 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.
2016–17 Legislative Review

- 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
CAPITAL REQUEST

Research Modernization $26,150,000

120,000 square feet renovations to existing space
*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

### FY 2016-17 Rates

<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>
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<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><strong>UM</strong></td>
<td><strong>$9,497</strong></td>
<td><strong>$10,197</strong></td>
<td><strong>-6.9%</strong></td>
<td><strong>10</strong></td>
<td><strong>$13,130</strong></td>
<td><strong>$6,410</strong></td>
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<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>
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<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>
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<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
Impact on Retention

- 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
<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tuition and Fees</td>
<td>$200.3</td>
</tr>
<tr>
<td>State Appropriations</td>
<td>$111.9</td>
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<tr>
<td>Grants and Contracts</td>
<td>$127.8</td>
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<tr>
<td>Sales and Services</td>
<td>$29.6</td>
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<tr>
<td>Auxiliaries</td>
<td>$26.5</td>
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<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

Site Plan
Extension of Campus Core South
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
Gifts: Athletics

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

Grant: Patterson Avenue Realignment – 2.2m City Partnership
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

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

$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
CAPITAL MAINTENANCE REQUEST

- 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

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