THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD

Regular Meeting

1:00 pm (CDT)
Friday, September 20, 2019

Boling University Center, Room 206AB
UT Martin Campus

AGENDA

I. Call to Order and Roll Call

II. Opening Remarks

III. Approval of Minutes …… Tab 1

IV. Campus Strategic Enrollment Planning (SEP) Report …… Tab 2

V. Campus Master Plan Refinement 2015 Presentation…… Tab 3

VI. Closing Remarks by the Chair

VII. Adjournment

THE UNIVERSITY OF TENNESSEE AT MARTIN
ADVISORY BOARD

Minutes of the Annual Meeting

The annual meeting of The University of Tennessee at Martin Advisory Board was held at 1:00 p.m. (CDT), on Wednesday, April 24, 2019, in the Boling University Center, Room 229, on the campus of The University of Tennessee at Martin.

I. Call to Order and Roll Call

Advisory Board Chair Art Sparks welcomed the Advisory Board members and guests to the regular annual meeting of the UT Martin Advisory Board and requested a roll call to bring the meeting to order.

The roll was called by Edie Gibson, Secretary to the Board, with the following members present:

Katie Ashley
Hal Bynum
Chris Caldwell
Monice Hagler
Devin Majors
Art Sparks
Julia Wells

The full seven members of the Advisory Board members were present on site and a quorum was announced. Administrative staff, faculty, members of the public, and media representatives were present. The meeting was recorded via Zoom for uploading to the UT Martin Advisory Board website following the meeting.

II. Opening Remarks

Chair Sparks invited Chancellor Carver to recognize a couple of special guests in the audience. Chancellor Carver requested Ms. Lauren Carter, as the 2019-20 Advisory Board Student Member, to stand as he introduced the Freshman Political Science major from Olive Branch, Mississippi. He noted that, in following the SGA election process as approved by the UTM Advisory Board, Ms. Carter was one of the top three students elected by the student body to advance to the interview process conducted by the Chancellor and Advisory Board faculty member, Dr. Chris Caldwell. Ms. Carter has been very active in SGA and will assume her term of service on the Advisory Board, beginning July 1, 2019, and ending June 30, 2020. It was noted that Devin Majors has done a fine job in serving the Advisory Board and will complete his term on June 30, 2019.

Next, Chancellor Carver introduced Ms. Kiana Hope, a Senior Electrical Engineering major from California, who enrolled at UTM as a Track and Cross Country student-athlete. Ms. Hope participated in a campus contest where she was selected to serve as "Chancellor for A Day." Chancellor Carver attended classes with Ms. Hope during the morning, and Ms. Hope will participate in the Chancellor's schedule during the afternoon session.

III. Approval of Minutes

Chair Sparks directed the Advisory Board to copies of the minutes from the previous two Advisory Board meetings for the Inaugural Meeting held on January 9, 2019, and a second Special Called meeting on April 5, 2019. The Advisory Board considered the minutes for approval, separately.

Motion: Monice Hagler moved to adopt the UT Martin Advisory Board meeting minutes for the Inaugural Meeting on January 9, 2019, as presented in the meeting materials, and Devin Majors seconded the motion. An oral vote on the motion was taken, and the motion carried unanimously.

Motion: Hal Bynum moved to adopt the UT Martin Advisory Board meeting minutes for the Special Called Meeting on April 5, 2019, as presented in the meeting materials, and Julia Wells seconded the motion. An oral vote on the motion was taken, and the motion carried unanimously.

IV. UT Board Update of Process for Campus Advisory Board to Submit a Recommendation to the President on the Proposed Strategic Plan

Chair Sparks recognized Chancellor Carver to provide an update on the UT Board's process for the Advisory Board to submit its recommendation to the UT President regarding a new or updates to the campus Strategic Plan. Chancellor Carver began with his overview by explaining that UTM submitted a complete refresh to its campus Strategic Plan, which was approved by the UT Board in June 2018. Although Chancellor Carver does not anticipate any immediate changes to the current Strategic Plan, he emphasized that, under Tennessee law and our new Board process, any future changes or updates to these plans would be presented to the Advisory Board for adoption of a recommendation. An important part of the process is the input the Advisory Board provides in the form of a recommendation prior to submitting the plan to the UT President for review and subsequently to the UT Board for approval. If the Advisory Board does not recommend the proposed plan, there is a mechanism for the Chancellor to consider the Advisory Board's feedback and decide whether to modify the plan before submission to the President. The Chancellor must submit any modifications to the Advisory Board for its recommendation during a scheduled meeting. If the Advisory Board's recommendation is not positive, the Chancellor must submit an explanation as to why the plan is moving forward without positive support from the Advisory Board. Upon receipt, the UT President would consider the proposed plan along with the Advisory Board's recommendation before moving it forward to the UT Board's Executive Committee. If the Advisory Board's recommendation is not positive, the President must submit a written explanation for why the plan is moving forward without a positive recommendation. Ultimately, the Executive Committee is responsible for overseeing and monitoring the strategic planning process and is charged to review the proposed plan and submit a recommendation, together with the Advisory Board's and President's recommendations, for consideration by the UT Board at its next regular meeting.

Chair Sparks remarked on his enthusiasm that the Advisory Board will have input with the campus strategic planning process, providing an opportunity for meaningful impact for the university, its students, and the alumni. He further commented that the Advisory Board's recommendation and any concerns would be included in a written explanation to the UT Board. Chancellor Caver noted the previous planning process involved UTM working within the broad campus community to develop the strategic goals and objectives allowing the Chancellor to informally reached out to local UT Trustees, the Vice Chair of the UT Board, and the UT President to share the planning documents prior to distribution to the full Board. Under the new process, Chancellor Carver intends to expand the process by inviting a member of the Advisory Board to be engaged by serving as a member of the strategic planning process. Looking ahead, Chancellor Carver remarked that changes to the Strategic Plan will be necessary as the campus changes or external factors that impact higher education, demographics, or the region changes. A deeper discussion of the Strategic Plan was proposed for the agenda of the Advisory Board's fall meeting. The Strategic Plan is an indication of who the university wants to be and will be an ever evolving process.

V. UT Board Update of Process for Campus Advisory Board to Submit a Recommendation to the President on the Proposed Annual Operating Budget, Including Tuition and Fees, as Related to the Campus

Chair Sparks again recognized Chancellor Carver to provide an update on the UT Board's process for the Advisory Board submitting to the UT President its recommendation for the proposed annual campus operating budget, including tuition and fees. The UT Board's approved process provides for UT's Chief Financial Officer to distribute instructions to the Chancellor regarding the format and timing of the Advisory Board recommendation ensuring consistency of information for the annual Board meeting. In accordance with fiscal policy and the CFO instructions, the Chancellor in conjunction with the campus budget staff, will develop a campus operating budget proposal for presentation at an Advisory Board meeting. The Advisory Board is required to make its recommendation on the campus proposal for submission to the President, along with the original campus proposal. The President and CFO will consider the Advisory Board's recommendation on the campus proposal while finalizing the annual UT Operating Budget. The President has sole authority over the annual Operating Budget proposal presented by the CFO to the UT Board. The UT Board will consider and act on the annual Operating Budget proposal for UT in accordance with its Bylaws, applicable policies, and applicable committee charters. Based on this year's compressed schedule, the Advisory Board will consider a proposed operating budget as placed on the agenda later in the meeting.

To clarify a question, Chancellor Carver explained that campus budget requests will continue to be appealed directly to the UT President for needs, including capital facility and maintenance requests, but the Chancellor plans to utilize the Advisory Board to discuss campus needs.

VI. Fundraising Report

Chair Sparks called upon UT Martin's Vice Chancellor for University Advancement Andy Wilson to present an overview of the campus fundraising report. Mr. Wilson began his overview by explaining that he has dual reporting lines to Chancellor Carver and to the UT Foundation President, Mr. Kerry Witcher.

