



THE UNIVERSITY OF  
TENNESSEE  
MARTIN

**ADVISORY BOARD  
MEETING**

SEPTEMBER 20, 2024

## The University of Tennessee at Martin Advisory Board

Date:	Friday, September 20, 2024
Time:	1:00 PM (CST)
Location:	Boling University Center, Room 206 – UT Martin Campus

### Agenda

- I. Call to Order and Roll Call
- II. Opening Remarks  
*Chairman Art Sparks and Chancellor Yancy Freeman*
- III. Approval of Minutes - *Requires a vote* – Tab 1
- IV. Election of Chairperson - *Requires a vote*
- V. Recognition of UT President Award Winners  
*Chairman Art Sparks*
- VI. Welcome Weekend and Start of Semester Activities – Tab 2  
*Vice Chancellor for Student Affairs Andy Lewter*
- VII. Housing Update – Tab 3  
*Vice Chancellor for Student Affairs Andy Lewter*
- VIII. Enrollment and Retention Update – Tab 4  
*Assistant Vice Chancellor for Enrollment Services Destin Tucker*
- IX. Fiscal Year 2024 Recap – Tab 5  
*Senior Vice Chancellor for Finance and Administration Petra McPhearson*
- X. Strategic Plan Update – Tab 6  
*Provost and Senior Vice Chancellor for Academic Affairs Philip Acree Cavalier  
and Vice Chancellor for Student Affairs Andy Lewter*
- XI. Comments by the Chancellor
- XII. Closing Remarks  
*Chairperson*
- XIII. Adjournment

**THE UNIVERSITY OF TENNESSEE AT MARTIN**  
**ADVISORY BOARD**

The summer meeting of The University of Tennessee at Martin Advisory Board was held at 1:00 pm (CDT) on Friday, May 17, 2024, in the Boling University Center, Room 206AB, on the campus of The University of Tennessee at Martin.

AGENDA

I. Call to Order and Roll Call

The meeting was open to the public and streamed via the campus website. A recording of the meeting will be posted on the Advisory Board website following the meeting. All votes were taken by roll call in compliance with the Advisory Board Bylaws.

Attendance:

*Hal Bynum, Taylor Cantrell, Tonya Reynoldson, Art Sparks (Chair), Clinton Smith (via zoom), Dan Strasser, and Johnny Woolfolk.* Others in attendance included UT Martin administrative and leadership staff. A quorum was established. The meeting was called to order by Chair Sparks.

II. Opening Remarks (*Art Sparks and Yancy Freeman*)

Chair Sparks welcomed everyone, including Clinton Smith, who was calling in from his study-abroad trip in Germany, where it was 8:00 pm. All Board members were present.

Chancellor Freeman remarked about a great year with new faces and new updates.

III. Approval of Minutes

**Motion #1:** To approve the minutes (Bynum/Woolfolk) of the Advisory Board meeting for the January 26, 2024, meeting as presented with no corrections or modification. The motion carried unanimously.

IV. Election of New Secretary – Mr. Jake Bynum (*Yancy Freeman*)

*Advisory Board Secretary is recommended by the Chancellor and elected by the Advisory Board. The Secretary serves at the pleasure of the Advisory Board and without a definite term. This position*

*assists in preparing the agenda and materials, prepares and maintains minutes; maintains a current set of bylaws, amendments, and records pertaining to the Advisory Board.*

**Motion #2:** To elect Jake Bynum (Strasser/Reynoldson) as Secretary of the Advisory Board, beginning at the next meeting. Mr. Bynum is UTM's Chief of Staff. The motion carried unanimously.

V. Appointment of Faculty Representative – Dr. Dan McDonough (***Yancy Freeman***)

*The UT Martin Faculty Senate selects the faculty representative for the Advisory Board. This is a two-year term and will officially begin with the start of the new academic year. The Faculty Senate has determined that this position will be filled by the most recent Faculty Senate President whose term began in an odd-numbered year. That means our faculty representative is Dr. Dan McDonough. History professor, American Revolution is the focus.*

**Motion #3:** To select Dr. Dan McDonough (Bynum/Strasser) as the new Faculty Representative, beginning at the next meeting. The motion carried unanimously.

VI. Appointment of Student Representative – Chayil Watkins (***Yancy Freeman***)

*The student representative for the Advisory Board goes through the SGA election process and must meet the SGA's qualifications for election. The qualifications listed in the Board member packets. The top three vote recipients are submitted to the Chancellor, and the Chancellor makes the appointment. Mr. Chayil Watkins was selected. Chayil is a 2023 graduate of Fayette-Ware High School in Somerville and is majoring in Agribusiness.*

**Motion #4:** To select Mr. Chayil Watkins (Cantrell/Woolfolk) as the new Student Representative, beginning at the next meeting. The motion carried unanimously.

Chancellor Freeman expressed gratitude for Taylor Cantrell (Student Representative) and Jamie Mantooth (Board Secretary) for their service this past year.

VII. Update on Vice Chancellor for Advancement search (***Yancy Freeman***)

Jeanna Curtis-Swofford, who was serving in the role on an interim basis, was selected through a competitive, national search. She has 32 years of service with UTM. She has been the Interim Vice Chancellor twice and now has the role on a permanent basis. Jeanna Curtis-Swofford was present at the meeting and expressed her gratitude for the opportunity saying what an honor it is to be selected.

VIII. 2025-2030 Strategic Planning Process (*Yancy Freeman*)

Chancellor Freeman expressed his excitement about the beginning phases of the new strategic plan. This plan will start in 2025 and carry us through 2030. The plan will have four main areas of focus – People (faculty, staff, students, community), Places (Martin, Centers, online), Achievement (scholastic, achievement), and Partnerships (corporate, higher ed colleagues, elected officials). This planning process will be campus-wide and community-wide and will include the Advisory Board. Dr. Andy Lewter, Vice Chancellor for Student Affairs, and Dr. Phil Cavalier, Senior Vice Chancellor for Academic Affairs and Provost, are co-chairing the process. The steering committee has been named and given its initial charge. Chancellor Freeman will present the five goals and 25 strategies to the campus on August 15, 2024. Work will continue until the final plan is submitted to the UT Board of Trustees in February 2025 at its winter meeting held at UTM.

Chair Sparks asked if capital projects were included. He cited that UTK has partnered with for-profits for construction of dorms, and asked if UTM is doing that. Chancellor Freeman said Vice Chancellor Lewter is looking at long-term housing plans and a five-year strategy but those plans not include for-profits at this time. We are working with housing developers in the community because additional housing in the community will be needed as enrollment grows toward 10,000 by 2030.

Chair Sparks asked if the process was different if UTM had cash-in-hand? Senior Vice Chancellor McPhearson answered that there are fewer steps with cash in-hand, but there are still processes and structures to follow.

Johnny Woolfolk asked about the status of the Test Hub. Chancellor Freeman said we're moving forward with it. The original scope and cost were ~\$4M. We reduced the scope and are still partnering with DSCC and local TCATs. We will be breaking ground soon.

Hal Bynum asked about the goal of 10,000 student specifically pertaining to the Martin campus, Centers, and online. Chancellor Freeman said the plan is being developed and will include all of those plus graduate, international (5%) enrollment. There will be a more definitive response of the approximate mix as we continue to plan.

Johnny Woolfolk asked about the pending demographic cliff and its effect on enrollment. Chancellor Freeman said Tennessee has not seen the steep decline other states have seen. However, this

demographic cliff is causing stiffer competition. That's why we have to diversify our student pool (online, adults, Centers, partnerships like the one we recently signed with JSCC).

Dan Strasser asked about the 22-25 strategic plan highlights and if the plan was successful or not. Chancellor Freeman said we would do that at an upcoming meeting. The 2025-2030 strategic plan will drive many things including our investment strategy.

IX. Enrollment Update (*Brad Baumgardner and Mykaela Waterfield*)

Mykaela Waterfield, Assistant Director of Admissions Communication and Operations, started the presentation stating that Admissions attempts to “put themselves in students’ shoes” to better understand their journey. She shared a story of when she was an Admissions Counselor and a special relationship she had with a student. That student graduated and is now teaching in Memphis. This job is more than numbers; however, numbers are important. The Fall 2024 goals are: 7,105 for total enrollment; 1,157 for FY (first-year) students; 292 for Transfers; 190 for Graduate Students. Those are all increases over Fall 2023, and we are currently seeing positive trends toward those Fall 2024 goals.

Mykaela Waterfield shared a brief history of the FAFSA simplification. The Department of Education's rollout of the FAFSA simplification has not gone well, and almost all of the colleges and universities in the country are behind in their FAFSA filer rates. UTM's numbers are gaining due to the hard work of the Financial Aid Office staff, but we are behind where we were last year. As of today, 82% of intended to enroll freshmen have submitted a FAFSA, and 51% of transfers and readmits have submitted. We will continue to close that gap. Additionally, the Common App will go live in August 2024.

Dr. Brad Baumgardner, Director of Retention, shared retention updates. The week-to-week retention tracker gives real-time data and trends. Currently UTM is ahead on retention on every metric. The Engagement and Enrollment Campaign has re-enrolled 248 students so far. This specific effort, and others, will continue throughout the summer. The slides attached to the original agenda contain more specific data.

Dan Strasser asked about the 5% international student goal and what our current rates are. Mykaela will research that exact number and share it, but it's really low.

Tonya Reynoldson asked about UTM's retention programs. Dr. Baumgardner stated there are campus-wide efforts and the Student Success Center coordinates those. Examples include: Student Success Counselors, re-enrollment campaigns, tutoring, supplemental instruction, HOPE scholarship awareness campaign, and retention grants. He is grateful for support from Chancellor Freeman and the Faculty Senate for placing importance on retention work.

Chair Sparks asked about persistence rate vs retention rate. Dr. Baumgardner answered that persistence is the percentage of students who return from the Fall to the Spring semester, and retention is the percentage of students who start in a Fall and return for the following Fall semester. An increased persistence rate is important to predicting retention.

