

University of Memphis
Campus Strategic Planning Annual Report
October 15, 2003

Mission Statement: The University of Memphis is a doctoral degree-granting urban research university committed to excellence in undergraduate, graduate and professional education; in the discovery and dissemination of knowledge; in service to the metropolitan community, State, and nation; and in the preparation of a diverse student population for successful careers and meaningful participation in a global society.

The mission of the University remains as previously submitted as do the themes initiated by the President in July 2002: *Investing in People, Building Partnerships (Community Connectedness) and Creating Interdisciplinary Initiatives*. All objectives and initiatives are now considered within the context of these themes.

The University's goals remain the same as those submitted in October of 2002. The strategies for attaining those goals have been refined over the course of the year, however, as new programs are introduced and implemented. These strategies emanate from a comprehensive planning program that was initiated in FY 2002-2003. The planning process will be augmented further as we continue to document for Southern Association of Colleges and Schools (SACS) accreditation.

GOAL 1: Enroll and retain highly regarded and motivated students and recruit and retain outstanding faculty and staff who will educate, develop, and support these students in their preparation for successful careers and meaningful participation in a diverse society.

- *Right Sizing Study.* The recommended "right size" for the University of Memphis was set in the Defining our Future document as an FTE figure of 15,900 with a +3% ceiling and a -10% floor. Fall 2003 FTE is 15,720 which is well within the approved range.
- *Admissions Standards.* New admissions standards were developed to that were based upon indicators of student academic success. These standards were put into place in the Fall of 2003.
- *Enrollment and Student Retention.* Enrollment for Fall 2003, at 19,911, is up slightly from the 19,797 who enrolled in Fall of 2002. Student retention has also remained stable. Baseline data for 1999 was 33% (based on 1993 cohort). Current data reflect a 35% graduation rate for the freshman class that began in fall 1997.
- *Scholarships.* A total of 2,981 students received 3,308 scholarships this year. Total scholarship dollars, excluding athletics, total \$10,996,085. The

- lottery scholarship program has allowed us to restructure our programs to attract additional high quality students in the coming year.
- *Faculty Recruitment and Retention.* Several strategies have been implemented to facilitate the recruitment and retention of highly qualified faculty including the creation of a retention resource pool to assist in closing salary gaps, equity and merit increase programs, faculty awards programs, and university professorships. The programs are clearly having an effect since faculty turnover has decreased from 8.6% in 2001 to 6.9% in 2002.
 - *Honors Programs.* Recruiting high ability students continues to be a priority for the University. The Honors Program recruited 232 first-semester freshmen into the program for Fall 2003. We currently have 740 active participants in the Honors Program. A major expansion of the Honors Program curriculum and program requirements was approved by the University's Undergraduate Curriculum Committee last year and will be implemented in Fall 2004. Significant changes to the curriculum include increasing the number of credit hours needed to graduate with honors and introducing a year-long course sequence entitled The Global Challenge (UNHP 1101 and UNHP 1102), which will be an interdisciplinary team-taught course designed to satisfy 3 credits of the humanities and 3 credits of the social science requirements.
 - *Student Satisfaction.* Student satisfaction remains a high priority at the University. Efforts are underway to improve student programs and services. Unfortunately, quantitative data are not available to compare performance from last year. The student satisfaction survey was not administered in the spring of 2003, so we do not have updated numbers at this time. A survey (as approved by THEC) will be administered in the spring of 2004.
 - *Remedial and Developmental Courses.* The University plan for delivery of remedial and development courses have been implemented. Advanced developmental courses have been incorporated into introductory, college-level courses in a "fast-track mode." Southwest Tennessee Community College is now delivering instruction for all developmental and remedial courses; however, as a service to our students, these courses are being offered on our campus.
 - *Advising.* The Academic Counseling Unit and Athletic Academic Services were transferred to the Office of the Vice-Provost for Academic Affairs in July 2002. The Vice-Provost has concentrated on coordinating the activities of these units with the advising units in the Colleges. These efforts are beginning to yield dividends in improved communications and better services for students. Likewise, we expect our efforts to counsel students with academic deficiencies to pay dividends in the years to come.

Anecdotal evidence suggests that prescriptive approaches, where warranted, have helped students get on track.

GOAL 2: Expand research and interdisciplinary programs in areas of existing strengths and seize new opportunities for effectively contributing to the intellectual, economic, cultural, and social well-being of the community, region, state, and nation.

- *Departmental Focus Area Identification.* Several focus areas have been tentatively identified and introduced to the faculty. The faculty is currently reviewing those focus areas and providing feedback. Focus area identification, once complete, will form the backbone for resource allocation decisions.
- *Vice-Provost for Research.* Andy Meyers, former chair of the Department of Psychology, recently accepted the position of Vice-Provost for Research. He served in an interim capacity for approximately six months prior to his appointment and has already provided the leadership that is needed to substantially increase research activity.
- *Research Support for Faculty.* The Provost has concentrated on developing an infrastructure that supports faculty research efforts. This includes development of an intellectual property/tech transfer unit that can facilitate faculty programs.
- *Increased Research Activity.* Research activity has increased significantly over the past several years. In 1997, total project awards totaled less than \$20,000,000. In 2003, that total approached \$40,000,000.
- *Interdisciplinary Initiatives and Community Partnerships.* The focus areas that have been tentatively identified are interdisciplinary in nature and frequently include community-based organizations. The Biotechnology Initiative, for example, cuts across University units and links with other community entities. Other initiatives include the Artificial Intelligence, Biosurfaces, Civic and Social Entrepreneurship, Teacher Education, Bioinformatics, etc.

