



# Celebrate Achievement – University Update



*General Faculty Meeting*

*Shirley C. Raines*

*The University of Memphis  
August 26, 2011*



*2012 U of M  
100<sup>th</sup> Anniversary*

# Vision for 2012 – 100<sup>th</sup> Anniversary

“The University of Memphis will be recognized as one of America’s great metropolitan research universities...

...noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society.”

# Strategic Plan

## Goals

- Student Success
- Research and Creativity
- Access and Diversity
- Partnerships
- Campus Culture and Service Excellence
- Sense of Place

Strategic Plan website: <http://www.memphis.edu/stratplan/>

# Strategic Priorities

- Students on track for graduation
- Recruitment and retention
- Program growth areas
  - Examples: Nursing, Public Health, Social Work
- Funded research and grants
- New opportunities for sponsored research and enrollment growth
- Fundraising

# Key Measures from Strategic Plan

	Actual							Goal
	Baseline 2004-05	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012
Honors enrollment	700	1,270	1,285	1,385	1,485	1,627	1,732*	1,700
Endowed professorships and Chairs of Excellence	28	55	55*	65	70	70	TBD	80 (100)
Alumni Giving	4.2%	6.6%	7.0%	6.5%	6.2%	5.9%	TBD	12.0%
Research	\$25m	\$51.2m <sup>(a)</sup>	\$50.7m <sup>(a)</sup>	\$50.0m	\$49.5m	\$54.7m <sup>**</sup>	TBD	\$100m
Enrollment	20,668	20,562	20,379	20,214	21,424	<b>22,421</b>	<b>TBD</b>	23,000