During the first part of his presentation, Mr. Wilson provided a brief run-through of campus highlights as typically shared with various campus board members during orientation sessions. UTM is comprised of a main campus in Martin, five Centers located in Jackson, Parsons, Ripley, Selmer/McNairy County, and Somerville, and online offerings. Geographically, the highest number of UTM students enroll from West Tennessee, with the most students attending from Weakley and Shelby counties. Not surprisingly, of the ~47,000 UTM alumni, the majority of alums reside in Tennessee with a strong contingency in West Tennessee and just over 9,000 residing out-of-state and in foreign countries. Demographically, the student body reflects: 91% of students enrolled from in-state, females (58%) slightly outnumber the males, diversity classifications find 79% of the student identify as Caucasian, followed by 13% as African-American, and 8% as Other. Academically, the 2018 entering freshmen class set another ACT record with an average score of 23.5, ranking above the state norm at 19.6 and the national norm at 20.8. Fall-to-Fall retention of the previous freshmen class was 73.7%. Financially, students are paying tuition levels at $9,512 a year for in-state students and $15,552 annually for out-of-state students; and approximately, 68% of UTM students graduate with debt compared to 65% nationally. The average debt level for UTM students is $27,000 compared to $28,000 nationally. Another significant data point for UTM reports that 37% of our graduates are first-generation students.

Looking ahead, University Advancement is gearing up for its next capital campaign having hired Gonser Gerber Advancement Consultants to assist with plans to advance the Strategic Plan and our campus

priorities. The consultants will test campus priorities, the amounts and levels of campaign goals, and the readiness of the Advancement staff. The seven campus priorities include: scholarships (The Chancellor's Academic Excellence Fund), The Innovation & Product Realization Facility (The Garage), Fine Arts Concert Hall (Phase II), Ned Ray McWherter Institute, Athletic Indoor Facility, College of Agriculture & Applied Sciences, and UT Promise Scholarship Program.

Additionally, data presented includes a five-year summary of UTM fundraising gift levels. In FY 2017, UTM received its largest single cash gift representing a $6.5 million gift to fund a STEM (Science, Technology, Engineering and Mathematics) building, bringing the total campus gift level to $11,075,592. Advancement closed the books in FY 2018 at $7,504,380 and currently has receipted $5.6 million for FY 2019 with several months left in the fiscal year. Currently, UTM has surpassed its goal of 4,300 donors representing 2,500 alums. Compared to official institutional peers, UTM ranks second in alumni participation at 6.2% and first when compared to its aspirational peers. UTM's endowment fund ranks in the middle of its institutional peers and is invested within the UT Foundation portfolio a UT System benefit. Mr. Wilson stated that UTM tracks gift records similar to others. Typically, an outright gift is documented in the year the gift is made, a multi-year pledge is counted in the first year, a planned gift is counted in the year it is reported. Occasionally, all institutions experience a multi-year pledge that is not fully funded, but the Advancement team follows-up with those donors.

Chair Sparks requested that Mr. Wilson provide a report on UTM's gift retention rate. Subsequently, the following information was distributed to the Advisory Board members.

The chart depicts the pledge fulfillment rate by UT campus for active pledges based on the amount that was expected to have been received through April 30, 2019. Pledges marked as paid, cancelled, and written off are also included. Note: UT rates are consistent with the national rate for pledge fulfillment of 84% as reported via the Mobile Donation Pledge Stats website.

UTM Pledge Fulfillment Rate*	
UT Martin	84%
UT Knoxville	81%
UT Chattanooga	88%
UT Health Science	88%
UT Institute of Ag	77%

*As of April 30, 2019.

VII. Enrollment Management Strategies

Chair Sparks invited Dr. Jamie Mantooth, Executive Director of Enrollment Services and Student Engagement, to provide an overview of UTM's Enrollment Management strategy and plans. To begin the overview, Dr. Mantooth compared freshmen and transfer markets for 2018 and 2019. In fall 2018, UTM received 7,705 freshmen applications, which is about 3,000 more applications than received in fall 2017. Admissions is capitalizing on a partnership between the Educational Advisory Board and the campus' University Relations staff, to expand its marketing to every sophomore, junior, and senior across the state of Tennessee and targeting select out-of-state markets. As of this week, Admissions has processed 8,869 freshmen applications for fall 2019, which is an increase of 1,164 from fall 2018. The largest number of applicants originate in Memphis and a large percentage representing counties in southwest Tennessee. We are trending positively with freshmen admitted and with transfers enrolled to attend for fall 2019. Fall 2019 "Enrolled" numbers reflect feedback from prospective students who responded positively to UTM's Intent to Enroll Survey.

Freshmen Student Data			
	Applicants	Admitted	Enrolled
Fall 2018	7,705	5,533 (Goal - 4,813)	1,124 (Goal – 1,078)
Fall 2019	8,869	5,740* (Goal – 6,000)	1,172* (Goal – 1,158)

*Reporting data as of 04.22.19

Transfer Student Data			
	Applicants	Admitted	Enrolled
Fall 2018	1,159	725 (Goal - 857)	474 (Goal – 474)
Fall 2019	686	672* (Goal – 725)	269* (Goal – 474)

*Reporting data as of 04.22.19

A campus team has already begun working on a Strategic Enrollment Plan in collaboration with Ruffalo Noel-Levitz by focusing on enrollment strategies to target undergraduates, graduates, Centers, Online, as well as retention, progression, and graduation factors. This constitutes the second partnership that UTM has entered with Ruffalo Noel-Levitz, the first one involving financial aid leveraging. The charge will include an opportunity to explore academic program demand, market share analysis, retention analytics research, and creation of an academic pipeline to ensure that our course offerings match demand. Additionally this summer, the campus will host a Transfer Student Boot Camp, funded by the Tennessee Higher Education Commission (THEC). The premise of the Boot Camp is to increase the transfer enrollments, which would be further enhanced by increasing transfer persistence. The Boot Camp will focus on enhancing a student's sense of belonging; providing expertise to navigate campus resources, including in support of personal and professional relationships, and awareness of involvement opportunities; and critical introductions to transfer champions.

Another Strategic Plan goal embedded in the campus recruiting strategies support the Inclusion goal. To ensure a more diverse campus, beginning in 2016, the Admissions staff have reinstated the Red Carpet Event in partnership with the Black Alumni Council and several campus units. The event brings underrepresented students to campus for an overnight event that includes a variety of activities and events designed to introduce the students to higher education in general and UTM in particular. Data shows that approximately 15% of the students attending this event enroll at UT Martin.

Last month, UTM held an introductory meeting with REACH Memphis, an organization that helps high-achieving students from Shelby County to succeed in high school and prepares those students for their next steps, including higher education. The campus anticipates having students participate in different summer experiences with the ultimate goal of helping them to enroll at UT Martin.

In further support of this initiative, the Harold Conner Scholarship and the newly minted Coleman Opportunity Scholarship are both intended to increase the enrollment and retention of underrepresented student populations, including first-generation, low-income, and minority populations. Additionally, Admissions is teaming up with Student Affairs to fund a new staff position that will, both, recruit and serve new and currently enrolled Hispanic students.

Finally, UTM has a new relationship with ReUp Education, an organization who partners with universities to find and re-enroll students who have dropped-out, then supports them as they re-enroll to

ensure a successful student outcome. There is no upfront cost, ReUp bears the responsibility of reaching out and enrolling these students, and are only compensated by delivering results.

Chair Sparks questioned Dr. Mantooth regarding the biggest challenge for which the Advisory Board could provide Admissions some assistance. He responded that one of the biggest challenges involves our scholarship model. Compared to other institutions in the state and among our peers, the percentage of the tuition covered by our scholarship is less, and in some cases far less, compared to offers of similar ability students by other schools. UTM's actual yield rate for students in the high-ability band, those with 29 and above on the ACT, is not as high as we would like, because those students are heavily recruited by other institutions with more funding. However, he noted that the staff still work considerably hard with available funds.

