 2016-17</th>
<th>+/- %</th>
<th>TN Rank*</th>
<th>Peer Max</th>
<th>Peer Min</th>
</tr>
</thead>
<tbody>
<tr>
<td>APSU</td>
<td>$7,995</td>
<td>$8,032</td>
<td>-0.5%</td>
<td>8</td>
<td>$9,516</td>
<td>$5,775</td>
</tr>
<tr>
<td>ETSU</td>
<td>$8,599</td>
<td>$7,667</td>
<td>12.1%</td>
<td>5</td>
<td>$9,882</td>
<td>$5,775</td>
</tr>
<tr>
<td>MTSU</td>
<td>$8,590</td>
<td>$8,498</td>
<td>1.1%</td>
<td>7</td>
<td>$11,300</td>
<td>$6,193</td>
</tr>
<tr>
<td>TSU</td>
<td>$7,567</td>
<td>$8,314</td>
<td>-9.0%</td>
<td>8</td>
<td>$10,686</td>
<td>$5,775</td>
</tr>
<tr>
<td>TTU</td>
<td>$8,551</td>
<td>$7,706</td>
<td>11.0%</td>
<td>5</td>
<td>$9,842</td>
<td>$5,775</td>
</tr>
<tr>
<td>UM</td>
<td>$9,497</td>
<td>$10,197</td>
<td>-6.9%</td>
<td>10</td>
<td>$13,130</td>
<td>$6,410</td>
</tr>
<tr>
<td>UTC</td>
<td>$8,544</td>
<td>$7,429</td>
<td>15.0%</td>
<td>3</td>
<td>$9,516</td>
<td>$5,775</td>
</tr>
<tr>
<td>UTK</td>
<td>$12,668</td>
<td>$10,632</td>
<td>19.1%</td>
<td>3</td>
<td>$15,722</td>
<td>$6,380</td>
</tr>
<tr>
<td>UTM</td>
<td>$8,783</td>
<td>$9,109</td>
<td>-3.6%</td>
<td>7</td>
<td>$14,890</td>
<td>$6,951</td>
</tr>
</tbody>
</table>

Comparison to TN public institutions as well as the UofM THEC funding peers

*TN Rank: Institutions ranking between 8 and 16 are more affordable compared to their peers

Source: THEC Public data
Impact on Enrollment/Retention

Freshman Enrollment (First Time Full Time)

- 2014: 2368
- 2015: 2148
- 2016: 2812 (30% increase over 2015)
- 2017: 2712 (26% increase over 2015)

Critical Points

- Increased yield from higher academically qualifying groups
  - Category 4 and 5
- Improved average ACT score of ½ point
- Decreased discount rate
  - Significant improvement in strategic use of scholarships
  - Despite slightly smaller freshman class, tuition revenue will be up
  - Considering expanding 250R program
Despite small freshman/transfer classes in 2013, 2014, 2015 and record graduation numbers the past three years

- Continuing student numbers are up
  - Freshman retention over 80% for first time
    - Three years ago was 71%
  - Continuing freshman up 22%: 1,163 compared to 951 (increase of 241 students over prior year)
    - Continuing sophomores up as well
  - Continuing juniors/seniors slightly down (due to small class sizes but overall retention is up)
  - Continuing 5th year students up as well
  - Transfers up 1%
  - Total of 14,178 compared to 14,076 last year
Additional Enrollment Points

- Lambuth over 1000 students for first time
- Far more competitive in east TN and Nashville
- Far more competitive for highest performing students in Memphis
  - Losing fewer to UT and other TN schools
- Remember: Over 1300 dual enrollment students at the University of Memphis
- U of M Global is fastest growing unit at the University
- **Goal: grow to 3,000 FTFT freshman annually**
  - Continue to improve yield from top academic qualifiers
  - Continue to improve retention/graduation rates
FY2017 – 2018 July Budget
Total Unrestricted and Restricted Revenues

<table>
<thead>
<tr>
<th>Source</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$200.3</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>111.9</td>
</tr>
<tr>
<td>Grants and Contracts</td>
<td>127.8</td>
</tr>
<tr>
<td>Sales and Services</td>
<td>29.6</td>
</tr>
<tr>
<td>Auxiliaries</td>
<td>26.5</td>
</tr>
<tr>
<td>Other</td>
<td>3.0</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td><strong>$499.1</strong></td>
</tr>
</tbody>
</table>
Budget Comparison to other Locally Governed Institutions (LGI’s)

2017-18 Fiscal Year
Development

- Over the past three years, total raised
  - $96,150,794

- An average per year of
  - $32,050,265
Strategic Directions

- Neighborhood connectivity and student centered campus improvements
  - Safety, livability, walkability
  - TIF District funding now available
- Deferred maintenance reduction for older buildings
- Carnegie 1 Research Classification
CURRENT PROJECTS

Land Bridge, Parking Garage, Wellness Center

$18 million  $18.6 million  $30 million

Before  Southern Avenue  After
CURRENT PROJECTS

Land Bridge, Parking Garage, Wellness Center

Bridge Plaza  Southern Avenue
CURRENT PROJECTS

Scheidt Family Music Center $40 million
Alumni and Faculty House

- Unique meeting and dining space for alumni and faculty
- Events hosted by the President, Alumni Association and senior leaders on campus
- Dedicated space for UofM traditions and heritage
- Currently have $1 million (funded in part by the sale of the President’s House)
- Fund raising efforts remaining funds needed to begin soon
- Planning group identified
CURRENT PROJECTS