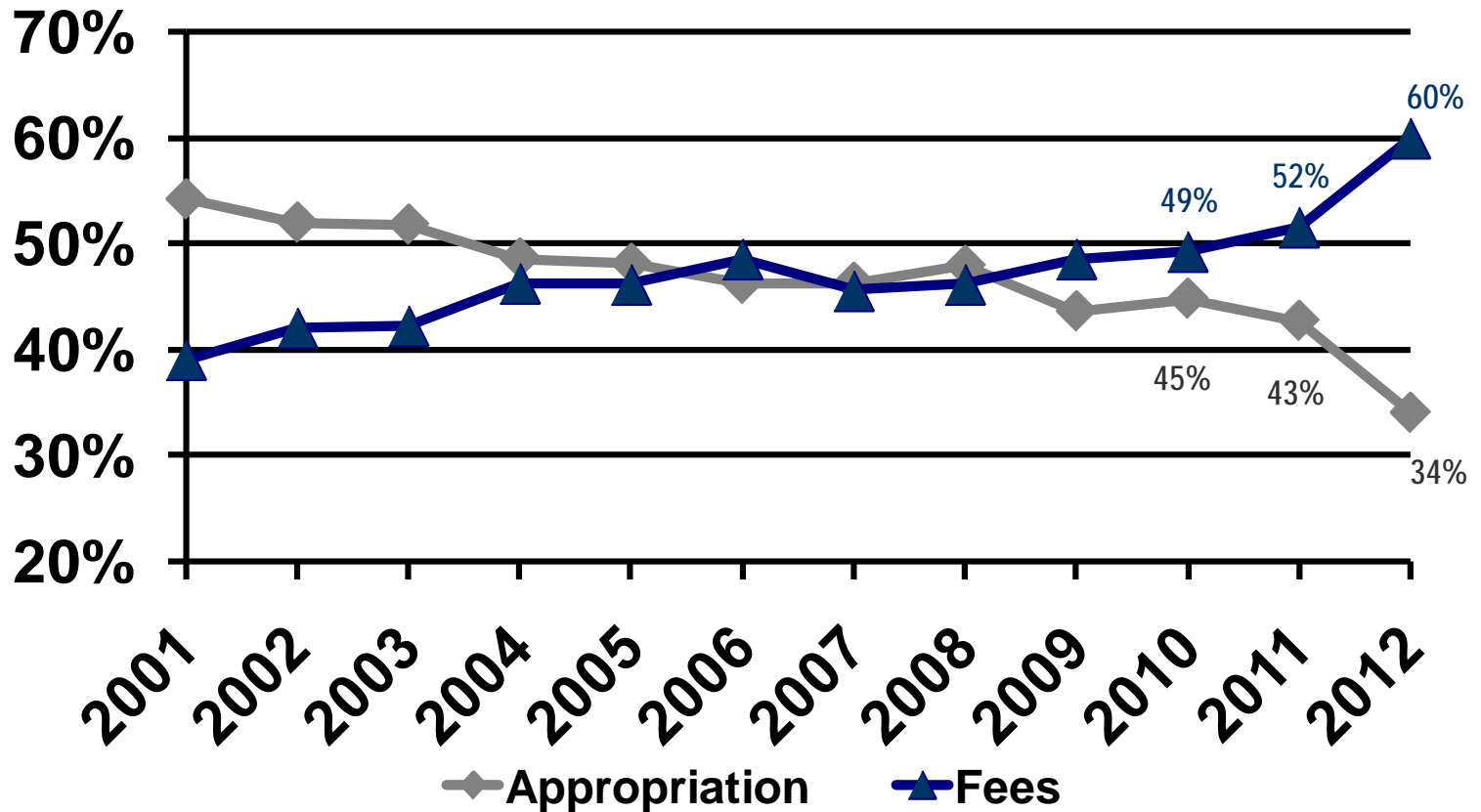
\*Goal achieved

\*\*Final Preliminary

(a) Dollars counted differently for multi-year awards

N/A Information is not available

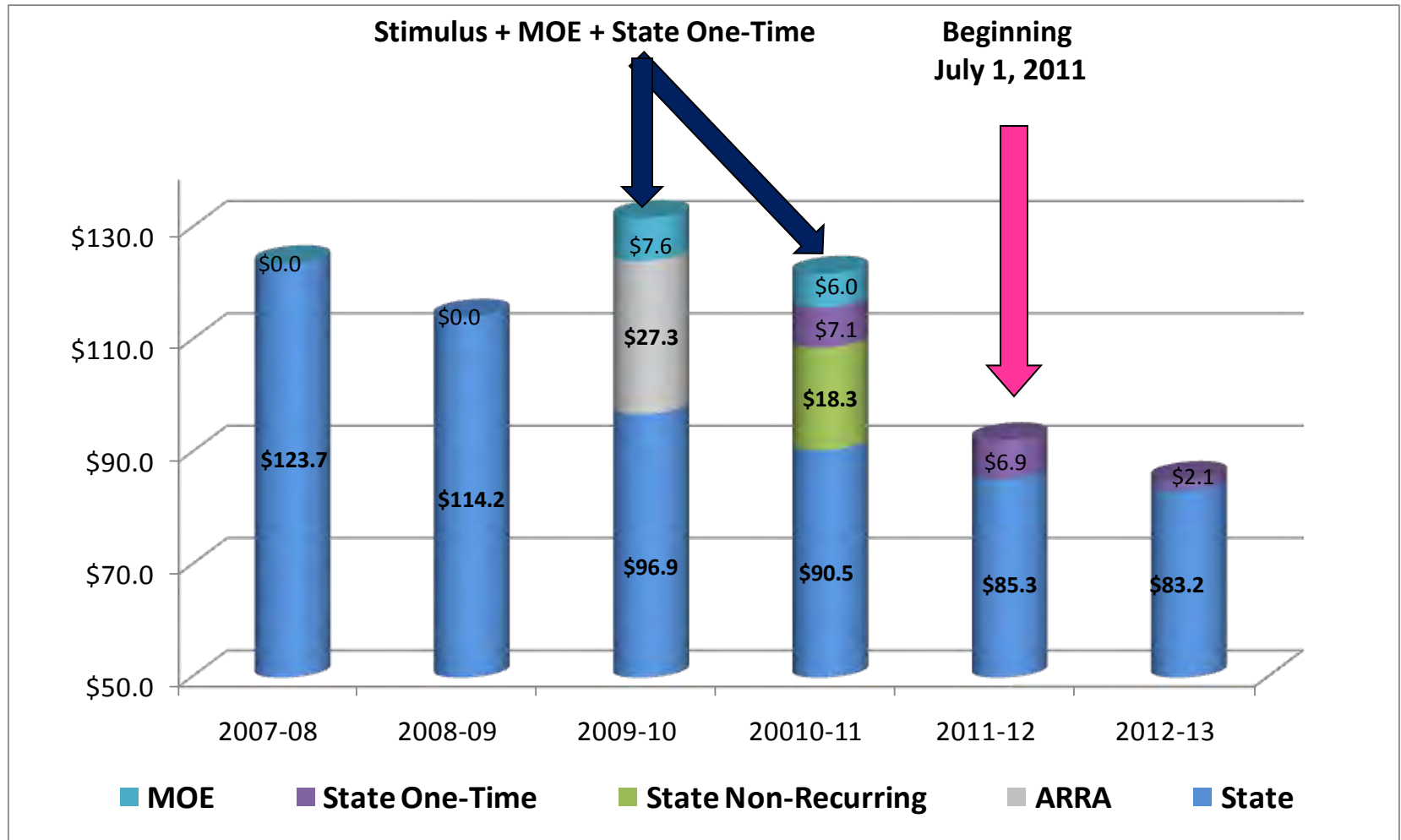
# Appropriation & Tuition as a percentage of E&G revenue