Johnny Woolfolk asked about accepted students vs. enrolled students. Mykaela explained that accepted students are students who were admitted into UTM. Students with "intent to enroll" have responded positively to a survey that asks if they actually intend to enroll at UTM.

Chair Sparks recognized that Chancellor Freeman's experience in enrollment management is helpful. Chancellor Freeman acknowledged the good work that all enrollment folks are doing.

Chair Sparks asked what the Advisory Board can do to help, beyond money? Dr. Baumgardner shared the culture is important. UTM is student-friendly and that really matters. Students are important to us and each student matters.

X. Budget Overview and Approval of Proposed Annual Budget (*Petra McPhearson*)

Senior Vice Chancellor for Finance and Administration, Petra McPhearson, began with an overview of unrestricted educational and general expenses and revenue. The total for both in FY 2024 is \$120.9 million. The slides attached to the original agenda contain more specific data.

There is a 3% across-the-board (ATB) scheduled to begin July 1, 2024. This is not a normal approach for raises in the UT System, but with accounting system changes coming, this was the best option.

UTM is proposing the following: 3% in-state tuition increase; new Dual Enrollment rate to mirror changes in community college rates and the Dual Enrollment grant; Student Media fee, Academic Support fee. These proposed increases will keep us competitive with our peers. If these fees and increases are passed at the June 2024 UT Board of Trustees meeting, the new budget for UTM will be \$174,046,637.

Dan Strasser asked what students are undergraduate are non-degree seeking? VC McPhearson cited dual enrollment and others who take classes with no plan to graduate or get a degree.

Chair Sparks asked a series of questions:

- Is the state appropriations going up or down? VC McPhearson replied they are going up.
- Is the Dual Enrollment grant real cash that comes into UTM? VC McPhearson replied yes.
- Is the Academic Support fee for all students even if they are not degree-seeking? VC McPhearson replied yes. The Student Media fee is for all full-time undergraduate students

Chair Sparks clarified that once the Advisory Board approves this, a more detailed version goes to the UT Board of Trustees for final approval.

**Motion #5:** To approve the recommended budget (Reynolds/Bynum). The motion carried unanimously.

#### XI. Comments by the Chancellor

- Chancellor Freeman acknowledged and thanked Clinton Smith for his term on the Advisory Board.
- On April 4, 2024, the ROTC Building was renamed in honor of LT. General Dennis D. Cavin (ret.), a 1970 UTM Alumnus.
- The Captain's Challenge raised \$428,267.
  - There were 1,400 donors from 40 different states.
  - Students were encouraged to give this year. If a student donor goal was met, then Chancellor Freeman agreed to take a pie in the face. That goal was met so Austin Dunagan and Camille Freeman, both UTM students, pied him.
- The UTM's women's basketball team advanced to the NCAA tournament. Congratulations to both the men's and women's teams and their coaches on outstanding seasons.



- Spring commencement had 700+ graduates over two ceremonies. Likely ~5000 guests at each ceremony. Great time to celebrate the graduates.
- The Skyhawk Regional Retention Summit is scheduled for May 22-23 and Provost Cavalier is leading. Registration numbers are solid and we are expecting a good crowd.
- UTM recently signed a Dual Enrollment/Dual Admissions agreement with JSCC. The goal is to make the transfer from JSCC to UTM as seamless as possible, while creating a visible pathway for students to see. We are looking for more similar opportunities.
- Experiential learning is done very well here.
  - TVA Investment Challenge and UTM students won 1<sup>st</sup> place at conference in Florida.
  - Political Science students got a grant with Blue Oval City focusing on equitable growth.
  - Alumni testify to how prepared they were from their experiences at UTM.
- Chairs Sparks noted that at the last meeting, the problem of transfer credit came up. What are we doing on that? Chancellor Freeman said we have some articulation agreements in place, the strategic plan will focus on this, and we're launching the Common App in August. Provost Cavalier added that we have a CPoS (Course Program of Study) project going on, and we are going through a catalog refresh focusing on general education courses and ease of transferring credits.
- Tonya Reynoldson asked if we use Transferology. Since we do not there were problems accurately applying all transfer credit for some transfer students. UTM is investigating Transferology.
- Johnny Woolfolk said that he received a phone call from a student thanking him for his gift. He was grateful for such an effort.

## XII. Closing remarks by the Chair

- Chair Sparks also thanked Clinton Smith for his service.
- He cited the hiring of the new men's basketball coach, Jeremy Shulman. He's recruiting new students and has a successful track record. Looking forward to his tenure here.

## XIII. Adjournment

**Motion #6:** To adjourn (Bynum/Woolfolk). The motion carried unanimously.

# Welcome to UT Martin

Dr. Andy Lewter  
Vice Chancellor for Student Affairs



**Division of Student Affairs**

**Success • Well-Being • Development • Experience**





# Student Housing

**1,961 Total Residents**

**96% Occupancy**

**941 First Time Residents**

**1,019 Returning Residents**

**Scheduled Move-In Times**

**No Immunization Issues**

**Division of Student Affairs**

**Success • Well-Being • Development • Experience**

# WELCOME WEEKEND 2024

## THURSDAY, AUG 22

**8 a.m.**

Housing & FYE Check-In  
*Residence Halls*  
Solution Central  
*One Stop (Clement Hall 1st floor)*

**6 p.m.**

Welcome Home Picnic  
*Ellington and Conner Community Lawn*

## FRIDAY, AUG 23

**8 a.m.**

Commuter Check-In  
*Welcome Center (1st floor of UC)*

**9 a.m.**

All Pep Group Meetings

**10 a.m.**

Convocation  
*Elam Center*

**11:30 a.m.**

Blue Group: Lunch  
Orange Group: Pep Meeting

**12:45 p.m.**

Blue Group: Pep Meeting  
Orange Group: Lunch

**2 p.m.**

Take Flight with SSC

**3:30-5 p.m.**

Free Play

**6 p.m.**

Floor Meetings

**7 p.m.**

Housing Block Party  
*Conner Community Lawn*

## SATURDAY, AUG 24

**8 a.m.**

Pep Group Meeting

**9 a.m.**

Campus Tours

**10 a.m. - 12 p.m.**

Safe Flights  
*Skyhawk Fieldhouse*

**12-2 p.m.**

Lunch and Learn:  
Living the Creed  
*Elam Center*

**2-5 p.m.**

Free Play

**7 p.m.**

Dale K: Comedy Hypnotist  
*Watkins Auditorium*

## SUNDAY, AUG 25

**1 p.m.**

Pep Group Meeting

**2 p.m.**

Getting Involved  
*Elam Center*

**3:30 p.m.**

Kick Off to Classes  
*Elam Center*

**6 p.m.**

Glow Night  
*2nd floor University Center*



# Welcome Home Picnic

**1400+ Students, Parents,  
Faculty, & Staff**



**Division of Student Affairs**  
**Success • Well-Being • Development • Experience**





# Invest & Empower A New UTM Tradition



**Division of Student Affairs**

**Success • Well-Being • Development • Experience**



stheader

# TENNESSEE SOYBEAN FESTIVAL

SEPTEMBER 3 - 7  
MARTIN, TENNESSEE

SAT 09.07  
**SHAGGY**  
SOPHIE GREY  
BURNING LAS VEGAS

THURS 09.05  
ESTERNA

FRI 09.06  
KERSHAN  
TODAY'S SHAGGY

TNSOYBEANFESTIVAL.ORG

## INTRAMURAL SOFTBALL

UT MARTIN  
CAMPUS REC

REGISTRATION IS OPEN!

**COST LEAGUES**

\$60.00 / TEAM M, W & CR

REGISTRATION WILL CLOSE  
SEPTEMBER 5TH @ 5PM



REGISTER TODAY AT [INLEAGUES.COM](http://INLEAGUES.COM)

## INTRAMURAL TENNIS

**COST LEAGUES**

\$5.00 / PLAYER SINGLES/DOUBLES

REGISTRATION WILL CLOSE  
SEPTEMBER 5TH @ 8PM

## CITY OF MARTIN FAIR

MONDAY, AUGUST 26TH  
DOWNTOWN LIBRARY  
5:30 P.M.

ALL WELCOME

Join Us!

Come out to meet our local Martin Businesses, get some free giveaways and try out our local food trucks!

## CAMPUS INVOLVEMENT FAIR

TUESDAY, UNIVERSITY  
AUGUST 27TH CENTER  
4:30 PM - 6:30 PM

ALL WELCOME

Featuring

100+ Student organizations & campus departments  
Well Being fair  
Blue Swing Shaved Ice

# SKYHAWK PALOOZA

JOIN US FOR FOOD TRUCKS, MUSIC, GAMES, AND A MEET AND GREET WITH SKYHAWK ATHLETICS!

FREE \$5 FOOD TRUCK VOUCHER TO THE FIRST 250 STUDENTS! SPIN THE PRIZE WHEEL TO WIN SOME UTM SWAG!!

THURSDAY, AUGUST 29TH | 5PM - 8PM | PACER POND



*UT Martin opens the fall semester with a keynote presentation:*

# Build the Life You Want



*by* Arthur C. Brooks  
*Introduction by* Michael Oher



Wednesday, Aug. 28, 2024  
*at 12 - 12:45 p.m. in the Elam Center*

Free to attend. All students welcome!

Presentation brought to you by the Institute of American Civics and UT Martin.



