



# Town Hall Meeting

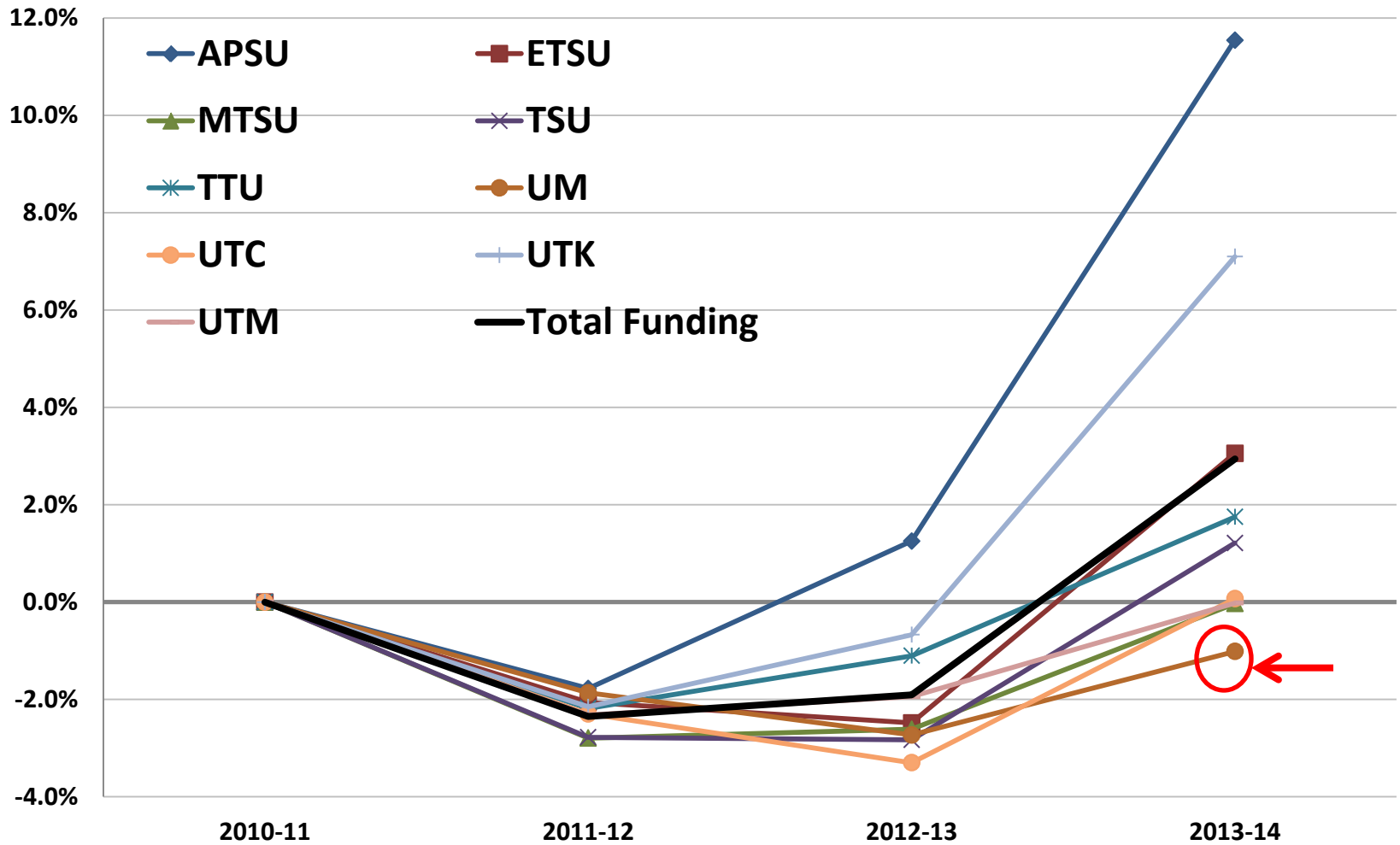
*October 2013*

THE UNIVERSITY OF  
**MEMPHIS**<sup>®</sup>

# 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 (Hold Harmless, Funding Formula outcomes & Auxiliary Space reclassification)	\$ 2.5 M
Technology infrastructure costs (ERP costs, Internet 2, & data network)	\$ 1.0 M
Funding for significant facility maintenance costs, renovations & relocations	\$ 1.0 M
	<b>Total</b> <u><u>\$ 20.0 M</u></u>