Gifts: Athletics

- Basketball Training Center $20m
- Football Training Center $19m
- Baseball addition $450,000
CURRENT PROJECTS

Grant: Patterson Avenue Realignment – 2.2m City Partnership

Before

After
CURRENT PROJECTS

Capital Maintenance:
Roof Replacement
$4,500,000

- Designer selection process
Capital Maintenance:

Building Envelope Repairs

$3,000,000

- Brick repairs and window replacements

CURRENT PROJECTS

MASONRY:
1. Psychology Building
2. Psychology Auditorium
3. Administration Building (North Annex)
4. Manning Hall
5. Brister Hall
6. Patterson Hall
7. Ellington Hall
8. Clement Hall

WINDOWS:
9. Jones Hall
10. Administration (NE portion)
CURRENT PROJECTS

Capital Maintenance:
HVAC $22 million

- Patterson – complete
- Music Building – in process
- Jones Hall
- Theater Building
- Browning Hall
- Mitchell Hall
- Clement Hall
- Ellington Hall
- Ball Hall
- Field House
- Dunn Hall

- Designer selection process
CURRENT PROJECTS

Capital Maintenance:
Electrical Feeders
$3,000,000

- in construction
CURRENT PROJECTS

Energy Conservation

- Submeters: $125,000
- LED exterior lighting: $1,875,000
- LED interior lighting – Admin / McWherter Library: $2,155,000
- McWherter Chiller replacement: $485,000
- Lambuth Wilder Chiller: $250,000

Total: $4,890,000
Other Current Projects

- Advanced Manufacturing Research Lab $2,100,000
- Memorial Track resurfacing $135,000
- Getwell Entry Gate $185,000
- Student Housing Roof and Brick Repair $1,400,000
- Lambuth Epworth Demolition $250,000
- Defense Audit Building Restoration $500,000

Future:
- Faculty / Alumni House
- Park Avenue Residence Hall

Future total: $4,570,000
Recreation roof and repairs $7,000,000
Building Envelope $3,500,000
Local Boilers and Gas Piping $5,350,000
Building Code and Safety $3,500,000
Dunn, Field House HVAC $4,550,000
Roofs – 7 Buildings $4,000,000

Note: UM to receive 12.5% of total state appropriation for capital maintenance per THEC formula.
## Major Project Timing

### Major Facility Projects 2017

<table>
<thead>
<tr>
<th>Project Description</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Wellness and Fitness Center</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$25,000,000 - $30,000,000 Student Nutrition and Fitness Needs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Parking Garage / Land Bridge</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$18,000,000 Bridge / $18,600,000 Garage</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Student, Faculty, Staff, Visitor Parking Campus Connection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IN DESIGN</td>
</tr>
<tr>
<td><strong>Basketball Practice Facility</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$20,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Men's Practice and Training Facilities on Park Ave Campus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IN CONSTRUCTION</td>
</tr>
<tr>
<td><strong>Football Practice Facility</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$19,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IN DESIGN</td>
</tr>
<tr>
<td>Covered Indoor 100-yard Turf Room and Player Support Areas</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IN DESIGN</td>
</tr>
<tr>
<td><strong>Patterson Realignment</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$2,400,000 ($500,000 UM) Safety and Identity - Improved Access</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>IN DESIGN</td>
</tr>
<tr>
<td><strong>New Music Center</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>$40,000,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Requesting Funding</td>
</tr>
<tr>
<td>($29,000,000 State / $11,000,000 Gifts)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Facility</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
Research and Sponsored Programs

FY17 Scorecard

- 533 Sponsored Projects Proposals and agreements
- More than 500 Human Subjects protocol reviews
- 426 new/continuing sponsored project awards (approx. $40M)
- $48.3 in total annual Research Expenditures (FY16)

Signature Successes and Top Producers

- Mobile Sensor Data Research – nearly $20 million in FY17 awards, including our largest ever sponsored project of $13.8 million
- Top Producing Teams in FY17 include those led by Santosh Kumar (Computer Science), Brian Waldron (Civil Engineering), and Gary Patterson (CERI)
Research Investments

➢ $1 million Research Investment Fund to seed high potential interdisciplinary research


➢ Additive Manufacturing
Office of Technology Transfer

- 170 Invention Disclosures
- 34 Issued U.S. Patents
- 8 Copyrights
- 15 Licenses to Industry
- 162 U.S. provision, utility and foreign patent applications have been filed
Success Stories

- **Mobile Sensors**
  - $13.8 million IARPA - Mobile Sensor Technology
  - $4 million NSF – Data Privacy and Security
- **Disaster Resilience**
  - $3.2 million HUD – West TN Resilience
- **Cyber Security**
  - $3 million FEMA – CyberSecurity Training
- **Ground Water (21 funded)**
  - $3 million Local Gov’t– Improving Ground Water Supplies
Entrepreneurship

- UMRF Ventures
  - Launched
  - Employing undergraduate/graduate students
  - First Contract: FedEx Call Center
  - Any profit returned to U of M Research Foundation to support our research mission