*UT Martin opens the fall semester with a keynote presentation:*

# LOVE YOUR ENEMIES

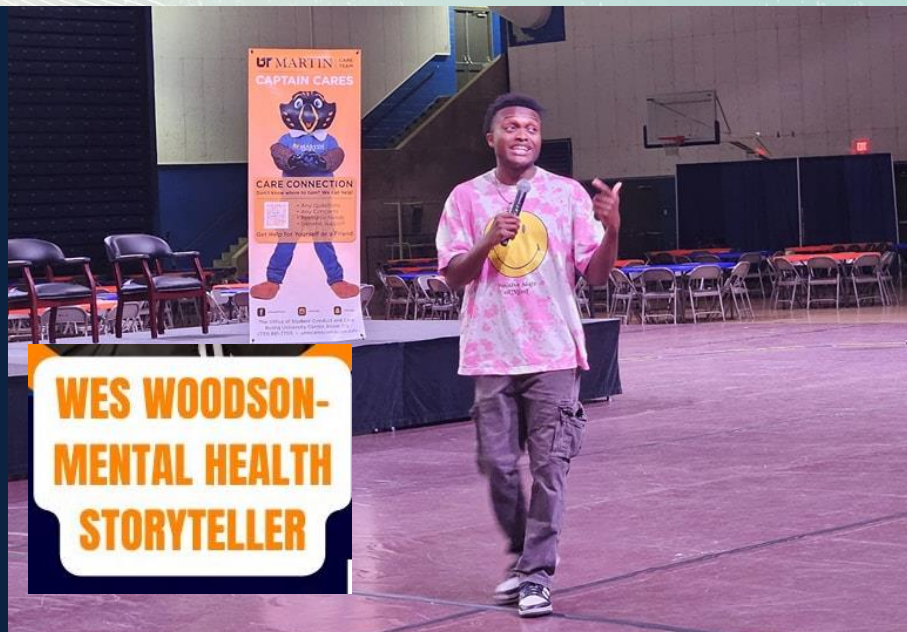
*by* Arthur C. Brooks  
*Harvard Professor and Best-selling Author*

Wednesday, Aug. 28, 2024  
*at 2:30 - 3:30 p.m.*  
*in the Watkins Auditorium,  
Boling University Center*

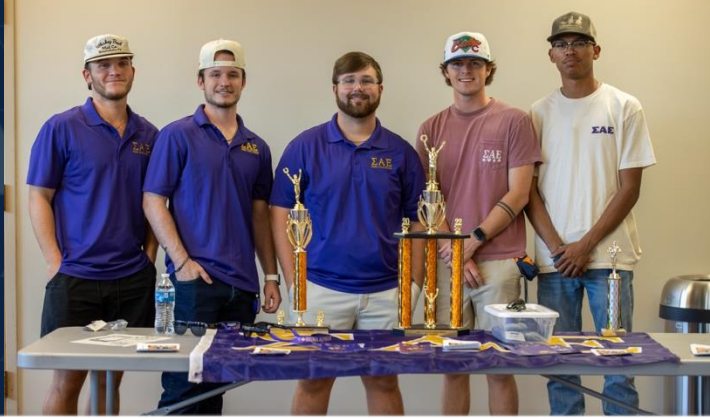


Free to attend. All are welcome!

Presentation brought to you by the Institute of American Civics and UT Martin.



**WES WOODSON-  
MENTAL HEALTH  
STORYTELLER**



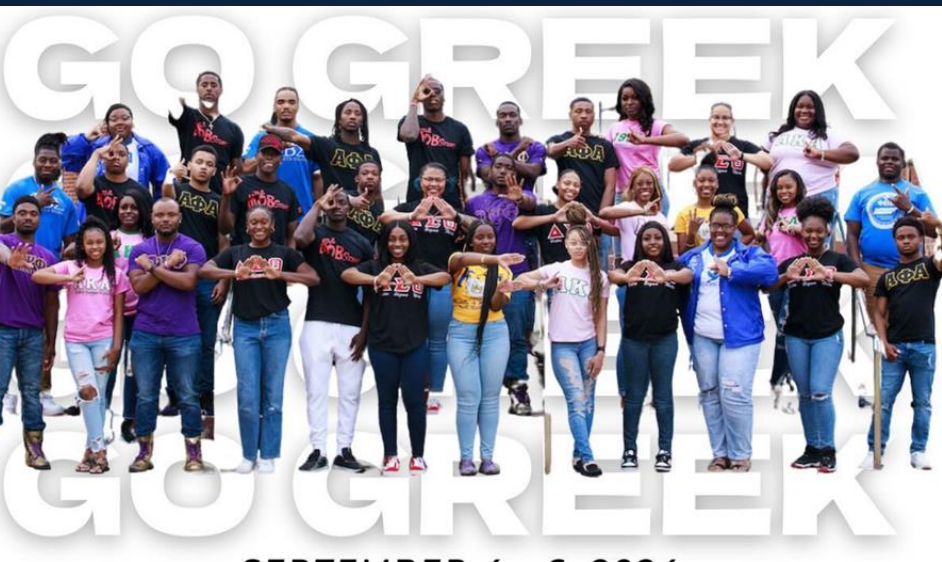
**CPC Sorority Recruitment**  
**125 Bids Awarded**  
**Average Chapter Size 99**



**IFC Fraternity Recruitment**  
**102 Bids Awarded**  
**Average Chapter Size 61**



**NPHC - Divine Nine**  
**40 members**  
**72 interested**



WELCOME HOME SKYHAWKS!



you belong here!



THE UNIVERSITY OF  
TENNESSEE  
MARTIN

# Housing

Current & Future

Presented By

Dr. Andy Lewter

Vice Chancellor for Student Affairs





## Fall 2024

Current Residents

1,961

Current Occupancy

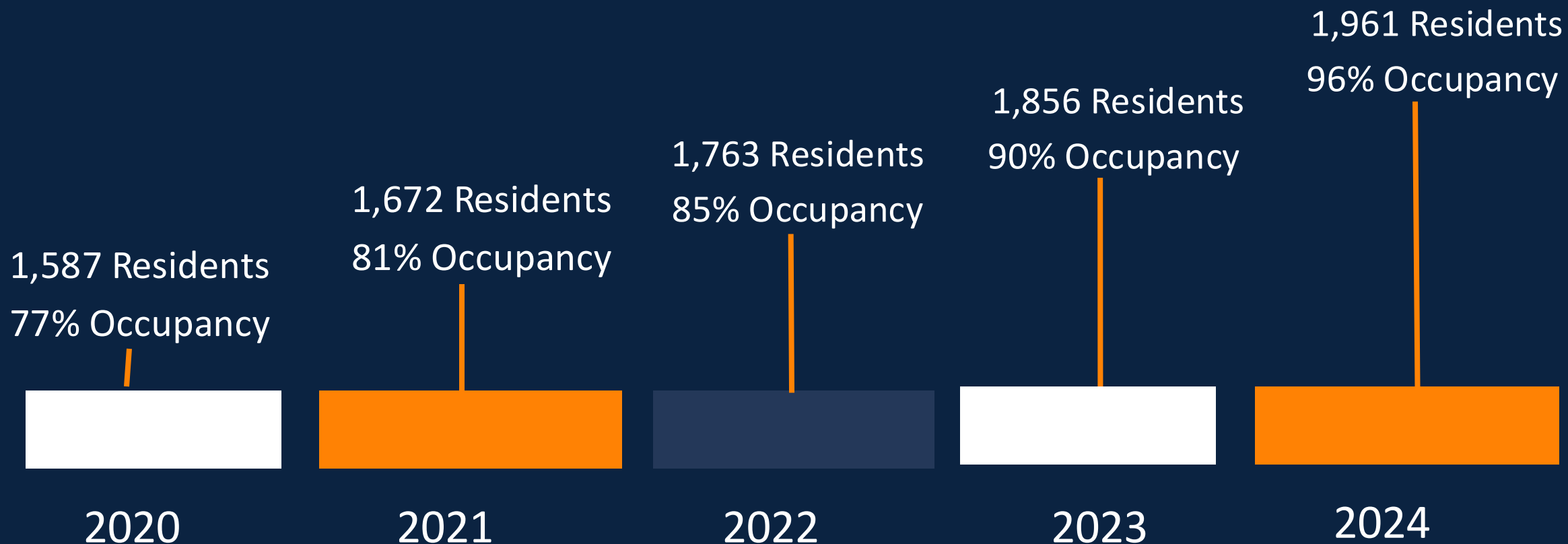
96%

# Housing Data Fall 2024

- 2,801 Housing Applications Processed, 1961 rented bed spaces
- 39% Male
- 61% Female
- 48% First-Time Students
- 52% Returning Students
- 6% Increase in Overall Housing Applications over Last Year
- 4% Increase in Returning Student Housing Applications over Last Year

# UF MARTIN

## Housing Occupancy Trends



# Current Housing Properties

<b>Building</b>	<b>Opening Year</b>	<b>Style</b>	<b>2024-2025 Bed Count</b>	<b>2024-2025 Semester Rate</b>
<b>Browning Hall</b>	1970	Semi-Suite	326	\$1,740 -\$2,675
<b>Ellington Hall</b>	1967	Semi-Suite	488	\$1,740 -\$2,675
<b>Cooper Hall</b>	1968	Pod	276	\$2,085-\$2,970
<b>Conner Community</b>	2009	Full-Suite	394	\$3,490 -\$4,155
<b>Arnold Pryor Place</b>	2005	Apartment	392	\$3,670
<b>University Courts</b>	1970	Apartment	156	\$2,356-\$2,979





# Projected Housing Needs

## Main Campus Housing Demand:

- Current housing rate: 48% of Martin campus students
- Projected Martin campus students: 4,900
- Projected bed spaces needed: 2,352 beds

## Projected Shortfall:

- Projected need: 2,352 bed spaces
- Current capacity: 2,032 bed spaces
- Shortfall:  $2,352 - 2,032 = 320$  bed spaces



# Possible Housing Solution

## Short-term

- Browning Hall demolish 328 bed loss
- Contract with Off-Campus Partners
- Transition Arnold Pryor Place 1<sup>st</sup> floor singles to doubles +128 beds
- Maximize University Courts bed spaces +55 beds (prioritize students)

## Long-term

- Double University Courts singles +156 beds
- Open Browning replacement Fall 2028 +400 beds
- New Townhouses at University Courts +96 beds