Chancellor Carver added that initially, the campus has established an enrollment goal of around 7,000 students; but internally we have discussed growing to 8,000 students at the main campus inclusive of the five centers and online education. This strategic enrollment study will help us to maximize and strengthen recruitment and retention plans with our five Centers. We have a great opportunity to utilize technology to provide distance education, and we are just entering into a tentative agreement with Southwest Tennessee Community College to teach Chemistry in our Somerville Center. Expanding our graduate programs and getting more aggressive with our recruiting and promotion of our MBA and Master's degree in Strategic Communication is one important strategy. What research predicts is that by 2025, the traditional 18-year old population will decline until about 2035, followed by a slight correction. We also need to focus on being attractive to our out-of-state traditional aged students, and trending online, as well; but the biggest thing that is going to move our enrollment forward is retention and getting more students through graduation.

Since the implementation of the Tennessee Promise, the first numbers of transfer students have not increased as expected. A couple of early theories appear to show it is taking the community college students closer to three years to complete their associate's degrees. Circling back, it will be interesting to see the impact of the UT Promise in attracting first-generation and Pell-eligible students directly to UT campuses who might find it more cost effective now.

UTM's plan to address the discrepancy in the scholarship is to become more competitive, which began last year with retooling our offerings, including an analysis of what we lack and what we need to make-up. In the short term, the Advancement team has been fundraising and asking donors to support the Chancellor's Academic Excellence Fund to make some merit-based decisions. In the long term, we need to address all the scholarships. The campus has been able to attract quality with a little less funding.

Dr. Mantooth will provide data on the percentage of non-white, non-international students who receive the Harold Conner Scholarship. Following the meeting, the chart (below) depicting the Harold Connor Scholarship information was distributed via email to Advisory Board members. The Conner Scholarship is offered to underrepresented populations including first-generation and low-income students. An analysis of the data breakdown revealed a relatively consistent demographic distribution of recipients but with an unanticipated data point which is prompting the Admissions staff to initiate further analysis of the current awarding process. Unexpectedly, we realized that this scholarship has not been awarded to any Caucasian students during the most recent three award cycles.

Harold Connor Scholarship Recipients																		
	2017						2018						2019+					
	1st Generation			Not 1st Generation			1st Generation			Not 1st Generation			1st Generation			Not 1st Generation		
	# of	Pell Eligible	% Pell Eligible	# of	Pell Eligible	% Pell Eligible	# of	Pell Eligible	% Pell Eligible	# of	Pell Eligible	% Pell Eligible	# of	Pell Eligible	% Pell Eligible	# of	Pell Eligible	% Pell Eligible
American Indian	*	*	100%	0	0	0%	0	0	0%	0	0	0%	0	0	0%	0	0	0%
Asian	*	*	50.00%	0	0	0%	0	0	0%	0	0	0%	*	0	0%	0	0	0%
Black	5	*	60.00%	20	11	55.00%	9	7	77.80%	30	20	66.70%	20	15	75.00%	41	30	73.20%
Hispanic/ Latino	*	*	100%	7	*	42.90%	*	*	100%	*	*	50.00%	9	5	55.60%	14	10	71.40%
Multiracial	0	0	0	*	*	66.70%	0	0	0%	*	*	25.00%	*	*	66.70%	*	*	50.00%
Total	11	8	53.30%	30	16	72.70%	11	9	81.80%	36	22	61.10%	33	22	66.70%	59	42	71.20%

* Represents values ≤5.

+Pending offers to 2019 prospective students.

VIII. Budget with Tuition and Fees Overview

Chair Sparks introduced Ms. Petra McPhearson, Vice Chancellor for Finance and Administration, to present her overview of the university Operating Budget. In quick summary, higher education institutions are required to present a balanced budget so, with UTM's base budget at $99.6 million, the largest percent of the budget is derived from tuition and fees at $59.9 million, representing 60% of the budget, followed by state appropriations at $35.3 million, representing 35.4% of revenue funds. Expenditures for the $99.6 million base budget are allocated with the largest expenditure in support of instruction at $44.5 million, followed by student services at $12.4 million, scholarships/fellowships at $11.2 million, physical plant operations at $11.0 million, academic support at $10.8 million and institutional support at $6.9 million. Public service at $0.8 million, research $0.2 million, and other expenditures at $1.8 million round out the allocation funding.

With the implementation of the Complete College TN Act in 2010, the Tennessee Higher Education Commission (THEC) established a new core outcomes-based funding model. State appropriations would no longer be based on enrollment, rather on students accumulating hours (at 30, 60, and 90 hour benchmarks), number of degrees awarded, research and service, degrees per 100 FTE, and 6-year graduation rates assessed based on three-year averages.

Ms. McPhearson reported that the Governor's FY 2019-20 Budget recommendation proposed UTM's portion of the new outcome growth funding at $1,709,500; however, as a result of a formula performance reduction of $991,600, will likely lower the campus budget net increase to $717,900 in new funding. The campus will need to utilize this budget increase to fund the salary pool. On a different funding note, UTM is in line to share a portion of the UT System's $10 million appropriation for safety and security.

Combining UTM's FY 2019 base appropriation with the projected formula change increase is estimated to generate a new appropriation to $35,416,000, excluding access and diversity and centers of excellence funds.

Providing a brief overview of tuition and fees, Ms. McPhearson clarified, as previously stated, that the most significant portion of the campus revenue funding is generated through tuition and fees. All students are charged a Maintenance Fee (commonly thought of as in-state tuition), plus Mandatory Fees in support of Student Activity programming, Green initiatives, and Debt Service costs. In FY 2018, mandatory fees were assessed at $1,046 with additional fees assessed for a Technology fee of $250, a Facilities fee of $150, and for full-time undergraduates, a Publication fee of $14. UTM provides mandatory fee exemptions for online and dual enrollment students who do not utilize student activity programming, green initiative resources, and non-academic facilities.

In institutional comparisons of in-state tuition and fees data, UTM's in-state tuition and fees among Admissions (identified) Peers rank in the upper half of those institutions behind the University of North Alabama and The University of Tennessee, Knoxville, but at the top of a Comparable Peers listing as well as an Aspirational Peers list. Assuming all institutions implement 2.5% increases, the rankings would remain stable. However, as noted by Chancellor Carver, this year, we anticipate Kentucky, Missouri, and Illinois schools as well as other schools to make a considerable jump in tuition increases just to offset decreases in their state funding to higher education, in contrast to anticipated stable funding in Tennessee.

Moving forward to FY 2019-20, UTM is requesting a 2% maintenance (tuition) increase with an additional overall 0.5% increase to fund student activities programs as supported by the student body, bringing the in-state undergraduate tuition and maintenance fee from $9,512 to $9,750 for a 2.5% overall increase. Similarly, UTM is requesting a 2% maintenance (tuition) increase with an equivalent 0.5% student-supported increase for student activities programming totaling $10,618 for an overall 2.5% increase to in-state graduate tuition and mandatory fees in 2019-20, which is up from $10,364 in the previous year. No additional increases are planned for the out-of-state fee or international student fee charges beyond the respective 2.5% undergraduate and graduate tuition maintenance and mandatory fees.

UTM has projected and recommended a balanced budget for the FY 2019-20 Operating Fund Budget of $147,307,402, comprised of $101,300,923 in Unrestricted Educational & General (E&G) Funds, $11,074,090 in Unrestricted Auxiliary Funds, and $34,932,389 in Restricted Funds.

