The U of M Mission

The University of Memphis is a learner-centered metropolitan research university providing high quality educational experiences while pursuing new knowledge through research, artistic expression, and interdisciplinary and engaged scholarship.
Cumulative Change in Appropriations at Universities Under the Formula

Source: THEC 2013-14 Higher Education Recommendations & Finance Overview
Recap of $20M Funding Gap

Cumulative effect of FY'13 and FY'14 enrollment decline (Tuition and Fees) $14.0 M

Increase in academic scholarships (Increase in Academically qualified students) $1.5 M

FY'13 & FY'14 net State Appropriation impact $2.5 M
(Hold Harmless, Funding Formula outcomes & Auxiliary Space reclassification)

Technology infrastructure costs (ERP costs, Internet 2, & data network) $1.0 M

Funding for significant facility maintenance costs, renovations & relocations $1.0 M

Total $20.0 M

Source: Financial Planning
Our Financial Model

Critical Elements

• 32 cents is state support
• 62 cents of every dollar is from tuition/fee revenue
• When we fail to recruit or we lose a student to poor performance, transfer or dropout we are penalized *twice*
### Annual Tuition and Fees*

<table>
<thead>
<tr>
<th></th>
<th>Annual Tuition and Fees* (in-state, AY 2013-14)</th>
<th>Approximate State Appropriation per Graduate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>$8,312</td>
<td>$6,000</td>
</tr>
<tr>
<td>Masters</td>
<td>$9,560</td>
<td>$12,000</td>
</tr>
<tr>
<td>Doctorate</td>
<td>$9,560</td>
<td>$48,500</td>
</tr>
<tr>
<td>Professional</td>
<td>$17,620</td>
<td>$48,500</td>
</tr>
</tbody>
</table>

*Assumes full-time enrollment (UG: 12 hours, GR 9 hours, and LAW 12 hours)

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**Immediate Impact**

- Decrease in 100 full-time equivalents (FTE) equates to an approximate loss of tuition revenue of $800k
- Decrease in 100 FTE equates to an approximate loss in auxiliary revenue of $100k.
- U of M loses approximately 225 students with 90+ hours per semester

**Future Impact**

- Decrease in 100 FTE equates to an approximate loss of state appropriation revenue of $500k

*Source: Financial Planning and Bursar’s Office website*
Undergraduate Tuition Comparison

Source: Institution websites
Five Year Enrollment History
(Headcount)

<table>
<thead>
<tr>
<th>Year</th>
<th>Fall 2009</th>
<th>Fall 2010</th>
<th>Fall 2011</th>
<th>Fall 2012</th>
<th>Fall 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jackson</td>
<td>183</td>
<td>248</td>
<td>196</td>
<td>442</td>
<td>535</td>
</tr>
<tr>
<td>Lambuth</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Other UofM</td>
<td>21,241</td>
<td>22,173</td>
<td>22,529</td>
<td>21,697</td>
<td>20,945</td>
</tr>
</tbody>
</table>
KEY INITIATIVES
1. **Enrollment**

   Build plans for:
   - Total enrollment of 22,150 for the year 2014-2015, an increase of approximately 700 students
   - Enrollment of 23,150 for 2015-2016, an increase of an additional 1,000
   - Develop strategic and achievable plans by college (including traditional and nontraditional students) to achieve these results
2. **Complete College**

- Put in place processes and accountabilities to increase the completion percentage for the 2013-2014 traditional freshman class to 55%
- Develop completion strategies and targets for transfer and non-traditional entrants
Recruitment/Retention/Completion

Enrollment and Recruitment Plan

 By academic area
 By type of student – on ground/online, traditional/non-traditional

Retention and Completion Programs for Students

 Evaluation of current efforts
 Implementation of new efforts

Academic Program Focus

 Course re-design
 Innovation in delivery of curriculum
 New pathways to graduation
3. **College of Education, Health and Human Sciences**

- Make the University of Memphis College of Education the **headquarters** to provide at least 400 great teachers per year to our core geographic market.

- Launch bold strategies to become the top school of education in the United States for the production of great K-12 teachers.
4. Organizational Effectiveness and Efficiency

- Targeted growth areas: Identify and invest in best strategic opportunities
- Development of a financial model: Incentivize at the local level with the right configuration to best position us to be competitive/successful
- Development of adequate infrastructure to support growth of funded research and grants
- Reallocate resources based upon value – not activity
Organizational Effectiveness and Efficiency: Process

- Complete strategic review of our University’s organization and operations.
- Strategic Hiring Review
  - Relative need for delivery of core mission components (retention, graduation, curriculum)
  - Unit level performance (productivity and efficiency)
  - Implications for business model
  - Essential University services
5. **Strategic Master Plan**

   a. Revise 10-year campus master plan to align physical layout in keeping with recruitment, retention and completion strategies.

   b. Develop integrated plan for the Park Avenue campus, with $40M capital campaign.

   c. Develop priorities for reengineering/repurposing existing facilities (i.e. library)
6. **Student Services**


   b. Monitor performance and create incentives and accountabilities to encourage performance at optimal levels.
7. **10-year Human Capital Plan**

a. Develop 10-year human capital plans between the University of Memphis and the Key Employers in our core geographic market to maximize opportunities for jobs at graduation.

b. Include by-college and specific discipline components in the development of the plans.
8. **Community Advisory Boards**

Create community Advisory Boards for certain University programs and student support services to drive more strategic insight, community engagement, and support.
2013-14 President’s Council Operating Principles

Our commitment is to student success as we teach, create knowledge and solutions, and serve the community.

We will:

- Establish and implement specific goals and tactics, and secure the necessary resources, to drive increases in enrollment, graduation rates, faculty and staff productivity, fundraising and service quality.
2013-14 President’s Council Operating Principles

- Implement measurable standards and practices to deliver instruction, research, and student services effectively and efficiently.
- Identify and invest in core strengths and the biggest strategic opportunities for the University.
- Function in a transparent and collaborative fashion.
- Hold each other accountable in all we do.
Signatories

R. Brad Martin, President

Date 8/19/13

David Ruda, Provost

Date 8/19/12

David Zuniga, Vice President for Business and Finance

Date 8/19/13

Ronnie Phillips Bingham, Vice President for Student Affairs

Date 8/19/13

Tom Bowen, Athletic Director

Date 8/19/13

Julie Johnson, Vice President for Advancement

Date 8/19/13

Linda Byrman, Vice President for Communications, Public Relations and Marketing

Date 8/19/13

Ellen Watson, Chief Information Officer

Date 8/19/13

David Cox, Executive Assistant to the President for Partnerships and Administration

Date 8/19/13

Stephanie Beasley, Assistant to the President for Community Relations

Date 8/19/13

Steve Hixson, Chief of Staff and University Counsel

Date 8/19/13

Kevin Roper, Executive Assistant to the President for Government Relations

Date 8/19/13

Dan Lattimore, Lambuth Campus

Date 8/19/13
Q & A

• Main campus participants: please come to the microphones to ask your questions.

• Lambuth participants please email your questions to president@memphis.edu