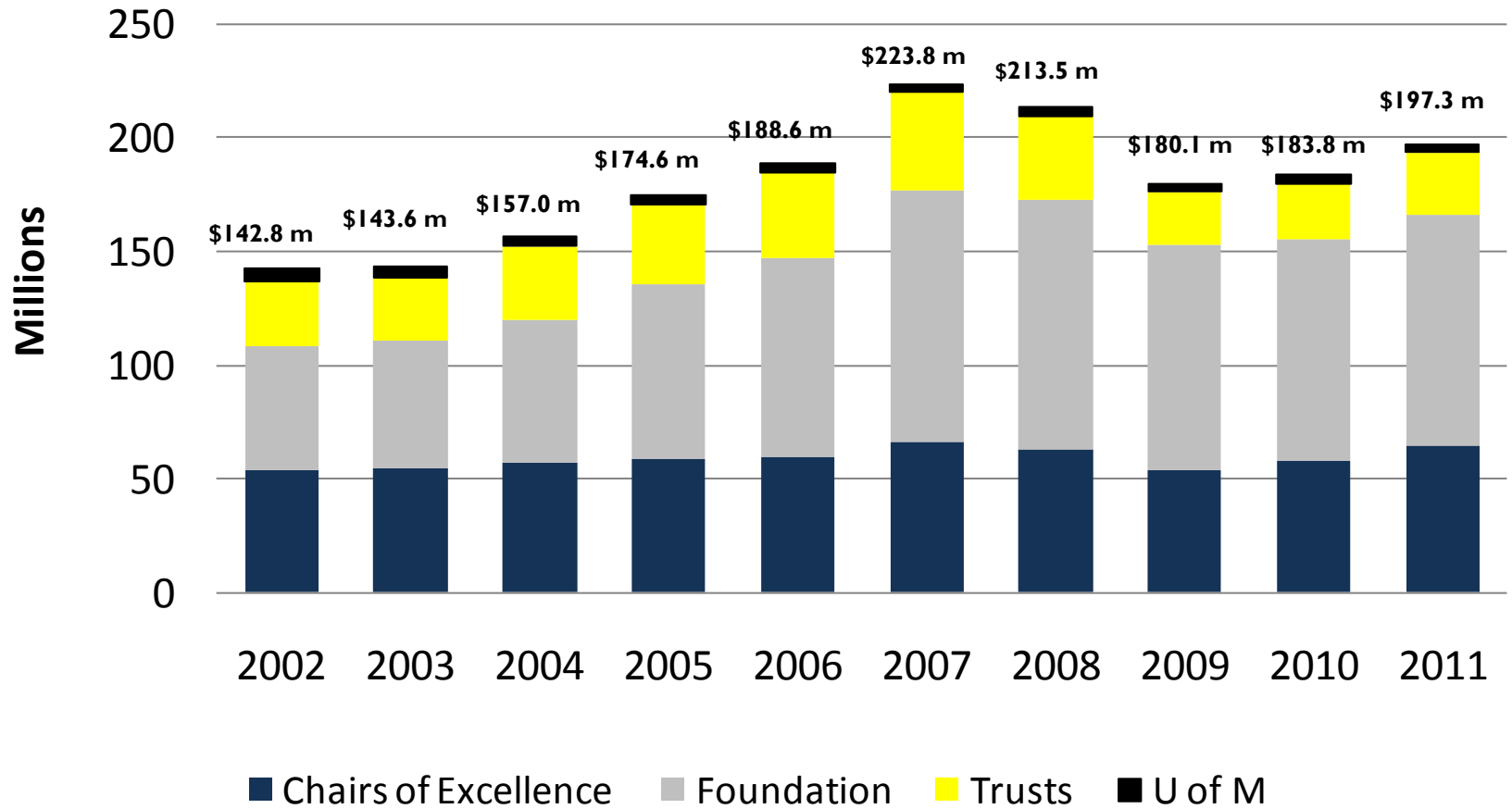
FY10 & FY11 reflects the State Fiscal Stabilization Funds (SFSF) & Maintenance of Effort (MOE)