Following the report, a dynamic discussion continued as the Advisory Board began looking toward solutions and seeking clarification of the formula calculation model and data to gain a better understanding of how retention and other factors affect the formula. One example described, as a student academically progresses, the campus receives formula funding for a student achieving benchmarks at 30, 60, and 90 hours; however, if that student transferred to a professional program before completing their baccalaureate degree, the campus will not receive formula credit based on students with degrees per 100 or in the institution's 6-year graduation rate. To address this situation, UTM is actively working with other institutions in formalizing UTM concentrations within existing degrees that will allow students who have gained early admission to graduate and professional programs to complete their undergraduate program at UTM while actively working toward an advanced degree. Two recent examples are a 3+3 agreement with the UT Law School for students pursuing a Law degree and the 3+1 agreement with UT Health Science Center entering Pharmacy School. To strengthen university retention efforts, UTM has developed several initiatives ranging from its Soar-in-Four plan (promoting 15-hours in 4-years strategy to graduation), retooling the Student Success Center counseling services, instituting Career Planning and Development counselors retain and serve students. Chancellor Carver noted that, with such initiatives, there is a three-year lag between the implementation of these new strategies and receiving data for graduation impact.

Chair Sparks requested that Chancellor Carver distribute an updated version of the comparative institutional tuition reports with finalized numbers to the Advisory Board members.

It was noted that UTM's tuition increase for FY 2018-19 was 2%, which was below THEC's established tuition increase cap of 3% last year. The Advisory Board cautioned UTM, based on legislative levels of interest on cost containment and conversations regarding the amount of state funding support, public campuses will need to focus on keeping low increases to tuition and fees.

Although the formula represents a relatively smaller percentage of the budget, a theoretical question was posed of whether the formula funding calculation was increased by focusing on quantity or quality of enrolled students as a means to impact the $1.7 million in proposed outcome measures funding. In terms of formula modeling, Ms. McPhearson stated it is important to look at both quality and quantity, understanding that persistence or retention of students also provides support with the quantity measurement. As a public regional university, we must also keep in mind regional access, but it is encouraging to observe that both ACT scores and GPA's are trending with the increase in freshmen involvement.

In follow-up to UT's report of Composite Financial Index data presented during the UT Board's winter meeting, it was observed that the Board acknowledged its positive support of UTM offering encouragement at the prospects of charting a successful financial path of re-investment in campus growth. UTM's net operating revenue ratio reflects a three-year negative trend, a calculation derived by dividing the operating surplus or deficit by the total operating revenue. Chancellor Carver confirmed campus conversations will continue next week, when UT's CFO David Miller and VPAA-SS Linda Martin visit campus to participate with UTM's leadership team in a process to formulate a five-year investment strategy designed to chart the path forward and rebuild the ratio. Understanding that this ratio is a lag indicator, Ms. McPhearson explained, by working together, the campus can limit the use of some carryforward funds to serve as a re-investment in the university; thereby, utilizing strategies that ensure and protect campus enrollment growth. Such a process will not necessarily provide a simple short-term solution but a long-term strategy. The point was made that campus enrollment growth is a viable solution, but that cost containment and efficiencies must also be considered as an important part of the process. In keeping with the charge of UT 2030, each UT campus must increase its number of graduates, which means focusing on retention, being smarter about recruitment, and tapping into new areas utilizing enrollment strategies to reach our goal.

Motion: Hal Bynum moved that the Advisory Board recommend the proposed campus operating budget for FY 2019-20 to the President as presented in the meeting materials; provided that the Chancellor is authorized to make any relatively minor adjustments (no more than 5%) to calculations, if necessary, prior to submission to the President and to report any such adjustments to the Advisory Board at the time of submission to the President. Julia Wells seconded the motion.

Following approval of the motion, a discussion ensued to clarify timing of the Advisory Board's notification of any minor adjustments to the calculation, if necessary. An amendment to the motion was made stating the Chancellor will report any budget reporting adjustment to the Advisory Board "prior to" rather than "at" the time of submission to the President. If a significant change were made, the Advisory Board requested that a special meeting be convened to allow further discussion.

Amendment: Julia Wells moved that the Advisory Board recommend the proposed campus operating budget for FY 2019-20 to the President as presented in the meeting materials; provided that the Chancellor is authorized to make any relatively minor adjustments (no more than 5%) to calculations, if necessary, prior to submission to the President and to report any such adjustments to the Advisory Board prior to the time of submission to the President. Hal Bynum seconded the motion. An oral vote on the motion was taken, and the motion carried unanimously.

The final version of the FY 2019-20 Operating Budget Recommendation to the Advisory Board is posted to the AB website… http://www.utm.edu/advisoryboard/.

UTM's final recommended budget, presented to the Advisory Board via email and to the President, represented a FY 2019-20 Operating Fund Budget of $146,556,335, comprised of $102,433,331 in Unrestricted Educational & General (E&G) Funds, $10,546,410 in Unrestricted Auxiliary Funds, and $33,576,594 in Restricted Funds.

IX. Closing Remarks

Chair Sparks commented that he appreciated the engaged discussions making this Advisory Board meeting a very good session. He acknowledged that periodically the Advisory Board must replace its members, and although the Board only worked with Devin Majors for half a year, Devin provided an important student voice to the group. As a token of gratitude, Chair Sparks presented a gift to Devin. Devin will complete his final year at UT Martin with plans to attend law school, perhaps at UT.

Chancellor Carver invited the Advisory Board and audience to attend the campus groundbreaking ceremony for the National Panhellenic Council (NPHC) Greek Garden at Unity Circle at 3:00 p.m. Monice Hagler will be a speaker at the ceremony representing an alumni perspective. The event celebrates the creation of a new garden to commemorate the Divine Nine NPHC organizations. UTM is the first UT campus to have an area commemorating the Divine Nine.

The next regular meeting of the Advisory Board is September 20, 2019.

VIII. Adjournment

Motion to adjourn by Monice Hagler and seconded by Julia Wells. The meeting adjourned at 2:40 p.m.

Respectfully Submitted,

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Edie Gibson, Secretary

Campus Strategic Enrollment Planning Report

UT MARTIN

Strategic Enrollment Planning (SEP) Steps

1. Use Ruffalo Noel Levitz market research, including academic program demand, and existing institutional data to develop a comprehensive situation analysis.
2. Identify strategies based on situation analysis and prioritize based on mission-fit, ROI and likelihood of success.
3. Create an action plan that includes a business plan and quantifiable goals for each strategy.
4. Identify key performance indicators.
5. Implement, evaluate and modify the plan as needed.

Select SEP Objectives

- Create a detailed enrollment plan with clear action steps for the next 3-5 years.
- Develop a more comprehensive understanding of both academic and co-curricular program needs.
- Improve our understanding of the projected student demographic mix and enhance the infrastructure needed to serve them.
- Foster a stronger culture of data-informed decision making and ensure the necessary data resources are available.
- Create a map for student success that includes both advising and retention initiatives.

Select SEP Outcomes

At the end of this process, UT Martin will have:

- A new culture of planning.
- A centralized data storage location and the ability to make data-informed decisions.
- Streamlined processes.
- The tools to serve a higher number of adult learners.
- Increased student retention rates.
- A rejuvenate summer school program.

SEP Working Groups

1. Undergraduate Academic Programs
2. Graduate Programs and Others
3. Marketing and Recruiting
4. Finance and Financial Aid
5. Student Success

An associated data group will provide support for each working group.

