Our Vision

The University of Memphis is an internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment.
• Commitment to achieving Carnegie 1 status
  • Internal investment for research expansion of $5M
  • Record research expenditures of $64M last fiscal year
  • Governor Lee budget recommendations
    • $5M for Carnegie 1 efforts
    • $41M for new STEM Building
    • $12.5M for maintenance funds

• Student success
  • Continued expansion of community engagement
  • A campus that supports our families
  • Expansion of national/international brand equity
Our Values

- Accountability
- Collaboration
- Diversity and Inclusion
- Innovation
- Service
- Student Success
Graduation rate improved from 41% to 53.1% over past six years
  • Goal of 61%

Magnitude of increase of 29.5%

Overall growth over past 6 years: 2.7% despite regional and national contraction
  • Again 2nd largest public university in TN
  • Significant OOS growth secondary to OOS tuition reduction
  • Graduation numbers continue to be 4,000+
    • Continue to bring in strong freshman and transfer classes annually

UofM Global most significant growth across university

Lowest cost increases in the State of TN by significant margin
SIX-YEAR ENROLLMENT TRENDS BY STUDENT LEVEL

2.7% growth to 21,685

A COMMITMENT TO STUDENT SUCCESS
Nonresident Enrollment Trends

Reduction in the nonresident tuition rate has resulted in a **53% nonresident enrollment increase** for FY20.
ENTERING CLASS 2019 – Freshman Applications
UofM Global Spring 2020 Enrollments

• 6,800 students in online courses
• 3,500+ fully online students (+50% since 2017)
• 1000+ Global applications = 500 new students
• Students from 39 states & several foreign countries
• Average credit hour load
  • 8.9 credit hours undergrad
  • 6.2 credit hours grad
• Target: 6,000 fully online students by 2023
LiFE (Learning inspired by FedEx) powered by UofM Global

- Launched fall 2018
- 330 LiFE students have earned 3,267 credits
- 11 LiFE students have graduated
- Hundreds more attempting to earn admission thru LiFE Prep Academy
- 90 applicants/inquiries per week
- FedEx reports significantly increased retention among LiFE participants, a primary goal of the partnership
A COMMITMENT TO AFFORDABILITY & ACCESSIBILITY

TOTAL TUITION INCREASE OVER 6 YEAR

平均%增加

- 0.0% 0.5% 1.0% 1.5% 2.0% 2.5% 3.0% 3.5% 4.0% 4.5%

APSU ETSU MTSU TSU TTU UM UTC UTK UTM


3.0% 3.3% 3.2% 3.1% 4.6% 1.7% 2.5% 4.1% 4.5%
Budget Growth

- Total budget has grown to $545M from $467M over past six years
- Gain of $78M in annual budget, with average annual growth of $12.57M
- Composite financial index of 3.2, 2nd only to UTK in TN
- The result of strategic decision-making re: tuition structure
  - Dramatically reduced OOS tuition
  - Significant improvement in-state affordability relative to competition
- UofM Global growth
- Growth in strategic community partnerships
- Significant gains in fundraising
  - Raised $200.6M, average of $33.4M over past six years
  - Previous ten year average of $23M
  - Majority of funds raised are for academic initiatives.
Average revenue growth across the University of $12.57M over six years with prior year increase in state appropriations of $8M
### Recurring State Appropriations

<table>
<thead>
<tr>
<th>Description</th>
<th>FY21</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Appropriation - Operating Increase</td>
<td>$4,054,000</td>
</tr>
<tr>
<td>State share - 2.5% Salary Pool</td>
<td>3,455,100</td>
</tr>
<tr>
<td>Health Insurance Increases</td>
<td>668,100</td>
</tr>
<tr>
<td>Outcomes Formula Adjustment</td>
<td>(243,600)</td>
</tr>
<tr>
<td><strong>Net Recurring State Appropriation Amount</strong></td>
<td><strong>7,933,600</strong></td>
</tr>
</tbody>
</table>

### Non-Recurring State Appropriations

<table>
<thead>
<tr>
<th>Description</th>
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</tr>
</thead>
<tbody>
<tr>
<td>One-time allocation for R1 Carnegie Classification</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Capital Maintenance - One-time State Appropriations</td>
<td>12,500,000</td>
</tr>
<tr>
<td>STEM Research and Classroom Building</td>
<td>41,000,000</td>
</tr>
<tr>
<td><strong>Total Non-Recurring State Appropriations</strong></td>
<td><strong>58,500,000</strong></td>
</tr>
</tbody>
</table>

Increase of $7.9M base budget funding and $58.5M non-recurring toward march to Carnegie R1 and capital projects.
Capital Maintenance - Historical Funding

- Appropriation
- Fiscal Year

- $49.98M over past 4 years
2018 HERD Data Research Expenditures

University of Memphis
$64,297,000

Others Combined
$61,850,000

Source: 2018 National Science Foundations’ Higher Education Research & Development (HERD) survey
There are two flagship universities in Tennessee: the University of Tennessee, Knoxville and the University of Memphis.

