



THE UNIVERSITY OF
TENNESSEE
SYSTEM

**UPDATE ON POTENTIAL ACQUISITION OF
MARTIN METHODIST COLLEGE**

January 15, 2021

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John Compton
Chair
The University of Tennessee Board of Trustees
Knoxville, TN

Dear Chair Compton,

I am pleased to present an update on activities related to the University's potential acquisition of Martin Methodist College to you and other members of the Board of Trustees.

This report focuses on the following four issues outlined during the specially called Board meeting in December 2020:

- Strategy for growing the campus;
- Academic disciplines where the campus can excel;
- Economic considerations associated with enrollment, retention, and academic success; and
- Plans for engaging stakeholders, including faculty and staff, in ongoing discussions regarding the proposed acquisition.

The team has developed strategies for addressing each of these four areas based on an assessment of the data and information compiled thus far:

- Enrollment: Focus on growing enrollment to 1,500 in the near term,
- Academics: Continue MMC's current plans for new academic programs and enhance current programs with existing resources,
- Economics: Grow enrollment to enhance the campus,
- Engagement: Maintain transparency by sharing information with all interested stakeholders in a variety of formats.

At this early stage, no long-term strategic plan has been developed; therefore, this update focuses on immediate to near-term (3-5 years) activities necessary for a successful acquisition.

As always, my team and I are committed to transparency and will update you and the Board of any significant issues as necessary. A complete update will be provided to the full Board during the winter meeting in February.

Best Regards,

A handwritten signature in black ink, appearing to read 'Randy Boyd', with a stylized flourish at the end.

Randy Boyd
President
The University of Tennessee System

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UPDATE ON POTENTIAL ACQUISITION OF MARTIN METHODIST COLLEGE

INTRODUCTION

Purpose

This report presents updates on the following four issues related to the University of Tennessee (UT) System's potential acquisition of Martin Methodist College (MMC), as requested by the Board of Trustees during its specially called December 2020 meeting:

- Strategy for growing the proposed UT campus;
- Academic disciplines in which the campus can excel;
- Economic considerations associated with enrollment, retention, and academic success; and
- Plans for engaging stakeholders, including faculty and staff, in ongoing discussions regarding the proposed acquisition.

These updates represent the current thinking of UT's executive leadership and will evolve as the process of seeking necessary approvals, developing a detailed asset transfer agreement, identifying transition policy and operational issues, and conducting due diligence continues.

At this early stage, no long-term strategic plan has been developed; therefore, this update focuses on immediate to near-term (3-5 years) activities necessary for a successful acquisition.

Background

At the December 9, 2020, special meeting of the Board of Trustees, the Board authorized University leaders to seek the necessary approvals and negotiate an asset transfer agreement for the potential acquisition of MMC. The Board must approve the asset transfer agreement to finalize the acquisition. Provided all other authorizations and approvals are obtained, this approval will occur during the Board's June 2021 meeting.

During the December special meeting, trustees and University executives discussed the strategic goals of the potential acquisition as well as the findings of an in-depth due diligence report produced by Huron Consulting Group.

UT President Randy Boyd explained the acquisition supports the University's goals of growing its enrollment and increasing the college-going rate of Tennesseans, contributing to the State's "Drive to 55" initiative (55 percent with a post-secondary credential). The group also discussed the acquisition's benefits highlighted in Huron's report: 1) providing the citizens in southern middle Tennessee with access to quality, affordable higher education and 2) addressing the labor market needs for college-educated workers in nursing, education, and business and professional services.

The principal challenge to the acquisition's success is financial. Enrollment growth is necessary for success, and the population of traditional college-age students in the region, as well as throughout the nation, is expected to decline. The acquisition would require the State to invest approximately \$5 million of recurring funds to establish the new campus. The decision for doing so rests with the Governor and the General Assembly.

ENROLLMENT GROWTH

Strategy: Target enrollment growth to reaching 1,500 in the near term.

As the Huron Consulting Group's report explains, growing enrollment through traditional college-age students will be challenging as that population experiences an overall decline through 2031, as in other parts of the country. An additional challenge for the proposed UT campus discussed in the Huron report is that the college-going rate in most counties in the region declined from 2015 (64.4%) to 2019 (61.8%) even though the number of high school graduates and college enrollees increased over this time. Given the challenging environment, enrollment is likely to grow slowly.