SEP Timeline

July 9-10, 2019	Organization; data preparation; prepare for situation analysis
September 10-11, 2019	Campus-wide launch of SEP; review RNL research projects; working group mini-conference
October 22-23, 2019	Situation analyses; reviews and initial strategy discussion
December 5-6, 2019	Finalize situation analyses; complete strategy discussion
February 2020	Review business plans; initial vetting; full plan development
April 2020	Strategy/business plan prioritization summit
June 2020	Final prioritization; plan formation; funding considerations
August 2020	Prepare for implementation; transition to strategic enrollment management (SEM)
October 2020	Full implementation of SEM: monitor, evaluate and update annually

UTM Five-Year Enrollment Model Variables

First-Time First Years	%
Y1 - Y2 retention	78.0%
Y2 - Y3 retention	82.3%
Y3 - Y4 retention	88.1%
Y4 - Y5 retention	44.2%
Y5 - Y6 retention	20.7%

Graduate Students	%
Y1 - Y2 retention	53.0%
Y2 - Y3 retention	44.3%
Y3 - Y4 retention	23.8%
Y4 - Y5 retention	23.3%

Transfer Student Retention Rates

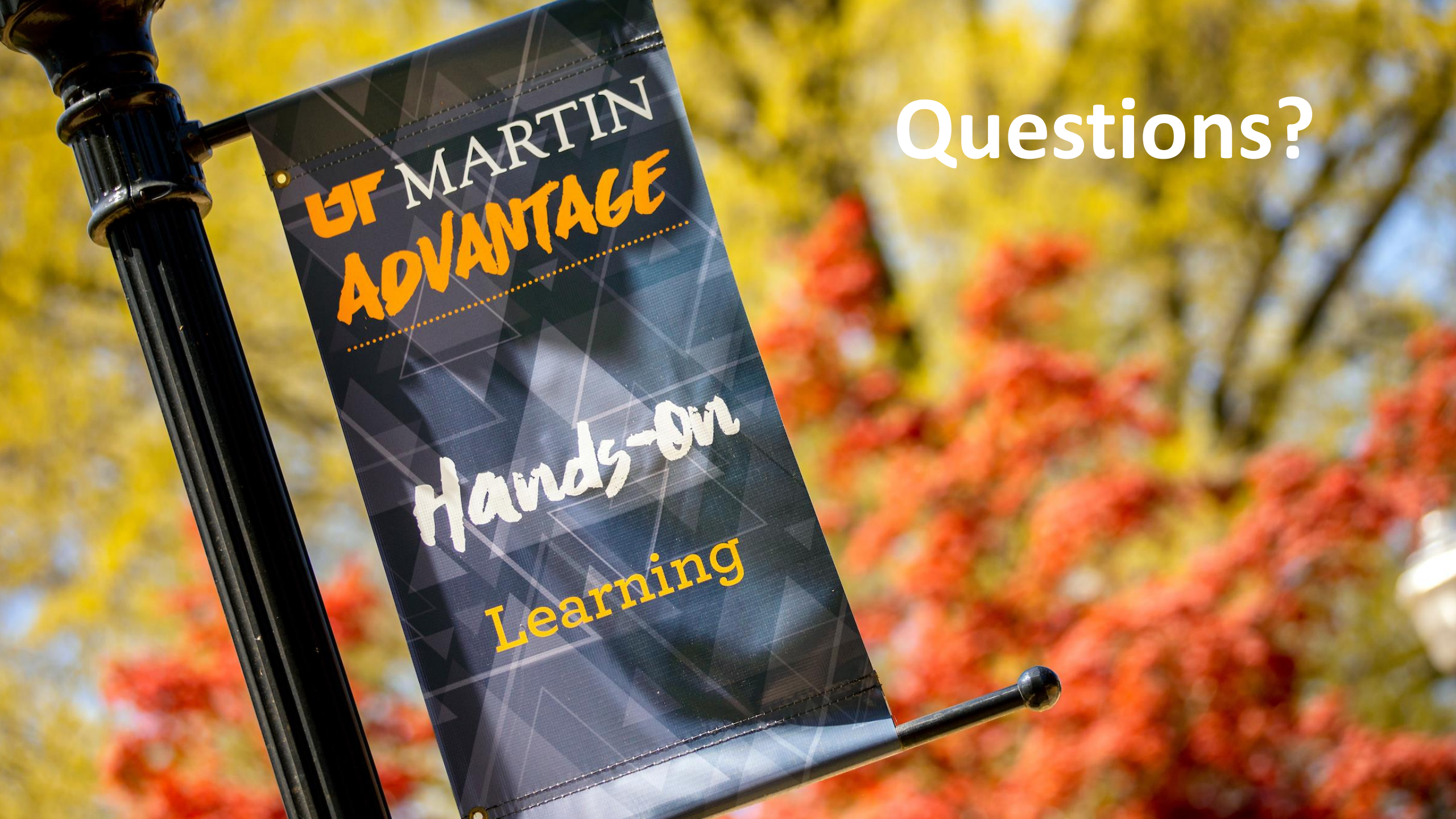
	2nd year	3rd year	4th year	5th year	6th year
< 30 hours	78.0%	72.4%	55.5%	32.7%	19.8%
30-60 hours	73.2%	76.9%	39.2%	22.8%	13.1%
61-90 hours	81.6%	54.0%	21.7%	33.4%	11.1%
91+ hours	54.1%	33.3%	33.3%	12.5%	0.0%

Year 1: New Students by Category

Type	Headcount	Annual increase
FTFY	1,250	8%
Transfers	425	8%
Graduate Students	150	10%

UT Martin Five-Year Enrollment Model Scenarios

Full-Time Enrollment Scenarios Over Five Years								
Assumptions								
	Increase from F18 to F23	Y1 New FTFY	Annual FTFY Increase	Y1 New Transfers	Annual Transfer Increase	New Grad Students	Annual Grad Increase	FTFY Y1-Y2 Retention
Best	2,557	1,250	8%	425	8%	150	10%	78%
Likely High	1,652	1,200	5%	425	5%	150	5%	76%
Likely Low	1,072	1,150	3%	425	3%	150	3%	75%
Zero growth	391	1,114	0%	425	0%	150	0%	73%
Worst	-749	950	-2%	350	-2%	150	-2%	70%



Questions?

THE UNIVERSITY OF TENNESSEE MARTIN

MASTER PLAN Refinement 2015

THEC Master Plan Guidelines

Each institution will develop its own campus master plan, which supports the implementation of the institution's strategic and academic plans and includes all relevant elements as outlined below. Periodically, but not less than every ten years, each institution shall retain a consultant with specific expertise in higher education master planning to develop a master plan that engages all relevant departments at the institution. Plans should address physical needs in the context of student retention and success, as well as statewide higher education goals and policies. All capital improvement requests will be reviewed for conformity with the master plan.

Consultant for Master Plan Development

Marion Fowlkes of Centric Architecture

CENTRIC
ARCHITECTURE
Respecting the Past + Defining the Future

Master Plan 2010 Goals

Define	Define current and future facility needs, including renovations, expansions and new buildings that enhance the quality academic programs
Develop	Develop facilities to support UT Martin's mission of enhancing the educational, cultural and economic life in the region and serving as a focal point for a range of programs and services
Provide	Provide an overall impression of quality in all aspects of the campus, allowing UT Martin to recruit and retain the highest quality students and faculty.
Provide	Provide a variety of options for housing to attract and maintain students will supporting and promoting a sense of community interaction on campus

Master Plan 2015 Goals

Create	Create a robust on-campus community of students.
Improve	Improve the campus visual experience
Reinforce	Reinforce “Town & Gown” relationships
Brand	Brand and communicate the UT Martin experience

Campus Master Plan Team Members

UT Martin Executive Team

Robert Smith, Interim Chancellor
Jerald Ogg – Provost and Vice Chancellor for Academic Affairs
Nancy Yarbrough – Interim Vice Chancellor for Finance and Administration
Margaret Tosten – Vice Chancellor for Student Affairs
Andy Wilson – Vice Chancellor for University Advancement
Victoria Seng – Asc Vice Chancellor for Academic Affairs and Dean of Grad Studies
John Abel – Assistant Vice Chancellor for Student Affairs
Petra McPhearson – Director, Budget and Management Reporting
Tim Nipp – Director, Physical Plant Administration
Roberto Mancusi – President, Faculty Senate
Jamie Mantooth – Executive Director, Enrollment Services and Student Engagement
Bud Grimes – Chief Communications Office, University Relations
Edie Gibson – Executive Assistant to the Chancellor

UT System Administration Representatives

Robbi Stivers – Executive Director, Capital Projects
Tony Hopson – Director, Real Estate and Space Administration

Campus Master Plan Team Members

UT Martin Stakeholder Team

Lynn Alexander – Dean, College of Humanities and Fine Arts
Tommy Cates – Executive Director, Extended Campus and Online Studies
Ross Dickens – Dean, College of Business and Global Affairs
Rich Helgeson – Dean, College of Engineering and Natural Sciences
Cindy West – Dean, College of Education, Health, and Behavioral Sciences
Todd Winters – Dean, College of Agriculture and Applied Sciences
Julio Freire – Director, Intercollegiate Athletics
Brad Burkett – Associate Director, Physical Plant Administration
Kelli Barnes – Office Manager, Office of Housing

Alumni and City of Martin Representatives

Brad Thompson – Director, Economic and Community Development, Martin, TN
Jennifer Hampton – Financial Consultant, Edward Jones, Martin, TN

2015 Master Plan Recommendations

Student Housing – A comprehensive housing plan completed in July 2015 recommends a reduction in housing inventory and an enhancement of facilities and activities engaging students in the on-campus residential life experience. Alternative scenarios include removal of Grove Apartments, University Courts, Ellington and Browning Halls and replacing based on campus needs.