Total net new beds = 411

# Facilities Assessment

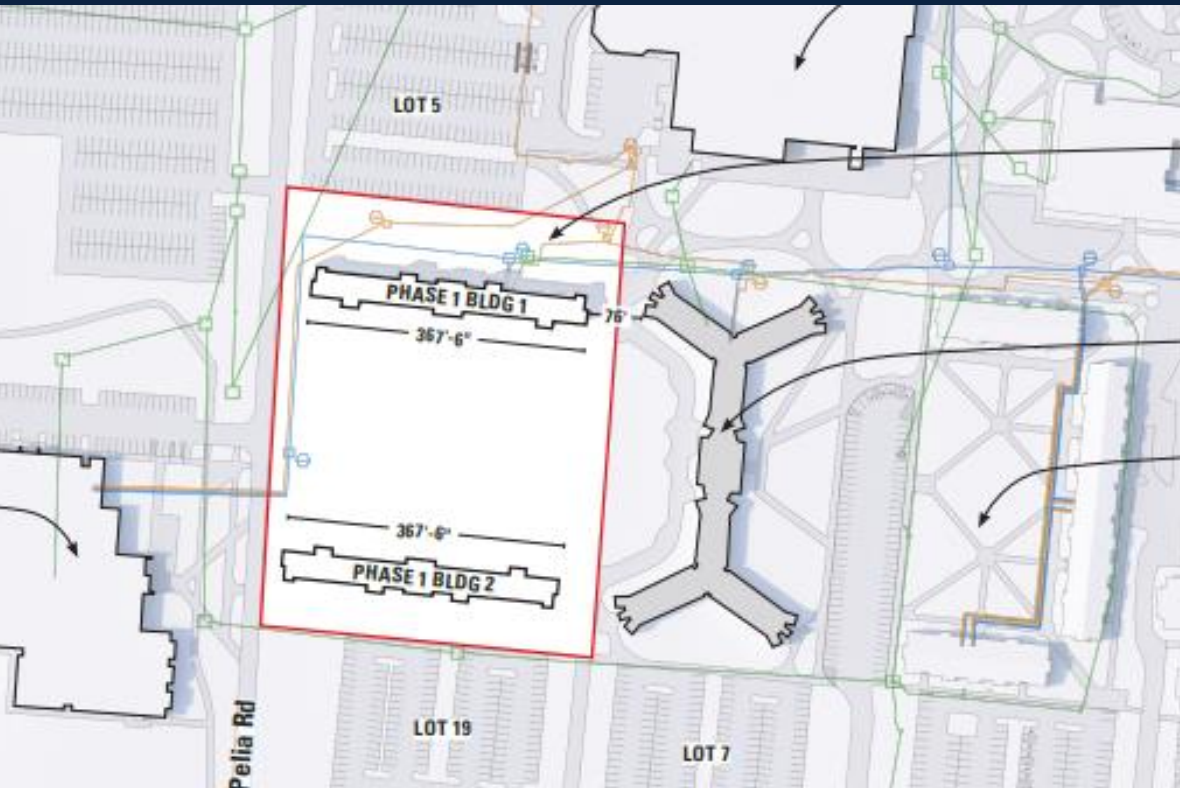
## Ellington Hall



- A2H completed a facilities assessment of Ellington Hall.
- Remediation of current deficiencies and lifecycle needs totaled \$19,502,812.
- Costs do not include programmatic improvements or reconfiguration of spaces for better utilization.

# Programming Phase

## New Housing Project



- Worked with HED to create the programming statement
- Living-Learning Community  
400 pod –style single bedrooms, shared baths and common spaces.
- Total project cost \$50 million.



BATH POD

72 SF

BATH POD

72 SF

BATH POD

72 SF

BATH POD

72 SF

BEDROOM - PRIVATE

104 SF

CLOSET

47 SF

ELEVATOR

82 SF

LAUNDRY

111 SF

W W D D

SINGLE USER CUSTODIAL

RR

58 SF

CLOSET

45 SF

MDP

187 SF

BEDROOM - PRIVATE

104 SF

STUDY

331 SF

HUDDLE RM

51 SF

HUDDLE RM

50 SF

HUDDLE RM

73 SF

RA

188 SF

# Student Housing Preferences

First Preference	2020	2021	2022	2023	2024
New Housing Style (Private)	59%	60%	63%	70%	72%
Traditional Residence Halls (Double Occupancy)	41%	40%	37%	30%	28%

# Academic Performance

	Fall 2021		Fall 2022		Fall 2023	
	Double	Single	Double	Single	Double	Single
<b>Retained</b>	73.1%	80.7%	72.0%	82.2%	77.4%	83.5%
<b>Non-Retained</b>	26.9%	19.3%	28.0%	17.8%	22.6%	16.5%
<b>Weighted GPA</b>	2.69	2.94	2.72	2.97	2.83	3.03

# UTM vs. Competitive Peers

	Fall 2023		
	Low	High	Average
MTSU	\$3,136	\$4,238	\$3,670
Memphis	\$2,410	\$3,830	\$3,292
Murray State	\$2,827	\$4,861	\$3,732
Austin Peay St.	\$3,370	\$4,980	\$4,134
Tennessee Tech	\$2,632	\$5,040	\$3,493
UT Chattanooga	\$3,409	\$4,886	\$3,907
UT Knoxville	\$3,045	\$5,900	\$4,325
ETSU	\$2,300	\$4,275	\$3,224
<b>Peer Average</b>	<b>\$2,891</b>	<b>\$4,751</b>	<b>\$3,722</b>
UT Martin	\$1,690	\$4,035	\$2,783
<i>delta</i>	<i>(\$1,201)</i>	<i>(\$716)</i>	<i>(\$939)</i>
Off-Campus Market*			\$2,238



# UF MARTIN

## What it takes to get there

- 5% housing increase each year for 5 years.  
Average increase per year \$154.00  
(Ellington \$96.00 Arnold Pryor \$203.00)
- Operating at 95% occupancy
- Securing new debt at 7.25% or hopefully less

# Housing Financial Projections

Revenue							
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
<b>Total Revenue</b>	\$ 9,323,290	\$ 9,586,772	\$ 8,990,810	\$ 9,438,559	\$ 13,118,720	\$ 13,767,219	\$ 14,179,342
Expenses							
	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
<b>Total Expenses</b>	\$ 6,102,900	\$ 6,251,100	\$ 5,603,500	\$ 5,722,800	\$ 6,300,290	\$ 6,475,661	\$ 6,655,205
<b>Net Operating Income</b>	\$ 3,220,390	\$ 3,335,672	\$ 3,387,310	\$ 3,715,759	\$ 6,818,430	\$ 7,291,558	\$ 7,524,137
Existing Debt Service	\$ 2,444,000	\$ 2,444,000	\$ 2,452,000	\$ 2,453,000	\$ 2,444,000	\$ 2,285,000	\$ 2,287,000
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ 4,163,000	\$ 4,163,000	\$ 4,163,000
<b>Total Debt Service</b>	\$ 2,444,000	\$ 2,444,000	\$ 2,452,000	\$ 2,453,000	\$ 6,607,000	\$ 6,448,000	\$ 6,450,000
Administrative Overhead Transfer	\$ 241,654	\$ 240,775	\$ 249,997	\$ 228,858	\$ 244,495	\$ 227,910	\$ 256,173
Net Balance After Debt Service	\$ 534,736	\$ 650,897	\$ 685,313	\$ 1,033,901	\$ (33,065)	\$ 615,648	\$ 817,965
<b>DCR After Debt Service</b>	<b>1.20</b>	<b>1.24</b>	<b>1.25</b>	<b>1.39</b>	<b>1.00</b>	<b>1.09</b>	<b>1.12</b>

\*new debt service is calculated at 7.25%



## New Housing ... Next Steps

- UT Board of Trustees approval
- TN School Bond Authority funding
- Project design and construction
- Currently projected to open Fall 2028



Students First



**New Residence Hall Need**  
Executive Summary  
Sunday, September 8, 2024

**The University of Tennessee at Martin**

The University of Tennessee at Martin (UTM) is a prominent regional institution within the University of Tennessee System, located on a 320-acre campus in Martin, TN. Serving over 7,000 students from 42 states and 19 countries, UTM offers more than 150 academic programs, supported by a student-to-faculty ratio of 16:1, ensuring a personalized educational experience. The university is dedicated to student success, with 84% of graduates employed or pursuing further education within six months of graduation.

**Housing Facilities**

UTM provides a range of housing options designed to meet the diverse needs of its student population:

- **Browning and Ellington Halls:** Traditional double-occupancy rooms with semi-suite-style living, including shared bathrooms, communal kitchens, laundry facilities, and recreational areas.
- **Cooper Hall:** Home to Living-Learning Communities (LLCs), offering double-occupancy pod-style rooms with furnished living rooms and dedicated spaces for academic and social activities.
- **Arnold Pryor Place (formerly University Village Phase I):** Apartment-style housing for upperclassmen, featuring private bedrooms and bathrooms, full kitchens, laundry, furnished living and dining rooms, and balconies.
- **Conner Community (formerly University Village Phase II):** Suite-style housing for first-time students, with private bedrooms, shared baths, shared kitchenettes, and furnished living rooms.
- **University Courts Apartments:** Unfurnished one, two, and three-bedroom apartments for students and families, with essential utilities included (except electricity).

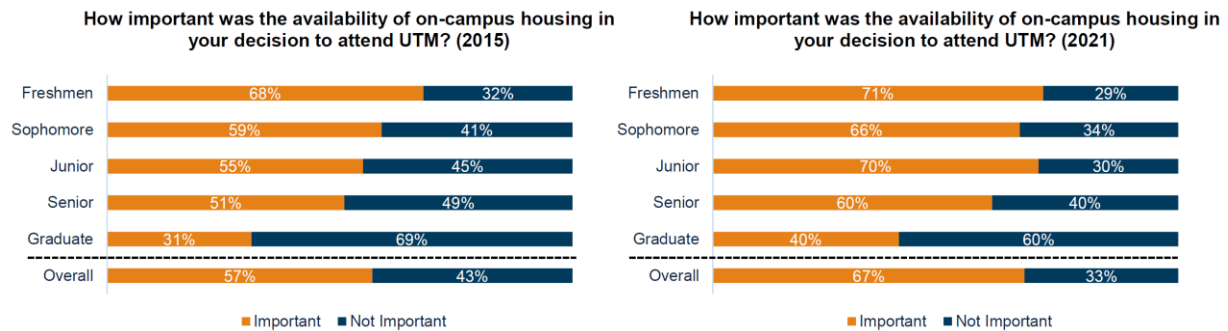
Each residence hall is supported by live-in professional staff and Resident Assistants, ensuring a safe and supportive living environment. The current rate structure reflects the style of living, room type, location, and condition of facilities.