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***

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

### 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

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

Source: Financial Planning and Bursar's Office website

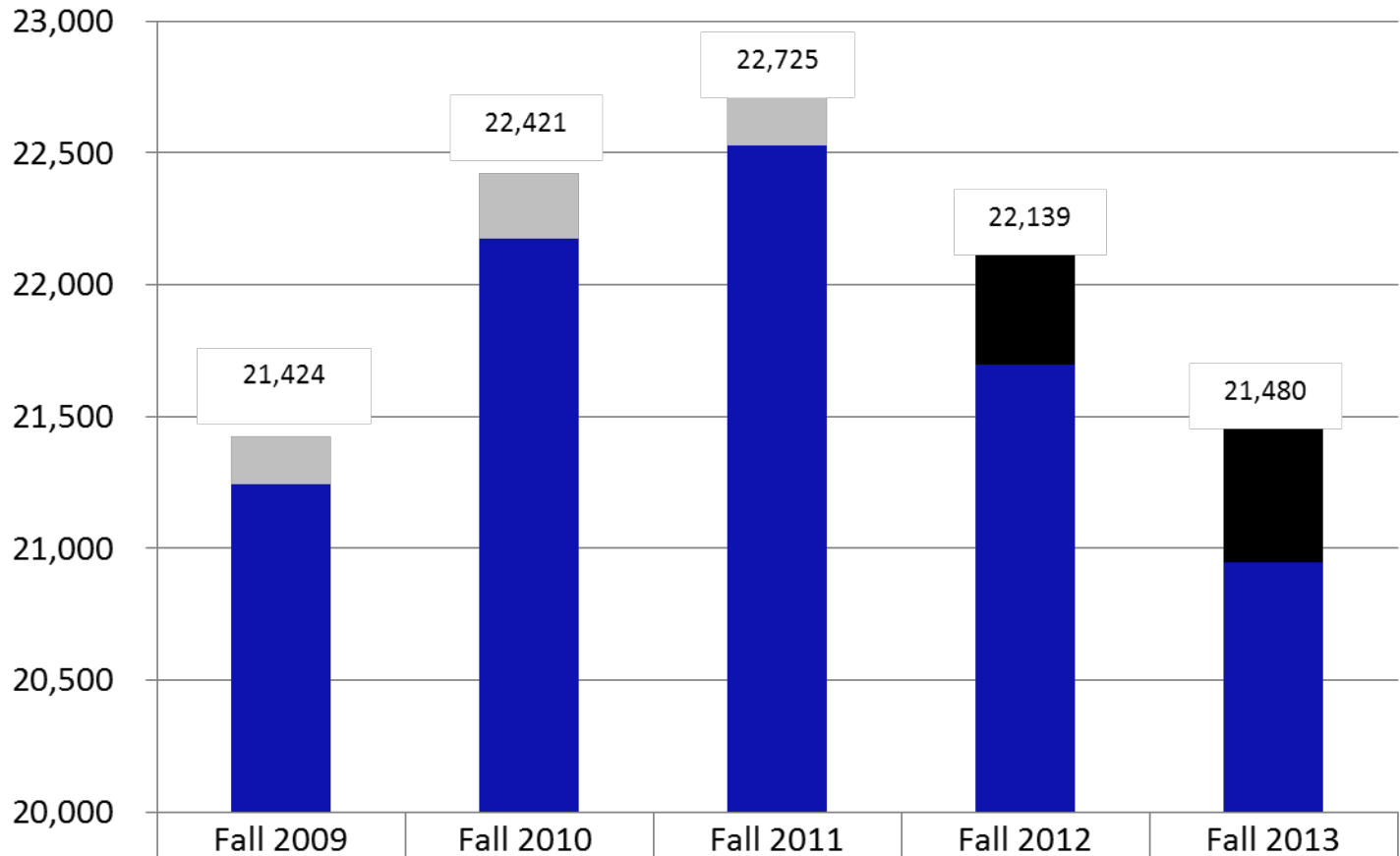
# Undergraduate Tuition Comparison



Source: Institution websites

# Five Year Enrollment History

(Headcount)



■ Jackson	183	248	196		
■ Lambuth				442	535
■ Other UofM	21,241	22,173	22,529	21,697	20,945



# 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)





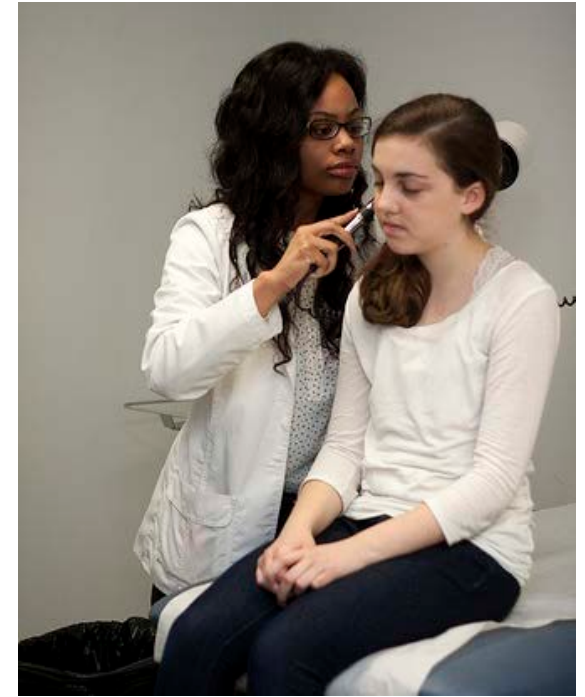
## 6. Student Services

- a. Develop best-of-class service standards and metrics expected in Recruitment, Admissions, Transfers, Financial Aid, Bursar, Advising, and Housing/Dining.
- 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.

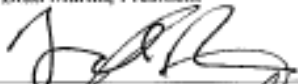
# Signatories



R. Brad Martin, President

8/19/13

Date



David Ruddy, Provost

8/19/13

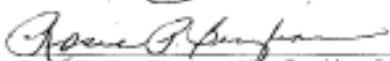
Date



David Zetsergen, Vice President for Business and Finance

8/19/13

Date



Rosie Phillips Bingham, Vice President for Student Affairs

8/19/13

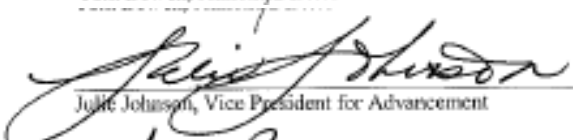
Date



Tom Bowen, Athletic Director

8/19/2013

Date



Julie Johnson, Vice President for Advancement

8/19/13

Date



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

8/19/13

Date



Ellen Weston, Chief Information Officer

8/19/13

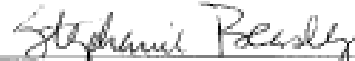
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David Cox, Executive Assistant to the President for Partnerships and Administration

8/19/13

Date



Stephanie Bessley, Assistant to the President for Community Relations

8.19.13

Date



Sheri Lissans, Chief of Staff and University Counsel

8/19/13

Date



Kevin Roper, Executive Assistant to the President for Government Relations

8/19/13

Date



Dan Lattimore, Lambuth Campus

8/19/13

Date



# Q & A

- Main campus participants: please come to the microphones to ask your questions.
- Lambuth participants please email your questions to [president@memphis.edu](mailto:president@memphis.edu)