Student Life Facilities – In order to support University recruitment and growth as an engaged living learning campus environment, the following spaces should be incorporated: Student Commons Building with extended hours and food services as well as gaming areas, Student Life Pavilions for outdoor venues and support of sporting activities at Grove Apartments, Walking Track, Crisp Hall & Gooch Hall.

Comprehensive Housing Plan

The University of Tennessee at Martin

Comprehensive Housing Plan

SEPTEMBER 2015

FINAL MEMORANDUM

BRAILSFORD & DUNLAVEY

INSPIRE. EMPOWER. ADVANCE.

2015 Master Plan Recommendations

Historic Quad Enhancement– This area adds significantly to the atmosphere of the campus by providing a special and comfortable place to relax and engage. New Student Life Areas around Crisp and Gooch will transform the Quad for student gathering.

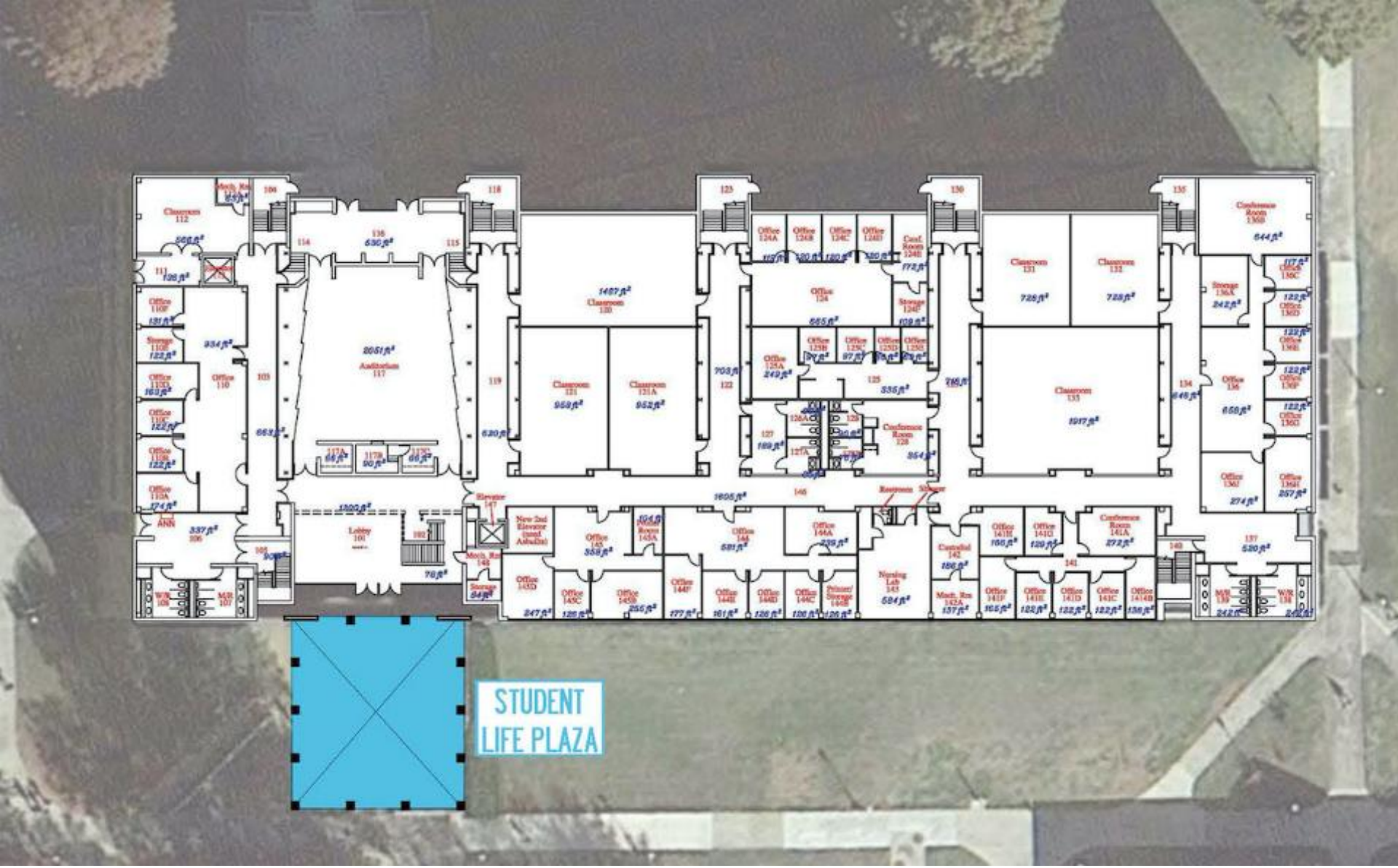
New Quadrangle – By removing parking spaces from the heart of the campus circled by Crisp, University Center, Humanities, Sociology, Clement, Cooper and the new STEM building a new green space can be jointed to the heart of the campus. This space could include such items as student nodes, sculpture plaza or bell tower. Adjacent land purchases could accommodate lost parking.