Building	Opening Year	Style	2024-2025 Bed Count	2024-2025 Semester Rate
<b>Browning Hall</b>	1970	Semi-Suite	326	\$1,740 -\$2,675
<b>Ellington Hall</b>	1967	Semi-Suite	488	\$1,740 -\$2,675
<b>Cooper Hall</b>	1968	Pod	276	\$2,085-\$2,970
<b>Conner Community</b>	2009	Full-Suite	394	\$3,490 -\$4,155
<b>Arnold Pryor Place</b>	2005	Apartment	392	\$3,670
<b>University Courts</b>	1970	Apartment	156	\$2,356-\$2,979

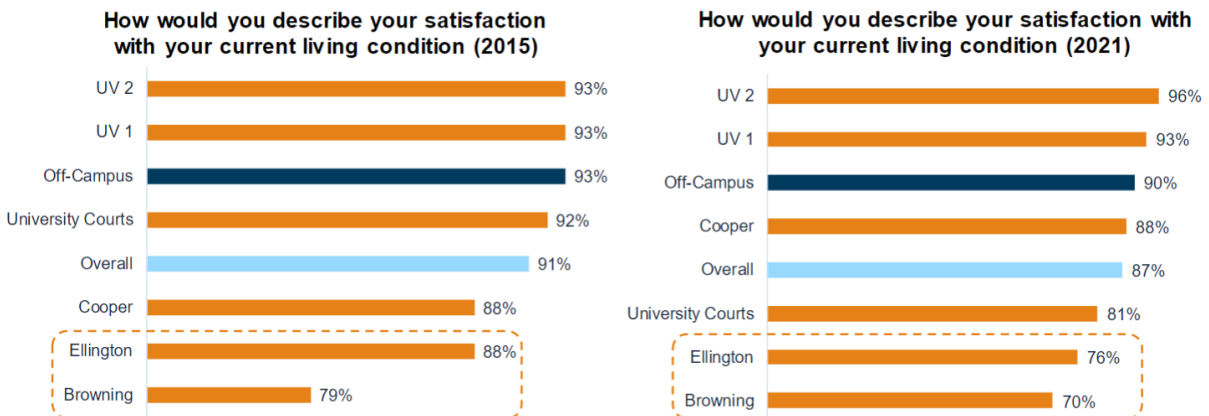
## The Problem

UTM's bed space inventory is increasingly challenged by aging facilities, with 61% of available bed spaces constructed between 1967 and 1970.

Research by Brailsford and Dunlavy has highlighted the growing significance of university housing in students' decisions to attend UTM. Between 2015 and 2021, the importance of housing as a decision factor increased by 10%.



However, as housing becomes a more critical factor, satisfaction with our aging facilities is declining. Over the same six-year period, resident satisfaction with living conditions dropped by 12% in Ellington Hall and 9% in Browning Hall, with Browning Hall reporting the lowest satisfaction levels.



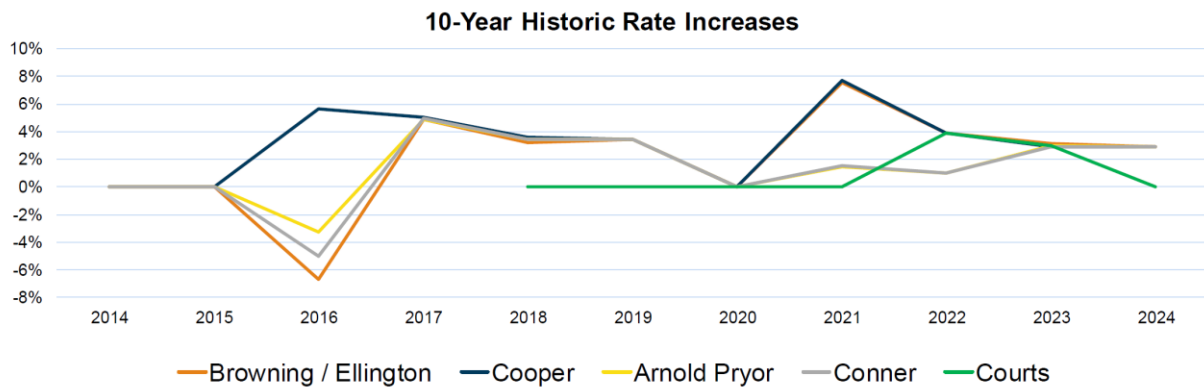
There is a growing preference among students for newer housing options in Conner Community and Arnold Pryor Place over the traditional residence halls of Browning, Ellington, and Cooper Halls. Housing application data reveals that the percentage of students listing newer housing as their first preference increased from 59% in Fall 2020 to 72% in Fall 2024. Conversely, traditional residence halls saw a decline, with first-preference listings dropping from 41% in Fall 2020 to 28% in Fall 2024.

First Preference	2020	2021	2022	2023	2024
New Housing Style (Private)	59%	60%	63%	70%	72%
Traditional Residence Halls (Double Occupancy)	41%	40%	37%	30%	28%

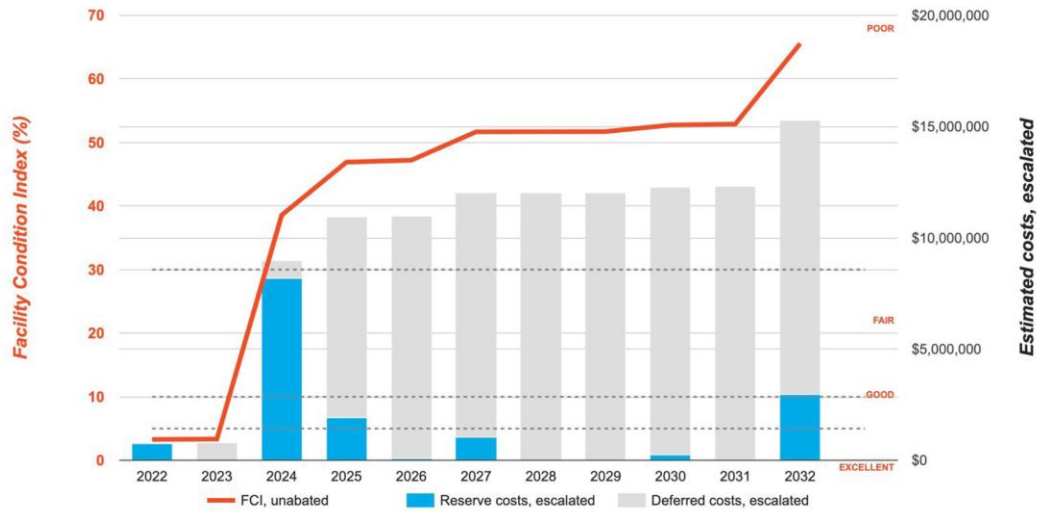
The UTM Housing financial system is at a disadvantage due to rental rates that are consistently lower than those of our competitive institutions and a low off-campus market rental rate.

	Fall 2023		
	Low	High	Average
MTSU	\$3,136	\$4,238	\$3,670
Memphis	\$2,410	\$3,830	\$3,292
Murray State	\$2,827	\$4,861	\$3,732
Austin Peay St.	\$3,370	\$4,980	\$4,134
Tennessee Tech	\$2,632	\$5,040	\$3,493
UT Chattanooga	\$3,409	\$4,886	\$3,907
UT Knoxville	\$3,045	\$5,900	\$4,325
ETSU	\$2,300	\$4,275	\$3,224
<b>Peer Average</b>	<b>\$2,891</b>	<b>\$4,751</b>	<b>\$3,722</b>
UT Martin	\$1,690	\$4,035	\$2,783
<i>delta</i>	<i>(\$1,201)</i>	<i>(\$716)</i>	<i>(\$939)</i>
Off-Campus Market*			\$2,238

Over the past 10 years, the housing financial system has been impacted by administrative decisions to either hold or reduce rental rates at various times. As a result, the average rental rate increase for UTM Housing over this period has been only 1.95%.



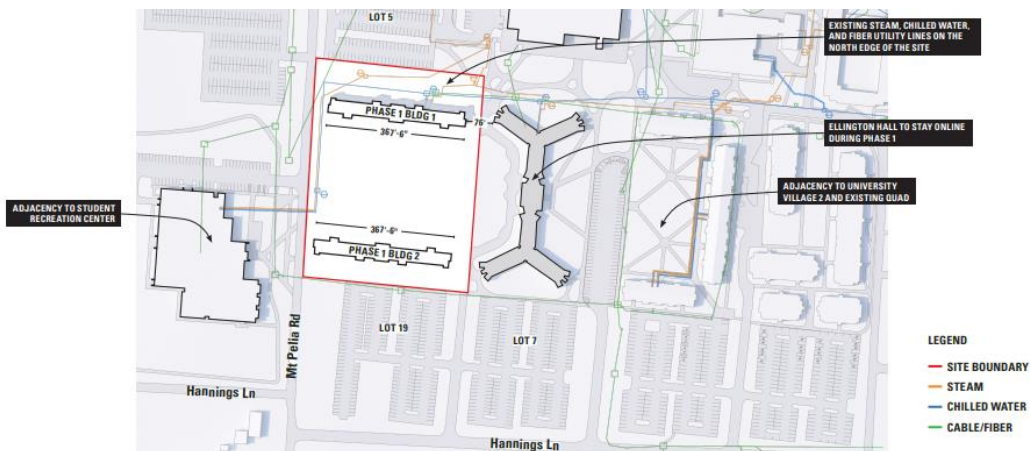
The combination of financial system challenges and aging facilities has led to significant deferred maintenance issues in many of our traditional residence halls. A facilities assessment by A2H for Ellington Hall revealed a substantial increase in deferred maintenance costs beginning in 2024, with \$20 million needed to address the building's physical issues. While Browning Hall has not undergone a similar assessment, it is likely in comparable, if not worse, condition, with two floors currently closed due to ongoing maintenance problems. Fully addressing these extensive maintenance challenges is not financially feasible and would neither improve resident satisfaction nor meet the growing demand for newer housing options. Nevertheless, substantial maintenance efforts will still be required to keep these facilities habitable for the remainder of their operational lifespan.