# State Appropriation & Federal Stimulus Funds

Stimulus funds end resulting in \$30M State Appropriations reduction for FY12



# Endowments and Trusts



# Percent of Population with a Bachelor's Degree or Higher

Produced by The University of Memphis Office of Institutional Research

Dreamers. Thinkers. Doers.

Percent of adults 25 and over with a bachelor's degree

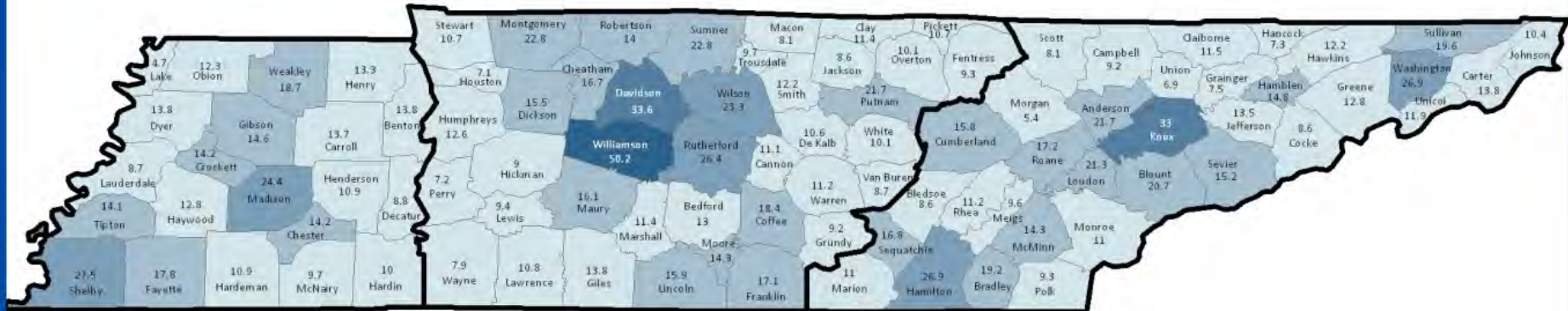
U.S. – 27.5%

Tennessee: 22.4%

22.14%

24.39%

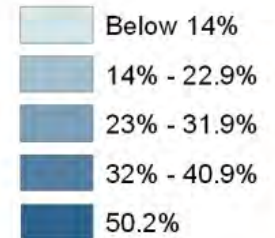
20.57%



West Grand Division

Middle Grand Division

East Grand Division



# Jackson Area Educational Attainment

- Carroll – 13.7%
- Chester – 14.2%
- Crockett – 14.2%
- Gibson – 14.6%
- Haywood – 12.8%
- Hardeman – 10.9%
- Henderson – 10.9%
- Madison – 24.4%
- McNairy – 9.7%



# U of M at Lambuth

- U of M began offering classes in Jackson in 1955
- Business and community leaders worked to raise funds to bring 4-year public university to Jackson
- Lambuth University ceased operations effective June 30, 2011
- Jackson, the fastest growing city in West Tennessee
- Grow enrollment to 1,000 FTE over the next five years
- State funding \$10 million over the next four years



# U of M at Lambuth

- Stand alone cost center – Lambuth not to take funds away from Main Campus
- Emphasis on nursing, business, education and University College professional and liberal studies
- No research expenditures planned for Lambuth location
- Centralize major administrative activities with the Memphis campus
- Provide necessary student services to maximize student participation and retention
- Students will participate in existing scholarship programs available through the U of M