Aerial View of Campus Core

Aerial View of Crisp Hall Relationship to Campus Core

Future Location of New Crisp Hall Student Plaza on the Historic Quadrangle

Crisp Hall Proposed Plan

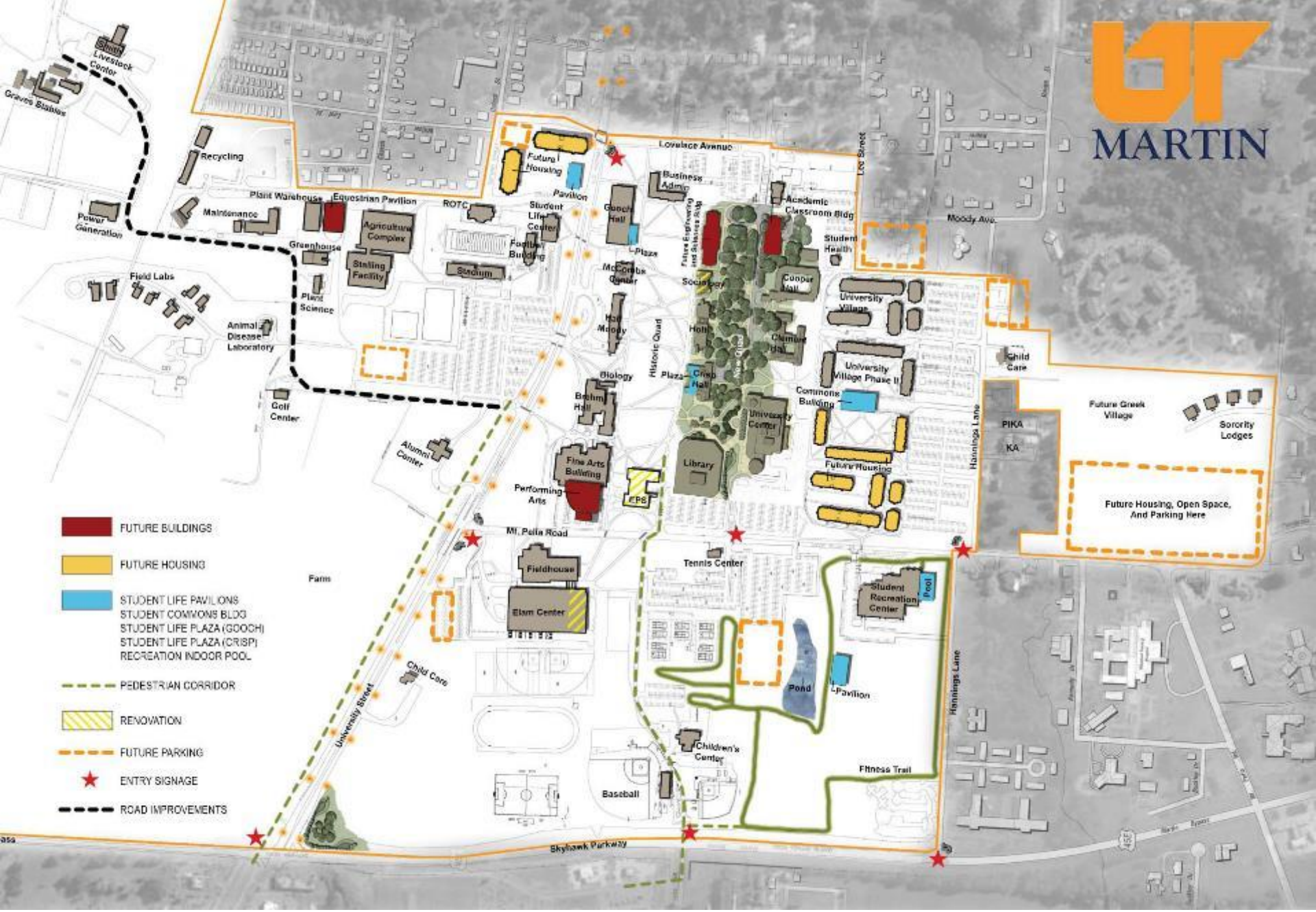


Gooch Hall Student Life Plaza

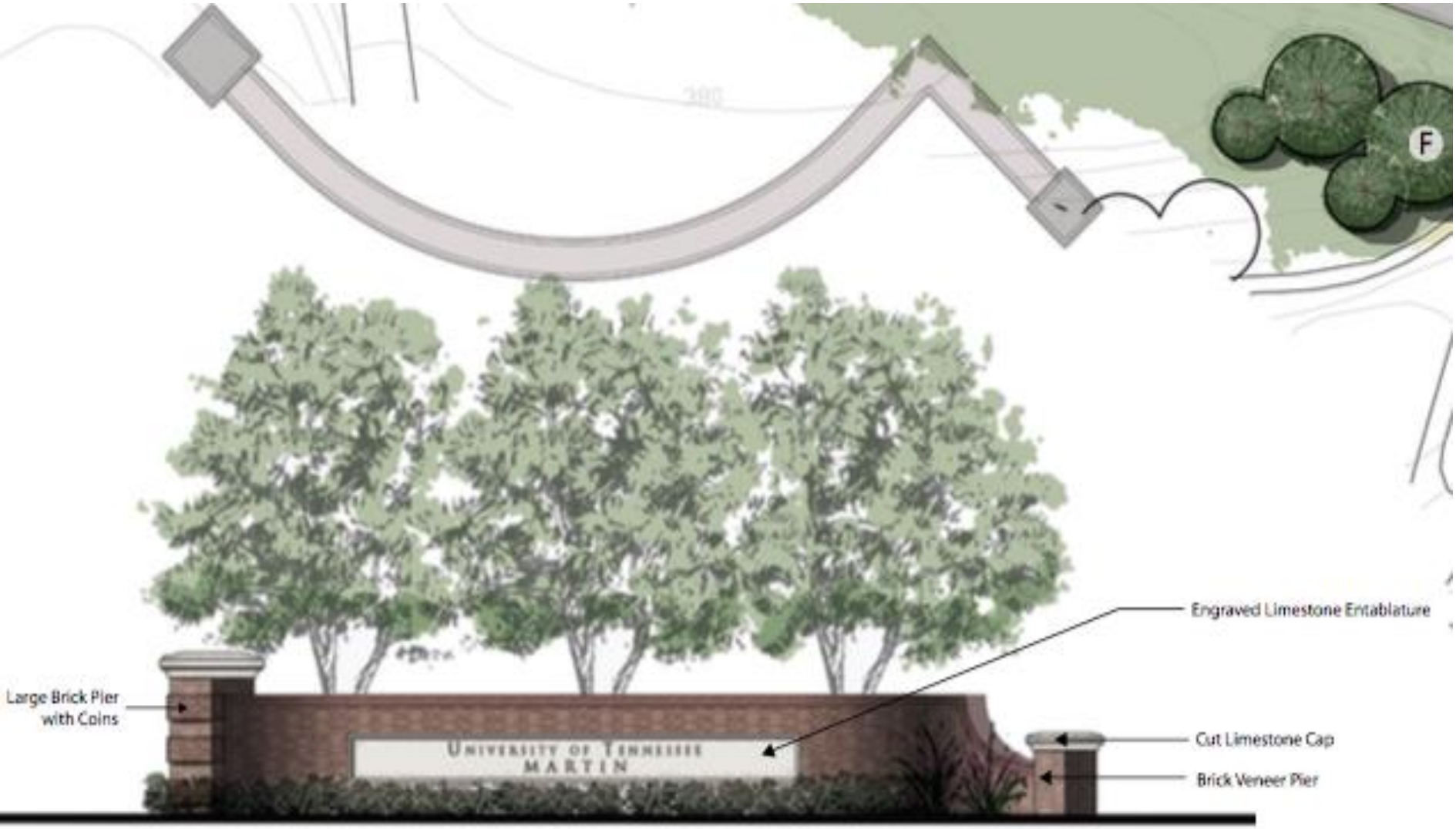
2015 Master Plan Recommendations

Sororities and Fraternities – The plan should be to continue to plan and construct future housing and/or meeting facilities on building sites adjacent to the existing University Courts apartments. Consolidating the Greek facilities would help in creating a campus community and support the University's desire for a more robust weekend experience. University Courts can also be used for future campus housing, parking and open space.

Ceremonial Gateway Entrances – Several locations are recommended including Mt. Pelia Road and University Street which will help to strengthen and define campus boundaries and project a sense of arrival for vehicles and pedestrians entering campus.