TIMEFRAME	TOTAL SYSTEMS EXPENDITURE FORECAST
Immediate	\$ 768,900.00
Short Term (1-2 yr)	\$ 8,212,300.00
Near Term (3-5 yr)	\$ 3,049,300.00
Med. Term (6-10 yr)	\$ 3,230,900.00
Long Term (11-20 yr)	\$ 4,241,500.00
<b>Grand Total:</b>	<b>\$19,502,900.00</b>

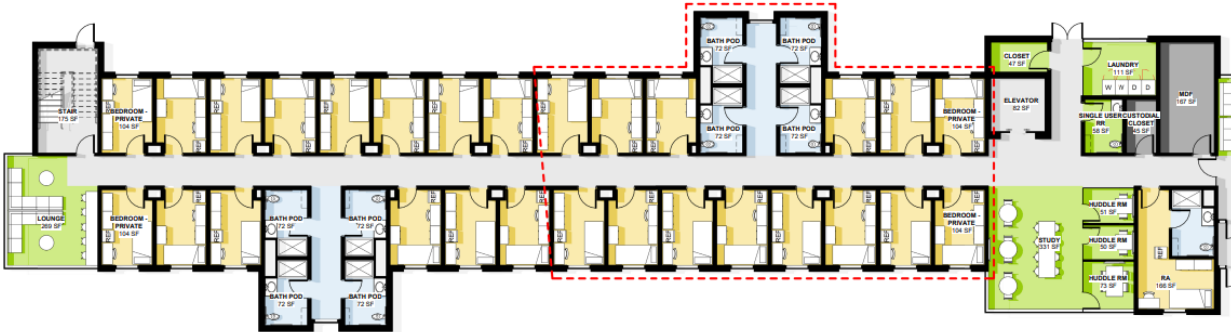
### The Solution

Significant deferred maintenance at Ellington, Browning, and University Courts requires a decision on major capital improvements in the near future. We recommend beginning with the demolition and replacement of Browning Hall with a new residence hall. It is essential for the institution to prioritize improving the physical condition of our bed space inventory to enhance the on-campus experience and strengthen student recruitment efforts at UTM.





Currently, Browning Hall can accommodate only 326 residents due to maintenance-related floor closures. The proposed replacement building will include 400 bed spaces to address the growing demand for newer, private room facilities. This 110,066-square-foot facility will serve as the new home for our Living Learning Communities and will primarily target first-time students at UTM. The design includes two four-story buildings, each housing 200 students. The single-corridor floors will feature private rooms arranged in pods, with shared community spaces and private shower rooms available in each pod section. The estimated cost for this new residence hall is \$50,000,000.



To stabilize the housing financial system, UTM recommends an across-the-board rental rate adjustment. The proposed adjustment includes a 5% increase annually for five years, starting with the 2025-2026 academic year, followed by a minimum 3% increase annually in subsequent years to support ongoing project costs.

Rental Rates Annual 5% Increase Plan	2024-2025	2029-2030
<b>Browning Hall</b>		
Double Occupancy Shared Bath	\$ 1,740.00	Offline
Single Occupancy Shared Bath	\$ 2,675.00	Offline
<b>Ellington Hall</b>		
Double Occupancy Shared Bath	\$ 1,740.00	\$ 2,222.00
Single Occupancy Shared Bath	\$ 2,675.00	\$ 3,416.00
<b>Cooper Hall</b>		
Double Occupancy Shared Bath	\$ 2,085.00	\$ 2,663.00
Single Occupancy Shared Bath	\$ 2,970.00	\$ 3,792.00
<b>University Courts Apartments</b>		
3-Bedroom Unit	\$ 2,979.00	\$ 3,805.00
2-Bedroom Unit	\$ 2,528.00	\$ 4,386.00
1-Bedroom Unit	\$ 2,356.00	\$ 3,009.00
<b>Conner Community</b>		
Private Room Shared Suite	\$ 3,490.00	\$ 4,458.00
Private Room Private Bath	\$ 4,155.00	\$ 5,306.00
<b>Arnold Pryor Place</b>		
Private Room Private Bath Shared Suite	\$ 3,670.00	\$ 4,687.00

## Financial Feasibility

As previously mentioned, a 5% annual increase over five years will align our rates to support the new hall project when it opens in Fall 2028. We recommend setting the initial rental rate for the new hall at \$3,947 per semester. This rate is designed to cover the anticipated debt service at 95% occupancy. During the first few years, the remainder of the housing financial system will need to absorb the operational costs of the new hall until the rate increases are sufficient to cover these expenses.

Building	Opening Year	Style	2028-2029 Bed Count	2028-2029 Semester Rate
<b>New Hall</b>	2028	Pod	400	\$3,947
<b>Ellington Hall</b>	1967	Semi-Suite	488	\$2,116-\$3,253
<b>Cooper Hall</b>	1968	Pod	276	\$2,536-\$3,611
<b>Conner Community</b>	2009	Full-Suite	394	\$4,245-\$5,053
<b>Arnold Pryor Place</b>	2005	Apartment	392	\$4,463
<b>University Courts</b>	1970	Apartment	156	\$2,865-\$3,623

The attached proforma demonstrates that the housing financial system can support the new hall, assuming an overall occupancy rate of 95% and a debt service calculated at a 7.25% interest rate. Even at this relatively high interest rate, the housing financial system is projected to maintain an appropriate Debt Coverage Ratio (DCR) to meet its obligations. In the first year of operation, Fall 2028, the DCR is expected to be 1.01, with steady improvement in subsequent years. We anticipate that the actual interest rate on the debt will be lower than 7.25%, which would further enhance the DCR moving forward.

Proforma at 7.25% Interest	2028-2029	2029-2030	2030-2031
<b>Total Revenue</b>	\$ 13,212,378	\$ 13,865,543	\$ 14,280,635
<b>Total Expenses</b>	\$ 6,300,290	\$ 6,475,661	\$ 6,655,205
<b>Net Operating Income</b>	\$ 6,912,088	\$ 7,389,882	\$ 7,625,430
<b>Total Debt Service</b>	\$ 6,607,000	\$ 6,448,000	\$ 6,430,000
<b>DCR After Debt Service</b>	<b>1.01</b>	<b>1.11</b>	<b>1.14</b>

## Recommendation

To enhance the on-campus experience, meet the growing demand for modern housing, and ensure the financial stability of our housing operations, we strongly recommend moving forward with the construction of the new residence hall as outlined in this summary.

This project will not only replace outdated facilities but also better align our housing offerings with student preferences, thereby strengthening our recruitment efforts. The proposed rental rate adjustments and financial strategy are designed to ensure the long-term sustainability of UTM Housing while keeping it affordable for our students.

The new hall, with its modern amenities and focus on first-time students, will be a cornerstone of our efforts to provide a supportive and enriching living environment. We appreciate the University of Tennessee Board of Trustees for their time and consideration of this much-needed project for UTM and its students.

# University of Tennessee at Martin - Housing Rental Rates

Friday, August 30, 2024

Rental Rates	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
<b>Browning Hall</b>									
<i>Double Occupancy Shared Bath</i>	\$ 1,638.00	\$ 1,690.00	\$ 1,740.00	\$ 1,827.00	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Single Occupancy Shared Bath</i>	\$ 2,522.00	\$ 2,600.00	\$ 2,675.00	\$ 2,809.00	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Ellington Hall</b>									
<i>Double Occupancy Shared Bath</i>	\$ 1,638.00	\$ 1,690.00	\$ 1,740.00	\$ 1,827.00	\$ 1,919.00	\$ 2,015.00	\$ 2,116.00	\$ 2,222.00	\$ 2,289.00
<i>Single Occupancy Shared Bath</i>	\$ 2,522.00	\$ 2,600.00	\$ 2,675.00	\$ 2,809.00	\$ 2,950.00	\$ 3,098.00	\$ 3,253.00	\$ 3,416.00	\$ 3,519.00
<b>Cooper Hall</b>									
<i>Double Occupancy Shared Bath</i>	\$ 1,966.00	\$ 2,025.00	\$ 2,085.00	\$ 2,190.00	\$ 2,300.00	\$ 2,415.00	\$ 2,536.00	\$ 2,663.00	\$ 2,743.00
<i>Single Occupancy Shared Bath</i>	\$ 2,803.00	\$ 2,885.00	\$ 2,970.00	\$ 3,119.00	\$ 3,275.00	\$ 3,439.00	\$ 3,611.00	\$ 3,792.00	\$ 3,906.00
<b>University Courts Apartments</b>									
<i>3-Bedroom Unit</i>	\$ 2,808.00	\$ 2,892.00	\$ 2,979.00	\$ 3,128.00	\$ 3,285.00	\$ 3,450.00	\$ 3,623.00	\$ 3,805.00	\$ 3,920.00
<i>2-Bedroom Unit</i>	\$ 2,382.00	\$ 2,454.00	\$ 2,528.00	\$ 2,655.00	\$ 3,788.00	\$ 3,978.00	\$ 4,177.00	\$ 4,386.00	\$ 4,518.00
<i>1-Bedroom Unit</i>	\$ 2,221.00	\$ 2,288.00	\$ 2,356.00	\$ 2,474.00	\$ 2,598.00	\$ 2,728.00	\$ 2,865.00	\$ 3,009.00	\$ 3,100.00
<b>Conner Community</b>									
<i>Private Room Shared Suite</i>	\$ 3,293.00	\$ 3,390.00	\$ 3,490.00	\$ 3,665.00	\$ 3,849.00	\$ 4,042.00	\$ 4,245.00	\$ 4,458.00	\$ 4,592.00
<i>Private Room Private Bath</i>	\$ 3,919.00	\$ 4,035.00	\$ 4,155.00	\$ 4,363.00	\$ 4,582.00	\$ 4,812.00	\$ 5,053.00	\$ 5,306.00	\$ 5,466.00
<b>Arnold Pryor Place</b>									
<i>Private Room Private Bath Shared Suite</i>	\$ 3,460.00	\$ 3,565.00	\$ 3,670.00	\$ 3,854.00	\$ 4,047.00	\$ 4,250.00	\$ 4,463.00	\$ 4,687.00	\$ 4,828.00
<b>New Hall</b>									
<i>Private Room Shared Bath</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,947.00	\$ 4,145.00	\$ 4,270.00