Raising College-Going Rates

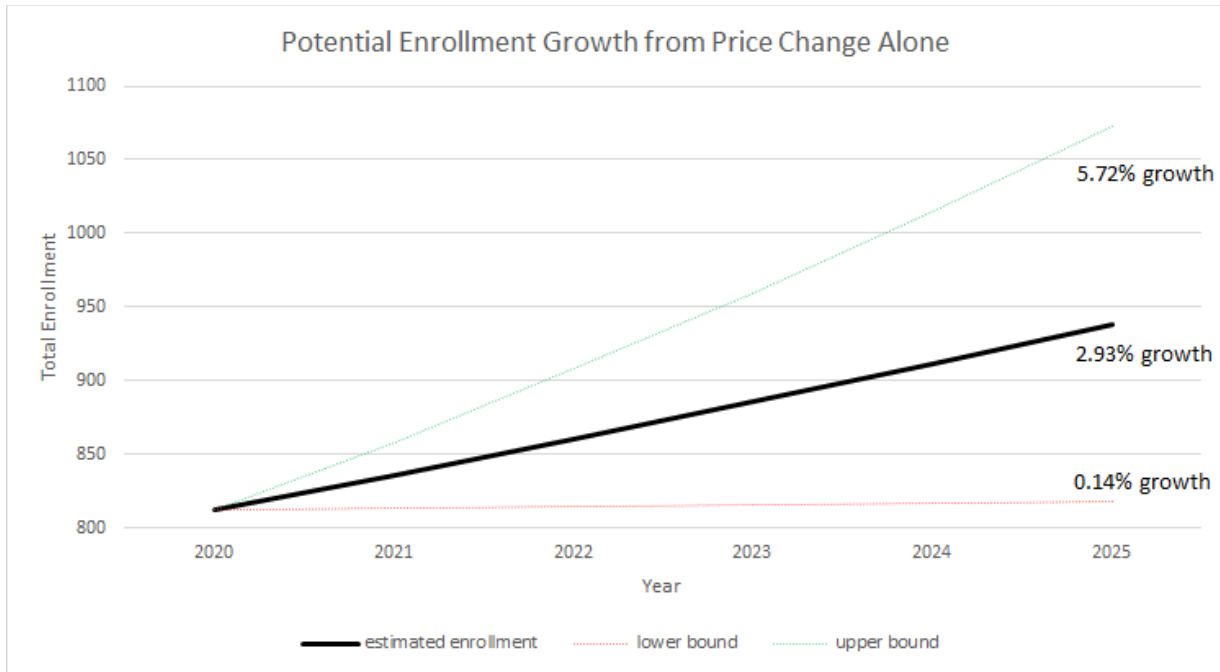
The UT System Institutional Effectiveness (IE) team analyzed the effect of raising the college-going rate in the MMC catchment area to that of the rest of the state. That analysis included 35 counties, the 19 MMC self-defined as in their recruiting area and others from which students enrolled at MMC. If the college-going rate of the counties in which the rate fell below the state average was raised to that average—61.8 percent, the result would be **an estimated additional 16 students** would have enrolled at MMC in fall 2019 (based on MMC's historical market share of students from each of those counties). See the Attachment for the complete analysis.

Decreasing Tuition and Improving Retention

The IE team also analyzed the effect on enrollment that the decrease in tuition would have on the proposed UT campus. Intuitively, a decrease in cost would be expected to attract additional students; however, this analysis is the first attempt to quantify the magnitude of the increase.

The following chart demonstrates expected enrollment growth based solely on an average \$5,000 decrease in net price to students. The impact of the price change on enrollment was estimated by analyzing multiple years' worth of price changes and new student enrollments at 29 institutions similar to MMC in size, location, and degree offerings.

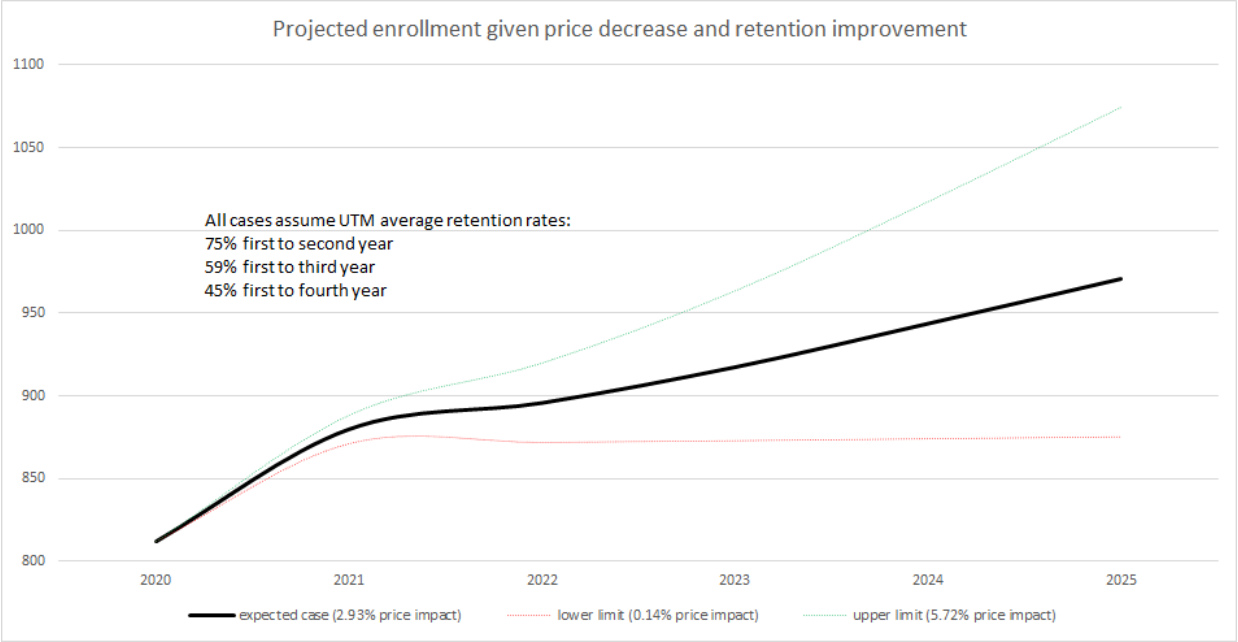
The analysis suggests MMC's **average expected growth rate, based on price alone, will be nearly 3 percent annually**. The chart also illustrates that the growth rate will be between 0.14 percent on the low end and 5.72 percent on the high end, with a 95 percent confidence level. Larger price decreases would provide modestly higher growth rates, with lower price decreases providing modestly lower growth rates.