2015 Campus Master Plan Refinements



UNIVERSITY STREET

Brick Entry Sign Elevation

Gateway Entrance at Mt. Pelia Road

Architectural Pillars at Pedestrian Entrances

Signage for Visitor Welcome Center and Parking

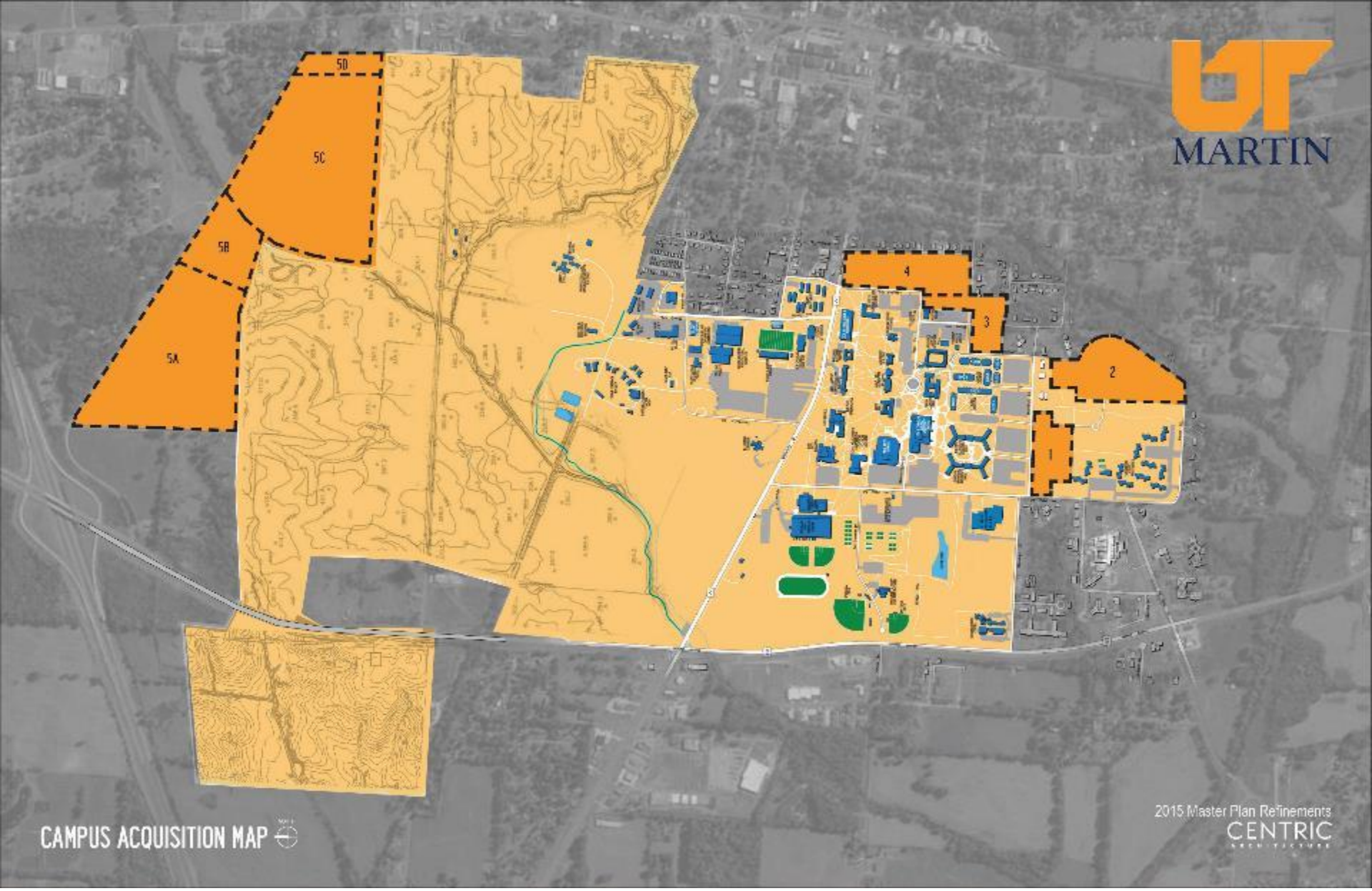
2015 Master Plan
Recommendations

Land Acquisitions – Parcels 1, 2, 3 and 4 shown would allow for future building footprints, enhanced campus edges, and offer strategic locations for new and displaced parking. Acquiring parcels 5 A-D would support the University's Agriculture program well into the future.

2015 Master Plan Recommendations

Courtright Rd Property – this 74 acre area owned by the University has the potential for future development

Elam Center Pool – last renovated in 2004, this area is in need of another renovation. The University would consider filling in the existing pool and repurposing this area for indoor student athletic and recreational use. A new indoor pool facility would be installed adjacent to the Student Recreation Center.

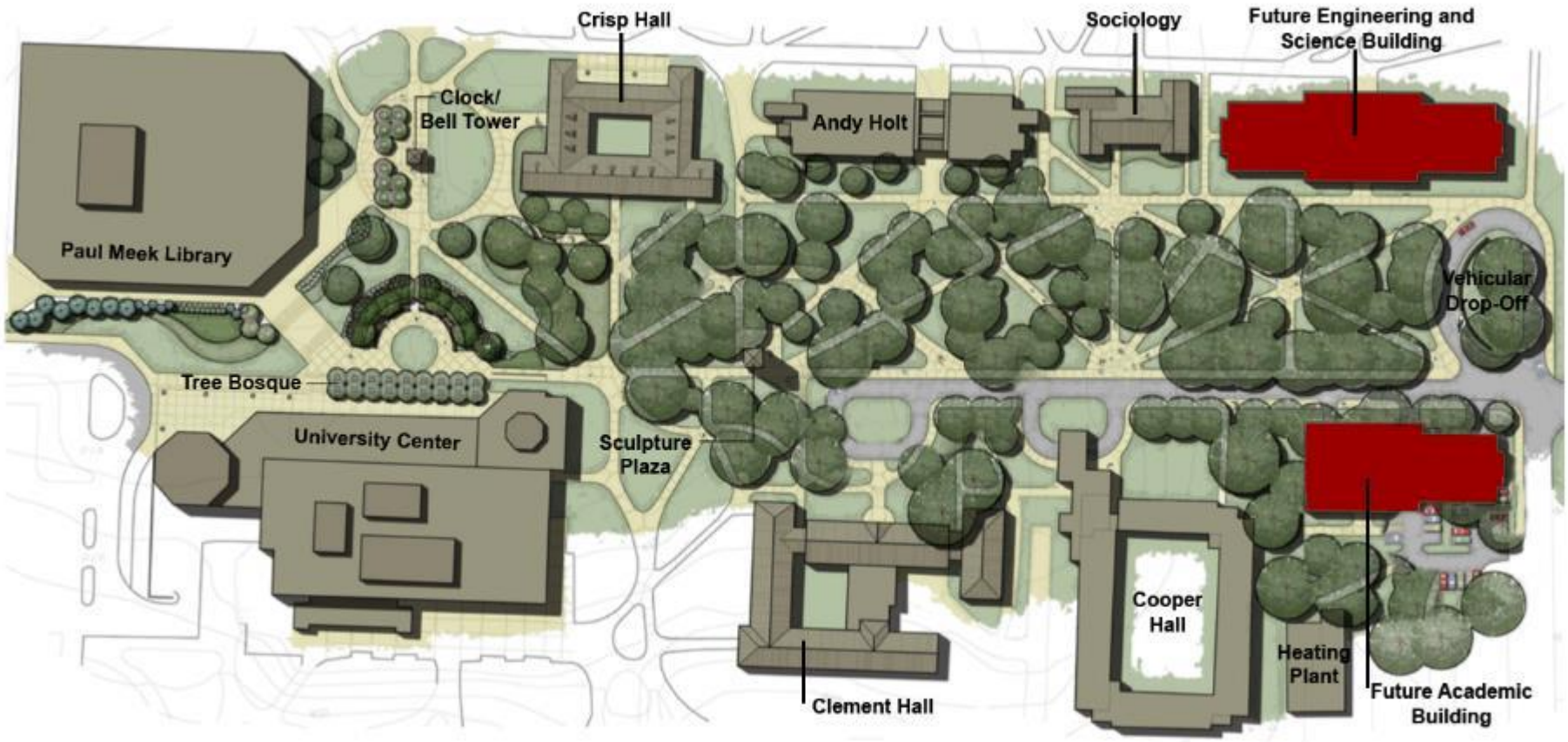


Site Acquisition Plan

2015 Master Plan Recommendations

New Classroom/Laboratory Buildings – these will be required to meet current needs as well as support future growth. The first will be an Engineering and Sciences building and then another Academic Classroom Building which will also help define the new quadrangle.

EPS Building – This building presently houses Engineering, Computer Science, Chemistry and Physics, as well as Ag Geosciences and Natural Resources programs. With the new STEM Building completed, this building can be revitalized to house Agriculture and Applied Sciences to utilize it and relieve growing pains in that area.



New Quadrangle Development

Thank You!

- Questions?

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