Faculty Senate Retreat

September 7, 2012
UNIVERSITY OF TENNESSEE, KNOXVILLE
June Board of Trustees

- 8% Tuition Increase
- Fee Increases
- Take 15, Graduate in 4
- 5% Raises
Campus/System/BOT Relationships
Development Celebration: $860 Million
Development Priorities

- Chairs & Professorships (Chancellor’s Challenge)
- Scholarships & Graduate Fellowships
- College Priorities
Take 15, Graduate in 4

Fall 2013 Tuition Model

A New Expectation for Undergraduate Students
Graduation in Four Years

- Used to be the “norm”
- Off track
- Must become the “new norm”
- Critical to our Top 25 goal
- Better for our students and our state
Take 15, Graduate in 4

- Take 15, graduate in 4
- Students pay for 15 hours
- Implementation in Fall 2013
- Full year to communicate
- No additional cost for 15+ hours
- Increase revenue by ~$6 million in year 1
It’s Better for Students

- Spend less on their education
- Incur less debt
- Opportunity costs
- Begin their careers earlier
It’s Better for UT

- Improves graduation rate
- Increases state funding
- Increases capacity to serve other students
- Produces more undergraduate degrees/year
- Accelerates progress toward Top 25
Graduation Rates

<table>
<thead>
<tr>
<th>Year</th>
<th>4-Year</th>
<th>5-Year</th>
<th>6-Year</th>
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</thead>
<tbody>
<tr>
<td>2000</td>
<td>30.6%</td>
<td>24.2%</td>
<td>5.3%</td>
</tr>
<tr>
<td>2001</td>
<td>29.4%</td>
<td>23.7%</td>
<td>4.7%</td>
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<tr>
<td>2002</td>
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<tr>
<td>2003</td>
<td>31.2%</td>
<td>24.3%</td>
<td>5.1%</td>
</tr>
<tr>
<td>2004</td>
<td>30.6%</td>
<td>25.2%</td>
<td>4.7%</td>
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<tr>
<td>2005</td>
<td>33.7%</td>
<td>24.8%</td>
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<tr>
<td>2006</td>
<td>35.7%</td>
<td>25.8%</td>
<td>4.5%</td>
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<tr>
<td>2007</td>
<td>36.7%</td>
<td></td>
<td></td>
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<tr>
<td>2008</td>
<td>40.0%</td>
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Preliminary
We Remain a Great Value
New Tuition Model Endorsed

“The prime beneficiaries will be UT students. Graduating sooner translates into spending less money on school and incurring less debt....

The new tuition model is a positive step that will bring UT closer to its laudable goal of becoming a top-25 public research institution.”
JOURNEY TO THE TOP 25
Progress

- 7 Metrics improved
- 2 stayed same
- 2 decreased
- 1 Metric TBD
ACT Equivalent Range
Research

Federal Research Expenditures; 2004-2011

Top 25 Target Peers, No Med School

UTK
Faculty

Average Assistant Professor Salary; Fall 2011

Aspiration Target Peer

UTK in 2010 – up 4 positions

$71,5
Top 25 Infrastructure Progress

- Buildings underway
  - Student Union
  - Natalie Haslam Music Center
  - John Tickle Engineering Building
  - Strong Hall
  - Residence Hall

Major Renovations

- Humanities and Social Sciences
- Greve Hall
- Brehm Animal Science and Food Science Buildings
The journey we take is just as important as achieving the goal.
Issues for the Future
Civility/Diversity/Citizenship
Internationalization
# Internationalization

## Top 25 Institutions % of Total Enrollment 2010-11

<table>
<thead>
<tr>
<th>Rank</th>
<th>Institution</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>#13</td>
<td>University of Illinois-Urbana-Champaign</td>
<td>18.22%</td>
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<tr>
<td>#2</td>
<td>UCLA</td>
<td>15.78%</td>
</tr>
<tr>
<td>#17</td>
<td>Ohio State University</td>
<td>10.85%</td>
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<td>#19</td>
<td>University of Florida</td>
<td>10.82%</td>
</tr>
<tr>
<td>#25</td>
<td>Rutgers University</td>
<td>7.26%</td>
</tr>
<tr>
<td>#46</td>
<td>University of Tennessee</td>
<td>3.79%</td>
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</table>
Communication

How do we communicate better?
Academics

- Focus on Better Teaching and on Student Learning
- Quality Rigor
- Advising
- Tracking students
- Course availability
Higher Education is Under Attack

Writing recently in The New York Times, Jeff Selingo, editorial director for the Chronicle of Higher Education, offered a thoughtful and needed prescription for transforming the way the nation’s colleges do business. Selingo observed that, from 1999 to 2009—a period he calls the industry’s “lost decade”—colleges continued to focus on an unsustainable model instead of preparing for what was to come. What was to come, he said, was “fewer government dollars, a wave of financially needy students, a drop-off in the number of well-prepared high school graduates who could afford to pay and, of course, technological advances in teaching and learning.”

Today, said Selingo, the outstanding student loan debt is now more than $1 trillion, and colleges have seen their own debt increase 88 percent since 2001, to $306 billion. Just as other industries have fallen by the wayside as they were enveloped in epic change, he said, “colleges and universities could be next unless they act to mitigate the poor choices and inaction from the lost decade by looking for ways to lower costs, embrace technology and improve education.”

Among Selingo’s proposed reforms:
- Make better use of technology in the classroom to reduce costs, improve student performance and tailor learning to individual students.
- Offer more online education and replace low-quality courses with better offerings from other institutions through loose federations or formal networks.
- Reclaim academics, rather than administrative growth, as a top priority.
- Cut back on low-quality graduate programs that come at great cost to the core mission of educating undergraduates.
- Work to reduce the number of wasted credits through improving advice to students and increasing acceptance of credits from other institutions.

“Higher education is a conservative, risk-averse industry,” wrote Selingo. “Add to this the fact that a majority of its leaders are nearing the safety net of retirement and we have a recipe for the status quo. We can’t afford another lost decade.”
Governor’s Review of Higher Education

- Access
- Quality
- Preparing the Workforce
Questions/Comments