The graph demonstrates the effect of a \$5,000 decrease in price. The black line in the chart represents enrollment growth over five years given the average expected growth rate of 2.93%; the red and green dashed lines represent the low and high ends of the range of possible growth rates (0.14% and 5.72%, respectively).

Note that this analysis does not consider retention effects simultaneous to a price decrease. When considering the effects of both price and retention simultaneously, the model becomes more mathematically complex, but offers similar results. The IE team investigated how enrollment might grow if price was decreased as described above *and* if MMC's retention rates improved to the levels observed over the past five years at UT Martin.

UT Martin is a reasonable model for potential retention rates for MMC. Both are small rural institutions with an undergraduate focus. By way of comparison, MMC's first to second year retention rate averages 48 percent against UTM's 75 percent. First to third year retention is 35 percent at MMC versus 59 percent at UTM, and first to fourth year retention is 38 percent at MMC compared to 45 percent at UTM.



The graph demonstrates the effect of a \$5,000 decrease in price *and* the effect of student retention at UTM average rates. The black line in the chart represents enrollment growth over five years given the average expected price decrease impact of 2.93% for the first-year cohort size plus retention effects for other cohorts; the red and green dashed lines represent the low and high ends of the range of possible price decrease impact (0.14% and 5.72%, respectively) plus retention effects.

The following table demonstrates the similarity between the price model and the price+retention model predictions and shows the point in time at which each model predicts enrollment surpassing the 1,500 enrollment target:

Projected MMC enrollment for each model

<u>Year</u>	<u>Price model</u>	<u>Price+retention model</u>
2020	812	792
2021	836	860
2022	860	876
2023	886	897
2024	912	924
2025	938	951
.		
.		
.		
2042	1449	1521
2043	1486	1564
2044	1524	1608

As these initial analyses suggest, **decreasing tuition and raising the college going and retention rates will have to be augmented by marketing the UT brand and enhancing academic programs**, among other strategies.

Quantifying the effect of marketing and program enhancement is difficult; however, both would be expected to increase enrollment. The following observations bolster that view:

- As demonstrated by statements from current MMC faculty, staff, and students; participants in focus groups and town hall meetings; and regional government officials, the UT brand will have a positive impact on the campus and the region.
- MMC’s finances caused officials to curtail their marketing efforts, including leaving vacant a position dedicated to marketing; the UT System Communications and Marketing team plans to assist with enhancing these efforts, including rebranding.

Having said that enrollment is likely to grow slowly, UT must be prepared for changing circumstances. **Enrollment will grow as the region grows, and growth in this region is highly likely.** A *Wall Street Journal* editorial published on January 2, 2021, pointed out that Tennessee’s population grew more during the pandemic than the previous year, attributing that to low taxes and a good business climate.

The University of Tennessee’s Boyd Center for Business & Economic Research, in its biennial *Tennessee Population Projection* report for 2018-2070, projects significant growth in counties south of Nashville through 2040 despite a few counties in the region that will decrease in population. For Giles County, where MMC is located, and the proximate surrounding counties, the Boyd Center projects the following population changes for 2018-2040:

County	2018 Pop*	2040 Pop	Annual Rate of Pop Change	Overall Rate of Pop Change
Giles	29,503	28,097	-0.22%	-4.8%
Lawrence	43,734	45,258	+0.16%	+3.5%
Lincoln	34,117	36,227	+0.27%	+6.2%
Marshall	33,483	39,795	+0.76%	+18.1%
Maury	94,340	123,724	+1.24%	+31.1%

*US Census Bureau Estimate

The UT team sees definite advantages to targeting a campus with enrollment of 1,500:

- Such a campus would provide a unique small-school environment among the current state-supported institutions and would complement UT’s portfolio of institutions. Currently, the smallest state-supported four-year institution is UT Martin with its enrollment of more than 7,000.