\*rental rates are per semester

\*2022-2023 through 2024-2025 are actual rates

\*2025-2026 through 2029-2030 are calculated at an assumption of an annual 5% ATB increase in rental rates

\*2030-2031 Is calculated at an assumption of returning to a 3% ATB annual increase

# University of Tennessee at Martin - Housing Occupancy Projections

Sunday, September 8, 2024

	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
Ellington	Online	Online	Online	Online	Online	Online	Online	Online	Online
Browning	Online	Online	Online	Online	Offline	Offline	Offline	Offline	Offline
Cooper	Online	Online	Online	Online	Online	Online	Online	Online	Online
UV 1	Online	Online	Online	Online	Online	Online	Online	Online	Online
UV 2	Online	Online	Online	Online	Online	Online	Online	Online	Online
University Courts	Online	Online	Online	Online	Online	Online	Online	Online	Online
New Hall	Offline	Offline	Offline	Offline	Offline	Offline	New Construction	New Construction	New Construction
<b>Total GSF</b>	<i>754,644</i>	<i>754,644</i>	<i>754,644</i>	<i>754,644</i>	<i>648,544</i>	<i>648,544</i>	<i>758,610</i>	<i>758,610</i>	<i>758,610</i>
<b>Total Occupants</b>	<i>1,763</i>	<i>1,856</i>	<i>1,961</i>	<i>1,930</i>	<i>1,622</i>	<i>1,622</i>	<i>1,997</i>	<i>1,997</i>	<i>1,997</i>
<b>Revenue Beds</b>	<i>2,041</i>	<i>2,041</i>	<i>2,005</i>	<i>2,005</i>	<i>1,684</i>	<i>1,684</i>	<i>2,068</i>	<i>2,068</i>	<i>2,068</i>
<b>Student Staff Beds</b>	<i>30</i>	<i>30</i>	<i>29</i>	<i>29</i>	<i>25</i>	<i>25</i>	<i>33</i>	<i>33</i>	<i>33</i>
<b>Revenue Occupancy %</b>	<i>85%</i>	<i>90%</i>	<i>96%</i>	<i>94%</i>	<i>95%</i>	<i>95%</i>	<i>95%</i>	<i>95%</i>	<i>95%</i>

\*2022-2023/2023-2024 Based on Actuals

\*2024-2025 Updated Based on Initial Occupancy as of 9/5/24

\*2025/2026 Updated Projection Based on Increased Occupancy Trends

\*Future Terms Based on Assumption of 95% Occupancy

## University of Tennessee at Martin - Housing Financial Projections

Sunday, September 8, 2024

Revenue									
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
AY Rent	\$ 9,282,300	\$ 9,694,700	\$ 9,706,622	\$ 9,980,813	\$ 9,454,364	\$ 9,928,127	\$ 13,520,398	\$ 14,198,467	\$ 14,625,932
Other Revenue	\$ 97,000	\$ 100,000	\$ 102,000	\$ 105,000	\$ 94,000	\$ 96,000	\$ 368,000	\$ 377,000	\$ 386,000
Spring Occupancy Adjustment	\$ (455,500)	\$ (440,300)	\$ (485,332)	\$ (499,041)	\$ (472,719)	\$ (496,407)	\$ (676,020)	\$ (709,924)	\$ (731,297)
<b>Total Revenue</b>	<b>\$ 8,923,800</b>	<b>\$ 9,354,400</b>	<b>\$ 9,323,290</b>	<b>\$ 9,586,772</b>	<b>\$ 9,075,645</b>	<b>\$ 9,527,720</b>	<b>\$ 13,212,378</b>	<b>\$ 13,865,543</b>	<b>\$ 14,280,635</b>

Expenses									
	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030	2030-2031
<b>Personnel</b>	\$ 2,175,300	\$ 2,259,700	\$ 2,318,000	\$ 2,372,000	\$ 2,250,000	\$ 2,299,000	\$ 2,367,970	\$ 2,439,009	\$ 2,512,179
<b>Non-Personnel</b>	\$ 3,855,600	\$ 4,037,500	\$ 3,784,900	\$ 3,879,100	\$ 3,353,500	\$ 3,423,800	\$ 3,932,320	\$ 4,036,652	\$ 4,143,025
<b>Total Expenses</b>	<b>\$ 6,030,900</b>	<b>\$ 6,297,200</b>	<b>\$ 6,102,900</b>	<b>\$ 6,251,100</b>	<b>\$ 5,603,500</b>	<b>\$ 5,722,800</b>	<b>\$ 6,300,290</b>	<b>\$ 6,475,661</b>	<b>\$ 6,655,205</b>

<b>Net Operating Income</b>	<b>\$ 2,892,900</b>	<b>\$ 3,057,200</b>	<b>\$ 3,220,390</b>	<b>\$ 3,335,672</b>	<b>\$ 3,472,145</b>	<b>\$ 3,804,920</b>	<b>\$ 6,912,088</b>	<b>\$ 7,389,882</b>	<b>\$ 7,625,430</b>
Existing Debt Service	\$ 2,436,500	\$ 2,450,000	\$ 2,444,000	\$ 2,444,000	\$ 2,452,000	\$ 2,453,000	\$ 2,444,000	\$ 2,285,000	\$ 2,287,000
New Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,163,000	\$ 4,163,000	\$ 4,163,000
<b>Total Debt Service</b>	<b>\$ 2,436,500</b>	<b>\$ 2,450,000</b>	<b>\$ 2,444,000</b>	<b>\$ 2,444,000</b>	<b>\$ 2,452,000</b>	<b>\$ 2,453,000</b>	<b>\$ 6,607,000</b>	<b>\$ 6,448,000</b>	<b>\$ 6,450,000</b>

Administrative Overhead Transfer	\$ 215,646	\$ 227,056	\$ 241,654	\$ 240,775	\$ 249,997	\$ 231,828	\$ 247,615	\$ 231,188	\$ 259,614
Net Balance After Debt Service	\$ 240,754	\$ 380,145	\$ 534,736	\$ 650,897	\$ 770,148	\$ 1,120,092	\$ 57,473	\$ 710,694	\$ 915,816
Renewal & Replacement Target	\$ 372,780	\$ 372,780	\$ 372,780	\$ 372,780	\$ 307,620	\$ 307,620	\$ 378,180	\$ 378,180	\$ 378,180
<b>DCR After Debt Service</b>	<b>1.09</b>	<b>1.14</b>	<b>1.20</b>	<b>1.24</b>	<b>1.29</b>	<b>1.42</b>	<b>1.01</b>	<b>1.11</b>	<b>1.14</b>

\*new debt service is calculated at 7.25%

\*Arnold Pryor Place debt service rolls off in FY36

\*Conner Community debt service rolls off in FY39

\*Renewal & Replacement Target is the industry standard for investment \$180 per bed



# Fall 2024 Enrollment Update

September 20, 2024

**UF**  
MARTIN

# 7,507

Fall 2024 Enrollment

## 8%

Enrollment  
Increase

## 20

Countries

## 40

States

## 89

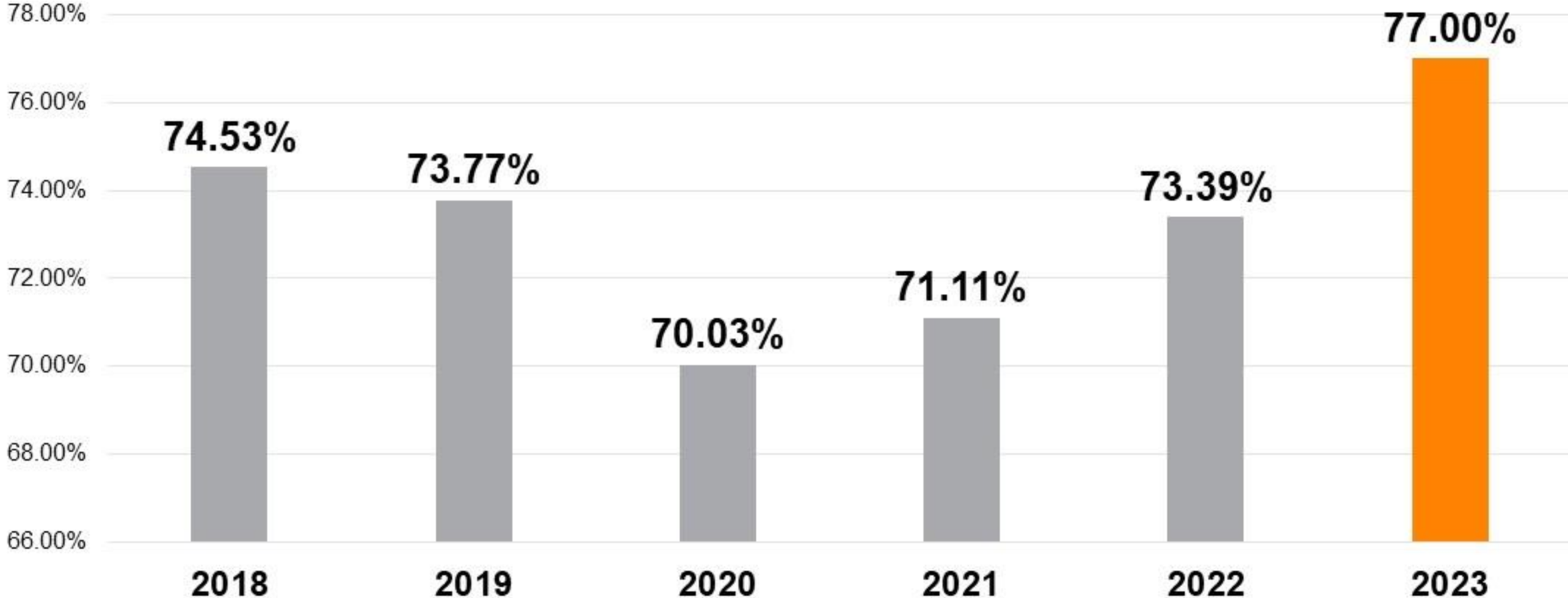
Tennessee  
Counties

Population	Fall 2023	Fall 2024	% Change
Total Enrollment	6,950	7,507	8.0%
Graduate	707	690	-2.4%
Undergraduate	6,243	6,817	9.2%
FTE	5,215	5,540	6.2%