Consistent with the original charter of the Tennessee Higher Education Commission.
A Commitment to Recruiting High-Achieving Students
Strongest Freshman Classes in our History

- Average ACT improved over each of the past four years to 22.8
- Mean GPA improved each of past four years to 3.52
  - Best predictor of retention and graduation
- One out of four of last year’s class was admitted to the Honors College
- No internal financial pressure to increase class size
  - Provides unique opportunity to increase selectivity
  - Will always maintain access and affordability
- Consistently improving national programmatic rankings each year
First time ranked in top tier of public universities by U.S. News & World Report
Nationally Ranked Programs

- **79** Programs Ranked by U.S. News & World Report and online sites
- **5** Programs Ranked #1 by online sites
- **23** Programs Ranked Top 5 by online sites
- **36** Programs Ranked Top 10 by online sites
- **60** Programs Ranked Top 25 by U.S. News & World Report and online sites
Advancements in 12 Program Rankings
Ranked in 9 New Categories
More than 1/3 of programs are nationally ranked
Program volume has doubled in 3 years
(100+ programs offered)

1257 | Undergrad Students
752   | Grad Students
Since 2017
Ranked as Military Friendly for 5th Consecutive Year
Ranked 9th Nationally
**Academic Program Quality**

- Online course delivery by full-time faculty = on ground course delivery
- Closed the gap between on-campus and online course success

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**Percentage of Class Making Grade of C or Better, Undergraduate Courses (including Gen-Eds): Fall Semesters**

<table>
<thead>
<tr>
<th>Year</th>
<th>Main Campus Courses</th>
<th>Online Mxx Courses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>82.2%</td>
<td>77.8%</td>
</tr>
<tr>
<td>2018</td>
<td>83.0%</td>
<td>80.3%</td>
</tr>
<tr>
<td>2019</td>
<td>82.4%</td>
<td>81.0%</td>
</tr>
</tbody>
</table>
Unparalleled Investment in Campus Improvements

- $261M in total investments past four years and projects funded and planned over the next three years
- Significant private investment in campus neighborhoods
- Extensive on-campus improvements that are not readily visible
Land Bridge and Parking Garage

$37,800,000 Bonds
Land Bridge and Parking Garage
(continued)

1140-Car Garage, Interconnecting Plaza, Bridge, Mall and Amphitheatre
Center for Wellness and Fitness

$30,000,000 Bonds

Anticipated Completion: Spring 2021
Child Development Center Modifications

$550,000 Plant Funds

Completed Summer 2019
Wilder Tower 10th Floor Renovations

Center for Applied Earth Science and Engineering Research

$500,000 Plant Funds (Doubles research space from 5,000 SF to 10,000 SF)

Completed Fall 2019
Soccer Field Lights Installation

$687,000 Plant Funds/Gifts

Completed August 2019
Wilder Tower 12th Floor
RECRUITMENT CENTER
$900,000 Plant Funds
Grant: Patterson Avenue Realignment
$2,200,000 City Partnership

Before

After

Completion Fall 2020
Parking Expansion Deloach
$2,000,000 Auxiliary – Nearing Completion

Spring 2020
Scheidt Family Music Center

$40,000,000 Capital Outlay/Gifts

Bidding March 2020 – Complete late 2021
Lambuth Sprague Hall
$6,000,000 Capital Outlay

• 26,500 SF
• Labs
• Simulation Suites
• Debriefing
• Study Areas
• Offices

Bidding March 2020 – Complete late 2021
Accessibility (ADA) Adaptations

$595,000 Capital Appropriation – In Design

- Restroom upgrades (Health Center, Dunn Hall)
- Stair railing upgrades
- Exterior directional signage
- Accessible routes/ramps
Classroom Door Safety

$414,900 Capital Appropriation – In Process

Manual Lock Down

Manual Lock Down – Egress Hardware

Electronic Lock Down
Food Service Dining Improvements

$5,000,000 Gift-in-Place
Phase 2 Summer 2020
Natatorium Facility Improvements
$8,600,000 Gift-in-Place/Plant Funds
Larry Finch Plaza
Park Avenue Campus

$500,000 Gift-in-Place – In Design
Indoor Football Practice Facility Phase 1

$10,600,000 Bonds – Complete July 2019
Indoor Football Practice Facility Phase 2

$11,400,000 Gift-in-Place

Summer 2020
Child Development Center, Kindergarten and Middle School

Being Planned – Kindergarten (Annex) Out for Bid
Tennis Facility
$5,000,000 Gift-in-Place
STEM Facility Concept

Outlay: $41,000,000

- 60,000 SF New
- 17,000 SF Renovated
- Relocate research to new space to allow existing area to be utilized for increased enrollment

- Undergraduate and Graduate research and instruction
- Research integrated into course delivery
- Interdisciplinary learning/flexible labs
- Career pathways into market needs
- Increase STEM degrees
- Enhanced student collaboration/projects
- Accommodate enrollment growth in focused areas
STEM Research and Classroom Building
Outlay: $41,000,000