Many students prefer a small school atmosphere and, as comments from current MMC students have shown, some students are unable or unwilling to leave their home region.

- Targeting 1,500 mitigates the risk of growing too fast—enrollment growth must not outpace the ability of the campus to provide the resources—such as faculty, support personnel, and facilities—to support a larger student population. See the Economics section of this report for additional detail on resources.

ACADEMIC DISCIPLINES

Strategy: Continue MMC's current plans for new academic programs and enhance current programs with existing resources.

As discussed in the Huron Group's report, MMC's current emphasis on academic programs in nursing, education, and business aligns well with projected Tennessee workforce demands.

Also, documents provided to the University by MMC indicate that the institution is accredited by SACSCOC (UT's accreditor) at the associate, baccalaureate, and master's levels, and that the institution has specialty accreditation for Nursing and Education. All correspondence and documents reviewed indicate that the institution and its programs are currently accredited with no conditions, sanctions, or other adverse actions.

US Department of Education Grant

In October 2020, MMC announced that it was awarded a five-year Title III Strengthening Institutions Program (SIP) grant of \$2 million from the US Department of Education. The SIP program helps eligible higher education institutions become self-sufficient and expand their capacity to serve low-income students by providing funds to improve and strengthen the academic quality, institutional management, and fiscal stability of eligible institutions.

In the announcement, MMC officials stated the grant will be used to support new majors in **Computer Information Systems, Cybersecurity, and Public Health Education**. In addition, over the five-year period, the grant will allow MMC to strengthen the technological infrastructure of the institution, modernizing technology in labs and classrooms. The grant will also help in tracking student success.

New Programs

In addition to the programs mentioned in the SIP award announcement, MMC provided the University with information about new programs it has developed or plans to develop. These include:

- **Master of Science in Criminal Justice.** Comprised of 11 face-to-face, hybrid, and online courses to be taken over four semesters, the 33-credit-hour M.S. in Criminal Justice is designed to prepare working professionals for advancement in justice-related professions, particularly for administrative and management-level professionals and for the ever-growing expansion in homeland security.
- **K-12 Special Education.** MMC is establishing a K-12 special education program, for which it will receive guidance from the Special Education program at UT Knoxville as well as the other UT campuses at Chattanooga and Martin via the Teacher Preparation Work Group.

Planning

Currently, the UT System Academic Affairs and Student Success team is working with MMC officials on possibilities for new programs and initiatives. These activities fall primarily within two areas: **(1) reconfiguration of existing resources and (2) new opportunities via collaboration.**

Resource Reconfiguration. Using the expertise of current faculty and existing course offerings, there are numerous possibilities for new programs at MMC, including (a) Public Service and Non-Profit Leadership; (b) Multidisciplinary Studies via Stackable Credentials; and (c) Health Science and Human Development:

- A public service or non-profit major could easily integrate MMC's existing expertise in Philosophy, Accounting, Human Services, and Business, with Electives in Church/Educational Ministry, Education, Public Health, and Criminal Justice.
- A stackable credential option, which is gaining in national popularity across higher education, could build upon the standard general education curriculum with a three or four-certificate option. To apply, students could complete an application outlining their future career goals and interests. Options could include: Biological Studies (e.g., Biology, Biochemistry, Biotech, etc.); Business and Management; Social Sciences (e.g., Psych, Human Dev., Education, Philosophy); Religious Studies; Technology and Information Sciences (e.g., Cybersecurity, Information Systems; Biotech); Public Health (Public Health Ed., Education, Psychology, Nursing, Biomedical Sciences).
- A Health Science and Human Development interdisciplinary major could easily integrate Behavioral Sciences and Counseling, Nursing, Public Health Education, Biochemistry, Exercise Science, Biology.

New Opportunities Via Collaboration. There are also numerous low-cost options that MMC might consider that would leverage relationships and collaboration throughout the state, including (a) industry partnerships; (b) dual admissions; and (c) academic pathways through partnerships with educational partners:

- It will be beneficial for MMC to explore opportunities with workforce and industry-focused degrees to prepare students for careers with the state's largest employers, such as FedEx, HCA Healthcare, Dollar General, AutoZone, Cracker Barrel, Brookdale Senior Living, LifePoint Healthcare, Envision Healthcare, International Paper, and Acadia Healthcare.
- Opportunities for dual admissions programming also exists, and brainstorming conversations have already begun with the Tennessee Board of Regents. Such programming would allow high school or high school equivalent students in adult basic education programs to obtain dual admission to a local community college and MMC simultaneously. For example, a student

interested in Nursing could receive a dual admission and receive all the benefits of being a student at MMC (e.g., library, events, or even on-campus housing) while completing all requisite coursework at a community college before transferring to MMC with an associate degree.