# Facilities Improvements

<b>Project</b>	<b>Funding Source</b>
Art and Communication Building (Old Law Building): renovation, furnishings, relocation and roof replacement	Public Funds Private: Art Gallery
Campus Signage Modernization	Public Funds
Campus-wide Elevator Modernization	Public Funds
Parking Lot Reconfiguration on Central	Student Fees, State and Federal Transportation Grant
HVAC: Engineering, Hayden, Student Family Housing, Art and Communication	Public Funds
Robison Hall Renovation (School of Public Health)	Public Funds
Honors Hall Renovation	Student Fees and Private Funds
Ventures Lab	Private Funds
Athletics: Fieldhouse, Finch Center, Football Practice Fields, Athletics Hall of Fame	Public Funds: Fieldhouse Private Funds and Gifts: Other

# Challenges

- Faculty and Staff Salaries
  - 3% across the board increase – 1.6% from the State of Tennessee , 1.4% from U of M
- Enrollment – Recruitment and Retention
- Supporting and Expanding Research (\$100m)
- Budget Gap – changing level of state funding for higher education
- Governor's challenge
  - Improved efficiency
  - Continue focus on reducing administrative costs
  - Business Process Improvement

# Leadership



*Ellen Watson*

- Interim Vice President/Chief Information Officer
- Began working at the U of M in July, 2008
- Previously positions in higher education include: St. Louis, Loyola, Indiana State and Bradley Universities

# 2012 Centennial Celebration

THE UNIVERSITY OF MEMPHIS.  
100 YEARS  
1912-2012  
Dreamers. Thinkers. Doers.

Search  GO

Site People

Centennial Campaign  
Looking Back  
Looking Ahead  
Centennial Store

**Centennial Events**

**Centennial Kick-Off Concert**  
September 30th

The University of Memphis will launch its 100th anniversary celebration with a Centennial Kick-off Concert at 8 p.m. Friday, Sept. 30, at the Cannon Center for the Performing Arts. The evening of entertainment will feature performances by students and faculty of the University's Rudi E. Scheidt School of Music, along with a special guest - Grammy Award-winning soul and R&B singer/musician Aaron Neville.

*More information*

**August 29, 2011: Student Information Fair**  
Immediately following New Student Convocation, campus departments and student organizations will an information fair for incoming students.

**August 29, 2011: New Student Convocation**  
Students entering college are embarking on a new and exciting phase of their lives. The University of Memphis marks the beginning of that journey with New Student Convocation on the first day of classes each academic year.

**Centennial Story**

**What's in a name**  
1941 brought a new name to the school: Memphis State College.  
[More >](#)

[Read more Centennial stories >>](#)

**Tigers Around Town.**  
One Hundred Strong. [Learn More >](#)

[Learn about the Tiger Sculpture Project >](#)

[See all upcoming Centennial events >](#)

**Dreamers Thinkers Doers: A Centennial History of the University of Memphis.**  
**ON SALE NOW**

EMPOWERING the DREAM

*Make a Gift*

[www.memphis.edu/centennial/](http://www.memphis.edu/centennial/)

THE UNIVERSITY OF  
**MEMPHIS**

# Centennial Events

Date	Event
08/30/2011	Penny Hardaway Hall of Fame Grand Opening: Ribbon Cutting and Open House ( <i>Athletics</i> )
09/10/2011	Tigers Around Town: Tigers Unveiled - see all 100 of the decorated Tigers on campus ( <i>Alumni</i> )
09/24/2011	Homecoming ( <i>Alumni and Athletics</i> )
09/30/2011	Centennial Kickoff/Concert: Faculty and student performances with special guest Aaron Neville ( <i>School of Music</i> )
10/4/2011	Tiger Blue Goes Green: Sustainable Technology Awareness Day ( <i>Public Health, Engineering, Architecture, Physical Plant, Environmental Research, Urban Garden</i> )
10/4/2011	Song of Silk Concert ( <i>Confucius Institute</i> )
10/06/2011	Memphis Research Expo ( <i>FedEx Institute of Technology</i> )
02/16-25/2012	Phantom of the Opera ( <i>School of Music</i> )
04/2012	Do Something Monumental: Centennial Tiger Sculpture Project ( <i>Advancement</i> )



**Tigers Around Town.** Sneak Peek of the Week.



<http://www.memphis.edu/centennial/events.php>

# Centennial History



**Dreamers. Thinkers. Doers. A  
Centennial History of the  
University of Memphis**  
by Janann Sherman and Beverly Bond

# Empowering the Dream Campaign

- Comprehensive Campaign
- Goal \$250 million: \$177 million has already been raised