GOAL 3: Ensure a diverse faculty, staff, and student body and create a safe, physically pleasing and culturally rich learning environment that infuses a global dimension through University instructional, research, and service/outreach programs.

- *Diversity Initiatives.* Through Diversity, Affirmative Action, and Equal Opportunity initiatives, the University of Memphis continues to make progress in deliberately increasing the diversity of its faculty and staff.
- *Infusion of Core Principles into the Curriculum.* The Undergraduate Curriculum Task Force, a faculty committee sponsored by the Provost and the Faculty Senate, have been charged with responsibility for suggesting ways in which global perspectives, diversity, technology, concepts of

- entrepreneurship, etc. can be infused into the curriculum. This year-long effort should result in recommendations that are submitted to the Provost and the Faculty Senate in the spring of 2004.
- *International Programs.* As a result of budget cuts and the recent SARS epidemic in China, we recently suspended the program in Shenzhen, China. Within the limits of our budget, however, we are providing as many international opportunities as possible. Experiential learning of this sort is a university focus; such learning opportunities will be expanded in the coming years.
 - *Extended Programs Opportunities.* The University continues to explore cost effective ways to better serve students in off-campus locations. The Regents' Online Degree Program continues to be very successful with 168 students who are declared RODP majors, 592 University students taking RODP classes, and a total of 995 enrollments. Likewise, course offerings at off-site locations (e.g., Jackson State Community College and Dyersburg State Community College) are very well received and have considerable long-term growth potential. For the most part, we reach a constituency that we might not otherwise reach.
 - *Facilities Maintenance and Construction.* We continue to cope with an aging infrastructure, but are making headway on needed repairs to campus structures. Wilder Tower, the new student services area, is now fully occupied and serves as a "one-stop" shop for our students. Thus far, we have found this concept to be very successful. The FedEx Institute building will be completed this month and will be open for business in the Spring semester of 2004.
 - *Police Services.* Although the University of Memphis is statistically the safest urban campus in Tennessee, safety continues to be a high priority. During the past three years, multiple efforts have been made to reduce the number of criminal incidences on campus.
 - *Campus-Wide Scheduling.* To better communicate with our University community and to maximize use of facilities, we have implemented the Resource 25, CollegeNet scheduling program. This program integrates scheduling and Web-based calendaring.

GOAL 4: *Maximize the use of information technology through leadership, innovation, increased fluency among students, faculty, and staff.*

- *Advanced Learning Center.* The Advanced Learning Center has been in operation for better than one year. It serves the entire campus community in increasing IT fluency, facilitating development of on-line course capabilities, and providing support to faculty in development of course materials and research programs.

- *FedEx Technology Institute.* Supported by a public-private partnership that has generated \$25 million to date, the FedEx Technology will provide the venue for a multiplicity of educational and research programs. Its purpose is to provide our students with enhanced learning opportunities that will prepare them for technology-rich work environments. It will likewise provide students with opportunities to work on faculty research programs that make use of advanced technologies.
- *TAF Funds.* TAF-funded purchases of computers, software, and other technological equipment directly impact the fluency levels of students. Smart-room technologies, computer laboratory staff, and computer replacement and maintenance likewise contribute to student learning experiences. Additionally, the TAF faculty grant program contributes to faculty fluency.
- *Digital Interface and Data Warehouse.* Steps toward making an administrative system have begun through the review of work processes. Though delayed somewhat, it is anticipated that our work processes will be significantly enhanced by systematic review and improved technological capabilities. Moreover, our goal will be able to provide 24/7 services to our students.

GOAL 5: Increase community and alumni involvement in the life of the University through new opportunities for participation and service.

- *Board of Visitors/University Foundation Board of Trustees Merger.* Recently, the University's Board of Visitors and its Foundation Board of Trustees merged to insure that each entity was focused on the goals of the University. Though in the early stages, the University anticipates that this merger will help move the University's advancement agenda forward.
- *University Foundation Audit.* The annual audit of The University of Memphis Foundation by an outside auditing firm revealed no exceptions.
- *Alumni E Newsletter.* Launched in April of 2002, this quarterly publication now reaches nearly 20,000 alumni and friends of the University.
- *Neighborhood Relationships.* The University of Memphis has renewed its efforts to be a good neighbor. The President's Executive Assistant meets with neighborhood community associations on a quarterly basis and is available to address issues as they arise.
- *Conferencing.* Facilities available in the Wilson School of Hospitality and Resort Management have expanded opportunities for conferences. A new-hire in Extended Programs likewise will bring more external conferences to campus.
- *Community Research and Service.* I continue to be very visible in the community, raising community awareness of and interest in the campus. The faculty, likewise, have developed a broad range of community

relationships (more than 600 at last count) as a part of our urban research mission. It is our goal to become integral to problem solving in our community.

- *Self Sufficiency of Athletics' Programs.* As a result of increased endowment income, gifts, giving campaigns, and student athletics fees, the Athletics Program is expected to be self sufficient for the first time in several years. The challenge has been the increased scholarship costs associated with rises in tuition.