- New academic pathways are also a valuable consideration for MMC in the coming years, which would leverage partnerships with educational partners at all levels. For example, discussions between UT Martin and MMC raise the possibility of offering joint agricultural degree programs. Other possibilities could include accelerated bachelor's-to-master's (ABM) options with other UT institutions. Finally, relative to online learning, MMC will have the option to join the UT Online Consortium, providing direct access to a growing catalog of online courses, which would enable them to grow concentrations, certificates, and upper-division elective options.

Additional Considerations. As the MMC acquisition moves forward, it will be important to continue conversations about ways to ensure academic programming success at the college. Two additional recommended efforts include (a) program consolidation and (b) terminology alignment with Tennessee public higher education:

- The Tennessee Higher Education Commission (THEC) has established standards of productivity concerning the number of graduates a program must have at each level of postsecondary education. For example, baccalaureate programs must average 10 graduates each year over a five-year period to be considered “productive.” It will be beneficial for UT staff to assist MMC in consolidating low-producing majors as concentrations under an academic major heading to ensure compliance and productivity of all its programs. One example would be to have all areas of education (e.g., elementary, secondary, and special education) or criminal justice (e.g., homeland security, information systems, and psychology) listed as concentrations under a single degree.
- Additionally, THEC has established and recognized specific terminology. It will be necessary for MMC to ensure alignment with these terms for program productivity reporting. For instance, THEC recognizes only the term “concentration,” but not “option,” or “emphasis,” or “track,” even if they may operate in the same manner. Therefore, MMC should revise such language in the catalog and materials.

As the process of seeking approvals for the acquisition of MMC continues, discussions on program development and enhancement will also continue, with updates provided to the Board and other stakeholders as appropriate.

ECONOMIC CONSIDERATIONS

Strategy: Grow enrollment to enhance the campus.

FY 2021-22 Operating Revenues and Expenditures

The estimates of potential operating revenues and expenses presented in the December 1, 2020 Huron due diligence report have been updated to reflect adjustments in potential state funding and projected expense growth needed to support higher levels of enrollment. The revised projections indicate positive cash flow during FY 2021-22 if enrollments remain steady at current levels and potential surpluses if enrollments grow.

	Pro Forma FY 2022	Additional student FTEs:				
		50	100	150	200	250
FTE Enrollment (Fall/Spring Average)>>	671	721	771	821	871	921
Average net revenue per student FTE	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714	\$ 7,714
Net Tuition & Fee Revenue	\$5,176,094	\$ 5,561,794	\$ 5,947,494	\$ 6,333,194	\$ 6,718,894	\$ 7,104,594
Pro Forma Room & Board Revenue	2,831,000	2,831,000	2,831,000	2,831,000	2,831,000	2,831,000
<i>Additional room & board revenue</i>	-	189,939	379,879	569,818	759,757	949,696
State appropriations (recurring)	5,100,000	5,100,000	5,100,000	5,100,000	5,100,000	5,100,000
State appropriations and other revenue	1,350,057	1,350,057	1,350,057	1,350,057	1,350,057	1,350,057
Total Revenue	14,457,151	\$15,032,790	\$15,608,430	\$16,184,069	\$16,759,708	\$17,335,347
Total Expense	14,821,209	14,821,209	14,971,209	14,971,209	15,121,209	15,121,209
Net before transition support	\$ (364,058)	\$ 211,581	\$ 637,221	\$ 1,212,860	\$ 1,638,499	\$ 2,214,138
Transition support (net one-time costs)	500,000	500,000	500,000	500,000	500,000	500,000
Net surplus/(deficit)	\$ 135,942	\$ 711,581	\$ 1,137,221	\$ 1,712,860	\$ 2,138,499	\$ 2,714,138

The first column (Pro Forma FY 2022) shows projected revenues and expenses based on current 2020-21 enrollments of 671 student FTE (the average of fall 2020 enrollment of 717 FTE students and forecasted spring 2021 enrollment of 625 FTE students). Each of the other columns presents forecasted revenues and expenses at higher levels of enrollment. The figures presented as “net before transition support” show net cash flow from recurring revenues and expenses. The bottom line “net surplus/(deficit)” shows net cash flow after \$500,000 of non-recurring state “transition support” is added.