## Support for Students

- Endowed scholarships for undergraduate students
- Endowed fellowships and assistantships for graduate students
- Annual operating support

## Support for Faculty

- Endowed professorships and chairs
- Faculty development and research support



**EMPOWERING**  
*the* **DREAM**

# Support for Facilities



Research - \$25 m  
State Funds



Nursing/Communication Sciences and Disorders - \$58m  
State Funding and gifts



Music - \$82 m  
State Funds and gifts

THE UNIVERSITY OF  
**MEMPHIS**  
**100**  
YEARS  
1912-2012  
**Dreamers. Thinkers. Doers.**



# General Faculty Meeting

## August 26, 2011

Ralph Faudree, Provost



# Promotions to Full Professor

# Department of Art



**Lorelei Corcoran, Ph.D.**



**Elizabeth Edwards, MFA**

# Department of Chemistry



**Gary L. Emmert, Ph.D.**



**Yongmei Wang, Ph.D.**

# Department of Communication



**Katherine G. Hendrix, Ph.D.**

# Bornblum Judaic Studies



**Dr. Shaul Bar**

# Department of Earth Sciences



**David Dye, Ph.D.**

# Department of Physics



**Mohamed Laradji, Ph.D.**



**John W. Hanneken, Ph.D.**

# Department of Mathematical Sciences



**Vladimir Nikiforov, Ph.D.**

# Department of Psychology



**Max. M. Louwarse, Ph.D.**

# Department of Sociology



**Wanda Rushing, Ph.D.**

# Public and Nonprofit Administration



**Charles Menifield, Ph.D.**

# Promotions to Associate Professor with Tenure

# College of Engineering

## Civil Engineering



**Dr. David  
Arellano**



**Dr. Stephanie  
Ivey**



**Dr. Brian  
Waldron**

# College of Business & Economics



**Dr. George Deitz**

Marketing & Supply Chain Mgmt.