• Total space impact – 82,000 SF
• 65,000 SF New
• 17,000 SF Renovated

• Critical space deficiency facing the Herff College of Engineering as the college exceeds recruitment, retention and graduation goals
• Necessary for the University’s R1 goal and to prepare more students to fill in-demand STEM openings statewide
• Aligned to the UofM’s Master Plan, Strategic Plan and Governor Lee’s STEM Workforce Goals
• West Tennessee significantly underproduces engineers at a rate 2/3 below the national average. In 2015, West Tennessee produced 10 engineers per 100,000 people while the U.S. produced 33 and TN as a whole produced 23
Boiler Decentralization & Gas Lines Phase 1
$4,510,000
Capital Maintenance Currently Out for Bid

Administration Building
Transformer Replacement
$200,000 Plant Funds - Complete

Building Envelope Repairs
Browning/McCord
$3,500,000 Capital Maintenance In Construction

Various HVAC Updates (Ball, Clement, Jones, Theatre)
$10,500,000 Capital Maintenance

Roof Replacements – Theatre, Admin, Johnson, FCB
$3,801,335 Capital Maintenance Nearing Completion

Browning Hall & McCord Exterior Repairs
$3,500,000 Capital Maintenance Completed Fall 2020

Student Recreation Center Re-Roof & Repairs
$7,000,000 Capital Maintenance
STATE OF TN
GRANT

LED Lighting Updates
– Site, Garage, Administration Building

$4,030,000
Empower
Nearing Completion

Classroom Furnishing Replacements
$250,000
Facility Fees
Patterson Hall
Summer 2020

Lambuth Wilder and Hamilton Roof
$320,000
Insurance
Out for Bid

Mynders Hall Roof Replacement
$750,000
Plant Funds
Nearing Completion

McWherter
Library Cooling Tower Replacement
$250,000
Plant Funds
In Construction

Multiple Building Interior Repairs
$5,645,000
Capital Maintenance
In Progress

Multiple Building Roof Replacement
$3,000,000
Capital Maintenance
In Progress

Facility Fees
Patterson Hall
Summer 2020

Plant Funds
In Construction
FY 20-21 Capital Maintenance

$12,752,000

Building Code and Safety Repairs $3,000,000
HVAC for Central Chiller and Communication and Fine Arts Building $5,000,000
Phase 2 Building Interiors $2,000,000
Phase 2 Boiler Decentralization $2,752,000
Innovative Efforts to Support Students

- Reduce hours required to work with higher wage jobs, increase ability to focus on academics
- UMRF Ventures
- Peer Power Institute
UMRF VENTURES Mission

• Create good-paying part-time jobs for UofM students on their campus, so that they can meet their financial obligations, stay in school and graduate on time

• Prepare students with excellent work experience and create pathways to future employment opportunities with our business partners

• Become a sustainably profitable, growing enterprise

• Profits returned to the University’s Research Foundation
Revenue has grown from $800,000 in year 1

Employed more than 400 students

Anticipates $5,000,000 Revenue in 3 years

Paid more than $4,000,000 in student wages

Paid $300,000+ in rent and fees to the University

Paid $50,000 of Dividends to UofM Research Foundation

Helped place 20 students into full-time positions with partner companies
Expanding Student Opportunities

- Operations now in FedEx Institute, on the Park Ave. Campus and on Lambuth Campus
- Four separate Ventures with FedEx
- Expanding to other partner companies
  - Memphis Symphony Orchestra
  - Northstar Partners
  - Sedgwick Claims Management (new partnership)
- Plans to build out and expand onto the rest of the Student Ventures Building
Peer Power is a nonprofit organization that recruits and trains high-performing college students to tutor in public school classrooms and mentor high school students.

Peer Power Institute at the UofM has employed more than 600 students as Success Coaches since its launch.

Currently employs more than 150 UofM students in positions that allow them to serve, learn and earn.
Key Community Partnerships

- Partners: Shelby County Schools and local charter schools
- River City Partnership is an urban education-focused program to prepare local future educators to practice and promote social justice, equity and inclusion
- More than $6M raised for student scholarships, programming and support
- 18 undergraduate students and 33 graduate students in the first cohort
A Campus that Supports our Families

- Parental leave enacted
- ELRC expanded
  - Providing full-time services for students, faculty, staff with children
  - Expanded scholarships for students
- Kindergarten classes added to Campus School
- University Middle opened
- Partnered with Porter-Leath to open a 0-3 childcare facility
  - Fully funded, groundbreaking will be in summer
  - UofM raised $3.5M for our portion
- Exploration of University High
- Madison Academic Dual Enrollment HS Lambuth to break ground in April
  - Fully funded through City of Jackson
Key Community Partnerships

- Collaborating to launch a state-of-the-art childcare facility close to the UofM for children 6-weeks through Pre-K
- Expands the University Schools educational compendium to infants and toddlers
- Porter-Leath serves over 10,000 children and families each year through its programs to meet developmental, health and social needs at the earliest opportunity
- January 2022 target open date
- Spaces reserved for UofM students, faculty and staff
Initiatives for AY 2020-2021

- Student Service, Personnel Management
- Health and Safety
- TIF Expansion, grow external economic investment
- Internal leadership identification/training/retention
- Annual campus-wide survey on strategic priorities