The schedule above models the net tuition and fee impact that additional students could bring to the UT campus in Giles County. This schedule also models the potential impact of additional room and board revenue to show how additional students could impact auxiliary revenues. Growth in room and board revenue assumes that 42% of students reside on campus. State funding includes recurring annual appropriations of \$5.1 million and non-recurring “transition support” of \$500,000 (i.e., \$995,000 of one-time state funding less \$495,000 of transition expenses such as signage and marketing.)

MMC has capacity to add enrollments with few additional costs. MMC officials project adding one additional faculty position and one additional staff position for every 100 new students. The combined

salary and benefits costs for the two positions are estimated to be approximately \$150,000. These cost increases are included in the “total expense” figures above in the columns for 100 and 200 additional students.

Two additional items to consider during the FY 2021-22 transition period are short-term operating debt and state requirements on reserves held to ensure liquidity. MMC projects having short-term debt of approximately \$1.5 million as of June 30, 2021. If UT assumes this debt, the state constitution requires that it be paid in full before the end of the FY 2021-22 fiscal year. In addition to discharging this debt, a new UT campus would be required to finish FY 2021-22 with sufficient unrestricted net assets to offset all receivables, encumbrances, and inventories and to provide an unallocated contingency fund of 2 percent to 5 percent of annual operating expenditures. This is projected to be approximately \$700,000. Enrollments would need to increase by over 200 student FTEs to fully fund these requirements during 2021-22. It is likely that alternative short-term funding sources will be needed to cover at least some of these requirements.

While these projections provide a general sense of financial prospects for future years beyond 2021-22, there are some cost factors that are not shown here. MMC is currently funding five positions with a grant that will gradually phase out over the next five years. This will add approximately \$80,000 to general fund salary and benefits expenses each year. Also, a new UT campus would eventually be assessed an annual charge of approximately \$130,000 for its share of UT’s system-wide shared services. These two items would eventually add around \$530,000 to annual operating expenses. Enrollment growth of around 70 student FTEs over the next five years would be sufficient to offset these costs.

Housing Analysis

The Office of Capital Projects (OCP) team analyzed the need for housing as enrollment grows. The following table shows the current housing capacity, as of fall 2020:

MMC Student Housing Capacity, Fall 2020

Number of beds	400
Beds in use	285
Beds open	115
Percentage of students in housing (285/739*)	39%

*Enrollment of 739 represents estimated full-time equivalent.

To determine the additional number of beds needed as enrollment grows toward the target of 1,500 in the near term, the team projected needs at various ranges, including the current rate of 39 percent, as well as a low of 30 percent and a high of 45 percent.

Review of Future Housing Needs

Enrollment	Percentage on campus	Current Capacity	Total Beds Needed	Additional Bed Needs	Additional Bed Needs @ 95% Occupancy
1200	30%	400	360	-40	-21
1500	30%	400	450	50	74
1200	39%	400	463	63	87
1500	39%	400	578	178	209
1200	45%	400	540	140	168
1500	45%	400	675	275	311

Current rates for campus housing at UT's three undergraduate campuses, as seen in the following table, suggest the rates used in the analysis above are reasonable.

UT Campus Housing Rates for Undergraduate Students

Campus	Rate*
UTC	35.5%
UTK	31.5%
UTM	27%

*Spring 2020 Data

OCP's initial cost estimate for building residential housing is \$75,000 per bed (not including land acquisition costs). As the above table of "Future Housing Needs" shows, if 39 percent of enrolled students needed housing, an estimated 87 beds would be needed for an enrollment of 1,200, resulting

in an estimated cost of \$6,525,000, and 209 beds for the target enrollment of 1,500, which is an estimated cost of \$15,675,000. Staff are reviewing recent project history to refine the projected cost per bed.

Preliminary discussions between MMC and University officials have raised the possibility of public-private partnerships as a means of meeting projected housing needs. These discussions will continue.

Classroom Analysis

The Office of Capital Projects evaluated classroom space needs as enrollment grows. For planning purposes, the Tennessee Higher Education Commission (THEC) space guidelines are based on each classroom being scheduled for 30 hours per week with 60 percent of seats filled. This standard represents a minimum expectation; institutions may exceed this standard when necessary.

Current square footage for MMC classroom space is 13,526. The following tables show the amounts of square footage required at various utilization rates and enrollment levels. For purposes of this analysis, the THEC class size category of 21-26 was used for new enrollment, and for every increase of 150 full-time equivalent (FTE) students, 30 class sections were added.

Summary of Enrollment vs Required Square Feet

Classrooms (60% utilization)

FTE	@ 30hrs/wk	@ 36hrs/wk	Existing Sq Ft
797	11,398	8,606	13,526
950	13,558	10,046	
1100	15,718	12,206	
1250	17,878	13,646	
1500	21,478	17,246	

Classrooms (66% utilization)

FTE	@ 30hrs/wk	@ 36hrs/wk	Existing Sq Ft
797	10,383	7,839	13,526
950	12,327	9,135	
1100	14,271	11,079	
1250	16,215	12,375	
1500	19,455	15,615	

Based on this analysis, increases in enrollment of 400-500 students can be accommodated by increasing the number of hours per week classrooms are scheduled and/or increasing the targeted utilization rate (number of seats filled). To reach the near-term enrollment goal of 1,500, the campus would need to acquire, renovate/add on, or build additional space.