**Dr. Sandra Mortal**

Finance, Insurance & Real Estate

# College of Communication & Fine Arts



**David Nofsinger**  
Theatre & Dance



**Dr. Antonio de Velasco**  
Communications

# College of Communication & Fine Arts



**Dr. William McKeown**

Art



**Susan Owen-Leinert**

Music

# School of Communication Sciences & Disorders



**Dr. Shaum P. Bhagat**

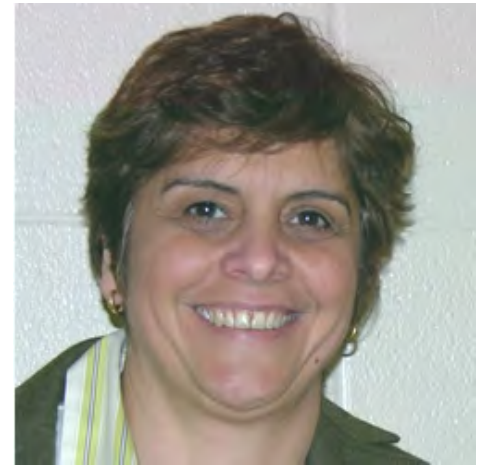
# College of Arts & Sciences



**Dr. Richard Dale**  
Psychology



**Dr. Gilbert Parra**  
Psychology



**Dr. Fatima Nogueira**  
Foreign Languages &  
Literature

# College of Arts & Sciences



**Dr. Susan O'Donovan**  
History



**Dr. Andrei Znamenski**  
History

Picture  
Not  
Available

**Dr. Kathryn Whitted**  
Social Work

# College of Arts & Sciences



**Dr. Santosh Kumar**  
Computer Science

**Dr. Qishi Wu**  
Computer Science

**Dr. Charles Santo**  
City & Regional Planning

# College of Education



**Dr. Jeffrey Byford**

Instruction & Curriculum  
Leadership

# **PROMOTIONS TO ASSOCIATE PROFESSOR**



**Dr. Renee Murley**

Clinical Associate Professor  
Instruction & Curriculum Leadership



**Dr. Mary Ransdell**

Clinical Associate Professor  
Instruction & Curriculum Leadership



**Dr. Kay Reeves**

Clinical Associate Professor  
Instruction & Curriculum Leadership



**Katharine Schaffzin, J.D.**

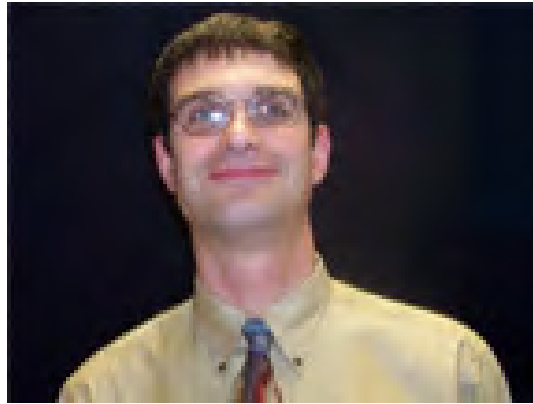
Associate Professor  
Cecil C. Humphreys School of Law

# Faculty Awarded Tenure



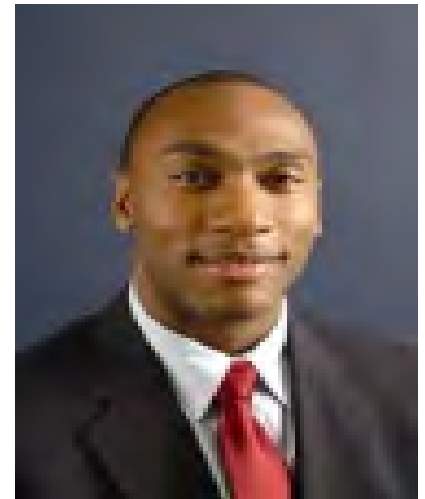
**Dr. J. Helen Perkins**

Instruction & Curriculum  
Leadership



**Dr. Mark Danley**

University Libraries



**Lee Harris, J.D.**

Cecil C. Humphreys  
School of Law

# Our Highest Priorities

- Enhance Enrollment Growth
- Strengthen Admission Standards
- Increase Graduation Rates
- Increase Research Funding
- Enhance Quality of Instruction

<b>Weights Based on Institutional Mission</b>	APSU	UTM	TTU	UTC	MTSU	ETSU	TSU	<b>UM</b>	UTK
Students Accumulating 24 hrs	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%	<b>2.0%</b>	2.0%
Students Accumulating 48 hrs	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%	<b>3.0%</b>	3.0%
Students Accumulating 72 hrs	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	7.0%	<b>5.0%</b>	5.0%
Bachelors and Associates	30.0%	30.0%	25.0%	25.0%	25.0%	25.0%	25.0%	<b>25.0%</b>	15.0%
Masters/Ed Specialist Degrees	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	15.0%	<b>15.0%</b>	15.0%
Doctoral / Law Degrees	0.0%	0.0%	5.0%	5.0%	5.0%	7.5%	7.5%	<b>10.0%</b>	10.0%
Research and Service	10.0%	10.0%	10.0%	10.0%	10.0%	12.5%	12.5%	<b>12.5%</b>	15.0%
Transfers Out with 12 hrs	10.0%	10.0%	10.0%	10.0%	10.0%	5.0%	5.0%	<b>5.0%</b>	5.0%
Degrees per 100 FTE	15.0%	15.0%	10.0%	10.0%	10.0%	10.0%	10.0%	<b>10.0%</b>	10.0%
Six-Year Graduation Rate	5.0%	5.0%	10.0%	10.0%	10.0%	10.0%	10.0%	<b>12.5%</b>	20.0%
	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	<b>100.0%</b>	100.0%

# New Funding Formula-Outcomes Based

Outcome	Baseline	Weight
Students Accumulating 24 hrs	2,831	2.0%
Students Accumulating 48 hrs	2,717	3.0%
Students Accumulating 72 hrs	2,886	5.0%
Undergraduate Degrees	2,535	25.0%
Masters Degrees	860	15.0%
Doctoral Degrees	246	7.5%
6 year Graduation Rate	43%	15.0%
Degrees/FTE	19	7.5%
Transfers Out with 12 hours	440	5.0%
Research Funding	\$62,175,576	12.5%

# New Funding Formula Outcome Returns

Outcome	Increase	Financial Return
Students Accumulating 24 hrs	100	\$150,000
Undergraduate Degrees	100	\$2,000,000
Masters Degrees	10	\$ 400,000
Doctoral Degrees	10	\$1,500,000
6 year Graduation Rate	10%	\$2,400,000
Degrees/FTE	1%	\$200,000
Research Funding	\$10,000,000	\$450,000
Carnegie Classification	Very High Research	\$38,000,000