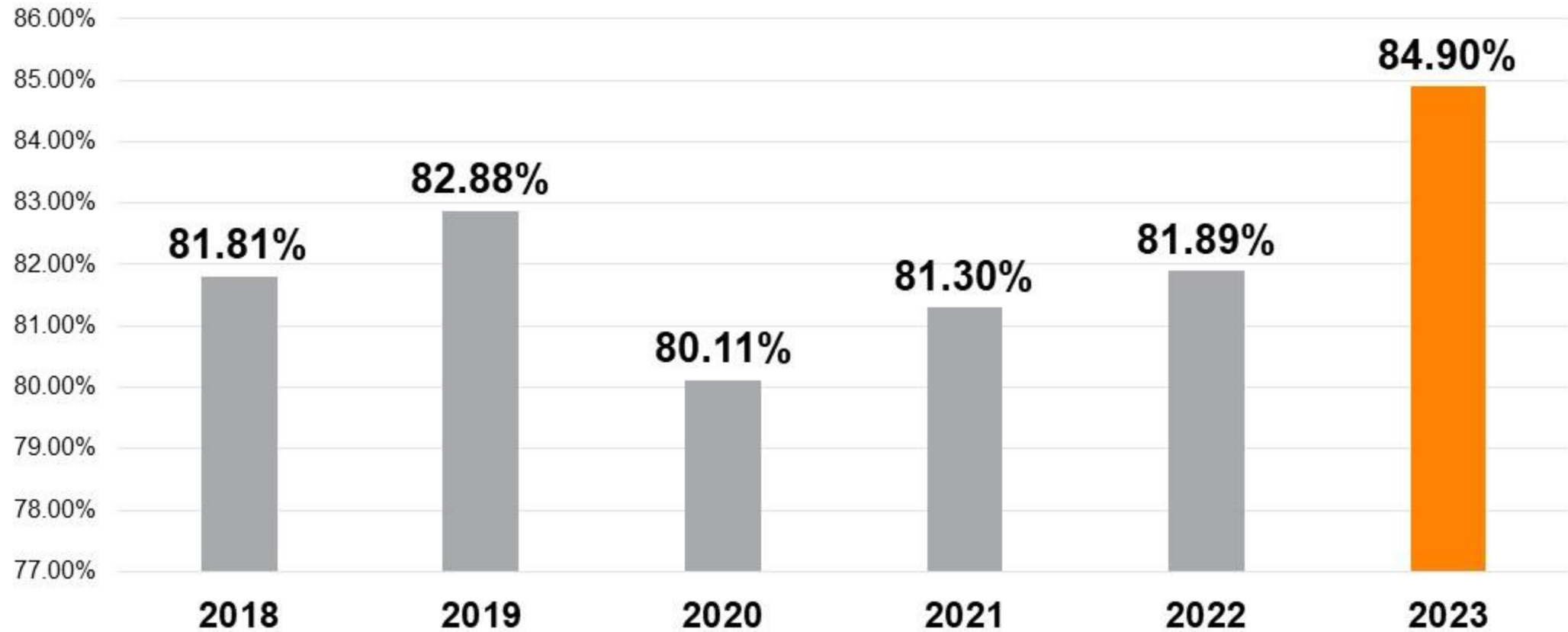


Population	Fall 2023	Fall 2024	% Change
First-Year Students	1,118	1,220	9.1%
First-Time Transfers	331	383	15.7%
Readmitted Students	81	93	14.8%
Returning UG Students	3,115	3,222	3.4%
First-Time Graduates	175	170	-2.9%
Returning GR Students	530	520	-1.9%
Dual Enrollment	1,530	1,823	19.2%

# First-Time, Full-Time Student Retention



# Overall Undergraduate Student Retention



# Contributing Factors

- Strategic Enrollment Plan
- In-House Marketing & Communication Plans
- Scholarship increases for first-years and transfers
- Replacement of smaller first-year COVID cohorts with larger cohorts
- Retention, Retention, Retention!
- Reduction in GPA requirement for scholarship retention for continuing students
- New dual enrollment partnerships

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# QUESTIONS?

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# FY 2024 Year-End Overview (Unaudited)

Advisory Board Meeting  
9/20/2024

# FY 2024 E&G and Auxiliary Revenue Sources

	Budget	Actuals	Variance [over/(under)]	% Actuals
Tuition and Fees	\$ 66,228,990	\$ 65,661,948	\$ (567,042)	49%
State Appropriations	46,996,997	46,996,997	-	35%
Grants & Contracts	216,906	379,269	162,363	0%
Sales & Services	4,411,455	4,588,360	176,905	3%
Other Sources	603,141	640,956	37,815	0%
<b>Total E&amp;G Revenue</b>	<b>\$ 118,457,489</b>	<b>\$ 118,267,530</b>	<b>\$ (189,959)</b>	<b>88%</b>
Auxiliary Revenues	10,900,412	16,722,419	5,822,007	12%
<b>Total E&amp;G and Auxiliary Revenue</b>	<b>\$ 129,357,901</b>	<b>\$ 134,989,949</b>	<b>\$ 5,632,048</b>	<b>100%</b>

# FY 2024 Expenses by Functional Area

	Budget	Total Actuals	Variance [over/(under)]	% of Actuals
Instruction	\$ 49,518,853	\$ 47,651,670	1,867,183	36%
Research	79,797	61,701	18,096	0%
Public Service	945,874	838,533	107,341	1%
Academic Support	12,795,839	11,150,521	1,645,318	9%
Student Services	15,909,758	17,330,053	(1,420,295)	13%
Institutional Support	9,725,198	9,430,494	294,704	7%
Operations & Maintenance of Plant	13,775,724	12,821,846	953,878	10%
Scholarships/Fellowships	14,852,339	15,187,093	(334,754)	12%
Auxiliary Operations	7,424,456	12,157,494	(4,733,038)	9%
<b>Total Expenses</b>	<b>\$ 125,027,838</b>	<b>\$ 126,629,404</b>	<b>\$ (1,601,566)</b>	<b>97%</b>
Mandatory Transfers for Debt	2,551,488	2,551,488	-	2%
Non-Mandatory Transfers	1,778,575	1,778,575	-	1%
<b>Total Expenses &amp; Transfers</b>	<b>\$ 129,357,901</b>	<b>\$ 130,959,467</b>	<b>\$ (1,601,566)</b>	<b>100%</b>



# FY 2024 E&G and Auxiliary Budget Summary

		Budget	Actuals	% of Actuals
Revenue:				
	Tuition and Fees	\$ 66,228,990	\$ 65,661,948	49%
	State Appropriations	46,996,997	46,996,997	35%
	Grants & Contracts	216,906	379,269	0%
	Sales & Services	4,411,455	4,588,360	3%
	Other Sources	603,141	640,956	0%
	Auxiliary	10,900,412	16,722,419	12%
	<b>Total Revenue</b>	<b>\$ 129,357,901</b>	<b>\$ 134,989,949</b>	<b>100%</b>
Expenses:				
	Salaries & Benefits	\$ 80,720,226	\$ 78,871,287	60%
	Operations	44,307,612	47,758,117	36%
	Transfers	4,330,063	4,330,063	3%
	<b>Total Expenses &amp; Transfers</b>	<b>\$ 129,357,901</b>	<b>\$ 130,959,467</b>	<b>100%</b>

# Our Why



# Questions?

# Strategic Plan 2025-30

UT-Martin Advisory Board

September 20, 2024

# Timeline



# Strategic Plan Goals

1. To achieve sustainable enrollment growth by investing resources to attract and support a wide range of learners.
2. To enhance our institutional reputation by cultivating a culture of delivering exceptional education and service to all UTM constituents.
3. To create and enhance physical and virtual spaces that meet the evolving needs of future learners and educators.
4. To reaffirm our commitment to West Tennessee by strengthening existing partnerships and developing new collaborations to drive regional growth and development.
5. To promote and celebrate faculty and staff excellence and student achievement for outstanding embodiment of the university mission.

# Working group co-chairs

- Goal 1: Destin Tucker, Assistant Vice Chancellor for Enrollment and Tara Tansil-Gentry, Lecturer in Health and Human Performance
- Goal 2: Wes Totten, Professor of Agriculture and Erica Bell, Executive Director of Regional Centers and Online Programs
- Goal 3: Olivia Fernandez, Director, IT Services and Kiara Castleman, Assistant Registrar
- Goal 4: Alisha Melton, Executive Director of Research, Outreach, and Economic Development and Justin Martin, Associate Professor of Sociology
- Goal 5: Ashley Bynum, Associate Athletic Director for Internal Operations and Austin Ferrell, Lecturer in Educational Studies