At 1,500 FTE students, with either increasing the number of hours a classroom is scheduled and/or increasing the seat utilization, a range of 2,089 – 3,720 additional square feet of classroom space is projected to be needed.

Lab space will also need to be evaluated as the acquisition process proceeds. At the present time, lab spaces for some disciplines (e.g. biology) appear to also be used as classroom lecture spaces. The space standards formula can only count a space in one category or the other, and currently these instances are included as classroom space.

ENGAGING STAKEHOLDERS

Strategy: In keeping with UT’s commitment to transparency, information related to the potential acquisition of MMC will be shared with all UT stakeholders in a variety of formats.

Over the past several months, President Boyd has participated in monthly meetings with the University Faculty Council (UFC) to give updates on matters across the system, including the possible acquisition of Martin Methodist College. During these meetings, leaders of faculty senates from across the system had an opportunity to ask questions and voice concerns. In addition to meetings with the UFC, President Boyd met with leadership from the UT Knoxville Faculty Senate on December 16 to discuss concerns brought to the Board on December 9. The meeting went well, and no additional concerns or issues were discussed.

Going forward, President Boyd will continue to provide updates and take questions at monthly UFC meetings. In addition, UFC is considering the possibility of inviting two members of the Martin Methodist faculty to attend future meetings.

The following tables summarize engagement activities for the various audiences impacted by the proposed acquisition.

Engagement Activities

Audience	Activities	Timeline
<i>UT</i>		
<ul style="list-style-type: none"> Faculty 	<ul style="list-style-type: none"> Meeting with University Faculty Council Meeting with UTK Faculty Senate Leadership Virtual town hall with UTM faculty and staff Email dissemination of updates Social media Media stories 	Oct. 22, Nov. 18 Dec. 16 Nov. 18 Ongoing Ongoing Ongoing
<ul style="list-style-type: none"> Staff 	<ul style="list-style-type: none"> Meeting with Employee Relations Advisory Board Virtual town halls Email dissemination of updates Social media Media stories 	Nov. 30 Every other month Ongoing Ongoing Ongoing
<ul style="list-style-type: none"> Students 	<ul style="list-style-type: none"> Meeting with systemwide SGA representatives Social media Media stories 	Oct. 12 Ongoing Ongoing
<ul style="list-style-type: none"> Alumni/donors 	<ul style="list-style-type: none"> Email dissemination of updates 	Ongoing

	<ul style="list-style-type: none"> • Social media • Media stories • Updates in <i>Our Tennessee Magazine</i> • Meeting with UTAA Board of Governors • Meeting with President's Council 	<p>Ongoing</p> <p>Ongoing</p> <p>January 2021</p> <p>Oct. 23</p> <p>Oct. 2, Dec. 4</p>
<ul style="list-style-type: none"> • Legislators 	<ul style="list-style-type: none"> • One-on-one visits • Email dissemination of updates • Social media • Media stories 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
<ul style="list-style-type: none"> • General Public 	<ul style="list-style-type: none"> • Social media • Media stories 	<p>Ongoing</p> <p>Ongoing</p>

Audience	Activities	Timeline
<i>Martin Methodist</i>		
<ul style="list-style-type: none"> • Faculty 	<ul style="list-style-type: none"> • Town hall meeting with President Boyd • Media stories • Email dissemination of updates • Social media • Participation in focus groups 	<p>Sept. 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec. 14-15</p>
<ul style="list-style-type: none"> • Staff 	<ul style="list-style-type: none"> • Town hall meeting with President Boyd • Media stories • Email dissemination of updates • Social media • Participation in focus groups 	<p>Sept. 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec. 14-15</p>
<ul style="list-style-type: none"> • Students 	<ul style="list-style-type: none"> • Town hall meeting with President Boyd • Media stories • Email dissemination of updates • Social media • Participation in focus groups 	<p>Sept. 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec. 14-15</p>
<ul style="list-style-type: none"> • Alumni/donors 	<ul style="list-style-type: none"> • Town hall meeting with President Boyd 	<p>Sept. 24</p>

	<ul style="list-style-type: none"> • Media stories • Email dissemination of updates • Social media • Participation in focus groups 	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec. 14-15</p>
<ul style="list-style-type: none"> • Southern Middle Tennessee Residents 	<ul style="list-style-type: none"> • Town hall meeting with President Boyd • Media stories • Social media • Rotary Club meeting • Participation in focus groups 	<p>Sept. 24</p> <p>Ongoing</p> <p>Ongoing</p> <p>Dec. 11</p> <p>Dec. 14-15</p>

NEXT STEPS

In anticipation of MMC's transition from a private institution to a UT campus, each UT System Administration office that would be impacted is beginning 2021 by developing operational plans to guide the transition. The attorneys in the General Counsel's office continue to work on the formal asset transfer agreement. The staff in the Office of Government Relations and Advocacy are working through the legislative process.