# What We've Done

- *How were Base cuts made?*
  - Non-tenure track instructors moved to stimulus or eliminated (Contracts are on a yearly basis.)
  - Multi-year process for cuts to programs and tenure-track positions
  - Froze or Cut unfilled tenure track positions
  - Operating & Travel budgets already bare bones
  - Staff cuts: 43 Voluntary Buyouts; 15 RIFS

# What We've Done

- Maximized existing resources
  - Shifted positions
  - Reviewed and adjusted course loads
  - Reviewed and modified curriculum requirements
- Invested in growth areas
  - Nursing (undergraduate & graduate)
  - School of Public Health MPH, PhD programs
  - Architecture MA
  - Social Work AM

# Faculty: Instructional Base

- Tenure track lines
  - 24 positions lost due to Voluntary Buyout
  - 28 positions lost in FY09 & FY10 due to cuts or restructuring
  - 15 targeted buyout positions being phased back over 3 year period
  - Restored 10 positions that were lost
  - Added positions to Nursing, Social Work and School of Public Health, and IIS to increase enrollment and increase research productivity and external funding

# Essential Instructional Support

- Instruction funded with Stimulus
  - 53 full-time Instructors in 7 colleges/schools
  - Part time contracts; post retirements; Gas
- If we do not fund the instructors we lose:
  - Equivalent of more than 40,000 UG credit hours per academic year (\$8M)
  - Equivalent of more than 1,300 students

# Actions to Maintain Growth

- Key investments of funds (base &/or one-time)
  - Learning Communities (professional support)
  - Early Interventions (counselors, course & software)
  - Course Redesign (space, summer & incentive pay, computers)
  - Realigned positions in Enrollment Services
  - Hobson's (software & coordinator position)
  - Internship Coordinator

# Actions to Support Research Infrastructure

- Improvement of access to useful expense data
- Revise policies to support research consistent with research universities best practices
- Definition of roles & responsibilities
  - Review of potential risk
  - Improve communication
- Education and training for faculty and staff
  - Huron, NCURA
  - Consistent interpretation of regulations
- Review of support structures within the colleges and schools

# Academic Affairs Budget Priorities

- Restore Instruction Base Funding
- Strategically Fund Faculty Positions to Increase
  - Research Funding
  - Graduate Degrees
- Maintain and Enhance present recruitment and retention programs

# MomentUM

- Enrollment **UP ~500**
  - **~100 Full-Time Freshmen**
  - **~150 Transfer Students**
    - (30-40 from Lambuth)
  - **~250 from Retention**

**Final Enrollment = ~23,500**

# More GOOD News

- **Freshmen In-State Yield Rate ~ 61%**
- **ACT = 21.76 (up from 21.72)**
- **High School GPA = 3.31 (up from 3.26)**
- **GPA  $\geq$  3.75 = 582 (up from 490)**

# And MORE Good News.....

- **Internships**

- Fall10 : Fall11                    2062 : 2306    **+11.8%**
- Spr10 : Fall10                    2345 : 2658    **+13.3%**

- **Honors**

- Fall10 : Fall11                    1643 : 1718    **+ 4.5%**

- **External Research Funding**

- AY10:AY11    \$49,562,804 : \$54,675,082    + **10.3%**

- **On-Line Enrollment**

- AY09/10 : AY10/11 7777 : 11,254 **+44.7%**

- **Total Degrees Awarded / Doctoral Degrees**

- 2009 **2755 / 126**

- 2010 **3678 / 128**

- 2011 **4070 / 135**

- **Retention Rates**

- F08 - F09 **76.0%**

- F09 - F10 **78.1%**

# Why Are Enrollment and Quality Indices UP?

- **Recruitment Efforts**
- **Advising**
- **Course Redesign**
- **Learning Communities**
- **On-line course delivery**
- **Early Intervention**
- **Support for Internships**

# UMDegree (Degree Works)

- Implement software in central, distributed and faculty advising models to enhance timely graduation

**momentUM**

# ACAD

- Focus ACAD curriculum toward the objective of developing the skills needed to graduate on time
- Content focused on:
  - Exploration of majors
  - Career preparation
  - Degree planning
- Task force to be established this fall
- Proposed measurable outcome is the number of ACAD students on academic warning at the end of the first semester



**Thank You**

**Have a GREAT Year!**