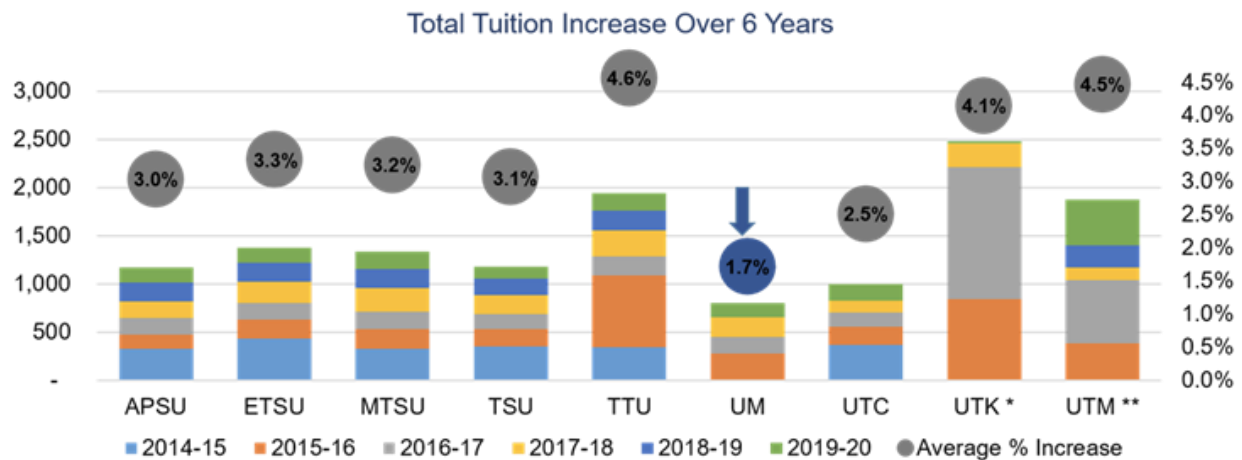


Dear Campus Community:

Welcome back for the spring semester, and I hope your new year is off to a good start. Since I started my tenure as president, our leadership team has made a firm commitment to raise the wages of our lowest paid employees. As I have mentioned on many occasions, we are doing so in a financially responsible and sustainable manner. We have an equally firm commitment to also keep the cost of education low for our students.

Over the past five years, we have made incremental progress in raising hourly pay. Most recently, in 2018 we increased the minimum wage from \$10.10 per hour to \$10.60 per hour and then in 2019, we again increased the University's minimum wage to \$11.11 per hour. We did so while also keeping our tuition and fee increases at the lowest level among all institutions of higher education in the State of Tennessee (see the chart below).



The University of Memphis continues to make significant progress as a university community, across all domains, particularly in our efforts to create operational efficiencies. Accordingly, I am pleased to announce that as a result of our continued efforts we will be increasing the minimum wage for all of our regular hourly wage employees to \$13.00/hour by July 1, 2020. The increase will occur in two increments with the first incremental increase effective April 1, 2020, moving the minimum wage from \$11.11 per hour to \$12 per hour, and the second increase effective July 1, 2020 moving the wage to \$13 per hour.

Thank you for your hard work and continued commitment to our students, the City of Memphis and the State of Tennessee. Our success is the direct result of the dedication of our faculty, staff and students.

Best Regards,

M. David Rudd, Ph.D., ABPP

President

Distinguished University Professor of Psychology



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