An update on these and other key activities will be provided at the winter meeting on the Board of Trustees in February.

Attachment

Impact of Raising College-Going Rates to the State Average

2019 TN Public High School Graduates and Post Secondary Enrollment in MMC Recruiting TN Counties

If TN County CGR >= 61.8% (2019 TN CGR Avg)

County	CGR2019	#PS Enroll	#HS Grads	# MMC PS Enroll	%MMC Marketshare of PS Enroll	CGR 2019	#PSEnroll >= 61.8%	%MMC Mrktshare	# MMC PSEnroll
Giles	48.2%	123	255	33	26.8%	61.8%	158	26.8%	42
Lawrence	66.5%	336	505	21	6.3%	66.5%	336	6.3%	21
Maury	62.0%	474	765	11	2.3%	62.0%	474	2.3%	11
Lincoln	65.5%	213	325	10	4.7%	65.5%	213	4.7%	10
Rutherford	63.5%	2,313	3,643	7	0.3%	63.5%	2,313	0.3%	7
Bedford	48.5%	273	563	6	2.2%	61.8%	348	2.2%	8
Davidson	57.2%	2,643	4,622	6	0.2%	61.8%	2,856	0.2%	6
Hardin	51.0%	130	255	5	3.8%	61.8%	158	3.8%	6
Lewis	57.8%	63	109	5	7.9%	61.8%	67	7.9%	5
Montgomery	53.7%	1,199	2,234	5	0.4%	61.8%	1,381	0.4%	6
Williamson	84.9%	2,617	3,081	5	0.2%	84.9%	2,617	0.2%	5
Sumner	65.3%	1,293	1,980	4	0.3%	65.3%	1,293	0.3%	4
Dickson	57.4%	324	564	3	0.9%	61.8%	349	0.9%	3
Franklin	57.3%	193	337	3	1.6%	61.8%	208	1.6%	3
Grundy	54.5%	84	154	3	3.6%	61.8%	95	3.6%	3
Cheatham	58.1%	237	408	2	0.8%	61.8%	252	0.8%	2
Madison	60.5%	462	764	2	0.4%	61.8%	472	0.4%	2
Marshall	55.7%	219	393	2	0.9%	61.8%	243	0.9%	2
Perry	85.5%	53	62	2	3.8%	85.5%	53	3.8%	2
Robertson	58.2%	425	730	2	0.5%	61.8%	451	0.5%	2
Shelby	60.0%	5,276	8,791	2	0.0%	61.8%	5,433	0.0%	2
Smith	57.8%	129	223	2	1.6%	61.8%	138	1.6%	2
Warren	60.5%	242	400	2	0.8%	61.8%	247	0.8%	2
Blount	61.7%	799	1,296	1	0.1%	61.8%	801	0.1%	1
Cumberland	53.0%	232	438	1	0.4%	61.8%	271	0.4%	1
Hamblen	64.3%	475	739	1	0.2%	64.3%	475	0.2%	1
Hickman	66.0%	163	247	1	0.6%	66.0%	163	0.6%	1
Houston	44.1%	49	111	1	2.0%	61.8%	69	2.0%	1
Humphreys	63.6%	112	176	1	0.9%	63.6%	112	0.9%	1
Macon	56.7%	140	247	1	0.7%	61.8%	153	0.7%	1
McNairy	65.4%	195	298	1	0.5%	65.4%	195	0.5%	1
Coffee	57.0%	344	604	-	0.0%	61.8%	373	0.0%	-
Decatur	78.9%	86	109	-	0.0%	78.9%	86	0.0%	-
Moore	72.7%	48	66	-	0.0%	72.7%	48	0.0%	-
Wayne	62.8%	103	164	-	0.0%	62.8%	103	0.0%	-
TOTAL		22,067	35,658	151			23,003		167

Prepared by UT System Institutional Effectiveness, December 2020

Data Source: Tennessee Higher Education Commission (THEC), December 2020

1 There were 151 TN public high school graduates in May 2019 who subsequently enrolled as first time freshmen at Martin Methodist College (MMC) in fall 2019.

2 If the college going rate in those TN counties was below 61.8% but was increased to the state average of 61.8%, an additional 16 students (167) would be estimated to have enrolled at MMC in fall 2019, based on MMC's percentage of post secondary (college going) enrollment percentage from those counties.