

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES

MINUTES OF THE ACADEMIC AFFAIRS AND STUDENT SUCCESS COMMITTEE
June 6, 2017
Memphis, Tennessee

The Academic Affairs and Student Success Committee of The University of Memphis Board of Trustees met at 9:00 a.m. CDT, on Tuesday, June 6, 2017, on the campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER

Chair Graf called the meeting to order.

II. ROLL CALL

University Counsel and Acting Secretary Melanie Murry called the roll, and the following Academic Affairs and Student Success Committee members were present:

Trustee Douglas Edwards*
Trustee Marvin Ellison*
Trustee R. Brad Martin*
Trustee David North*
Trustee Carol Roberts*
Trustee Katharine Schaffzin*
Trustee Taylor Mayberry

*Voting members

Secretary Murry announced the presence of a quorum. Other Trustees, administrative staff, faculty and members of the media were also present.

III. Election of Board Chair and Vice Chair

Trustee Graf opened the floor for nominations. Trustee Roberts nominated Trustee Kate Schaffzin to serve as Chair of the Committee. There were no other nominations.

Trustee Graf asked for all those in favor of Trustee Schaffzin to signify by saying "Aye". Trustees voted unanimously for Trustee Schaffzin to serve as Chair of the Committee.

Trustee Graff turned the meeting over to Chair Schaffzin who opened the floor for nominations for Vice Chair of the Committee. Trustee North was nominated by Trustee Roberts. There were no other nominations. Trustee Schaffzin asked for all those in favor of Trustee North to signify by saying "Aye". Trustees voted unanimously for Trustee North as Vice Chair of the Committee.

IV. New Academic Programs

Provost Weddle-West reviewed background of Agenda Item 4, Approval of New Academic Programs. A summary of each program was presented as described in the agenda. Trustee Schaffzin moved that the Committee recommend the following for adoption by the Board of Trustees.

COMMITTEE RECOMMENDATION:

The Academics, Research and Student Success Committee recommends the Board approve the Doctor of Liberal Studies Program, Bachelor of Professional Studies in Commercial Aviation, and Master of Science in Biostatistics, which will be submitted to the Tennessee Higher Education commission for approval.

The motion was moved by Trustee Roberts and seconded by Trustee Martin. Trustee Schaffzin opened the floor for discussion. Trustee Edwards asked that the Board give the Deans direction as to which programs they would like to see added going forward - that are important to our community and our state. He suggests that the Deans deserve some direction as to the kind of programs the University would offer and that the Board should provide input. Provost Weddle-West and President Rudd welcomed the advice and commented that a matrix to show gaps in curriculum will be provided as foundational information prior to the next Board meeting. Trustee Martin continued the discussion to suggest the gaps be reviewed considering market demand. Trustee North suggested that it be reviewed not just for historical or present day gaps, but to look at what we need to build for the future. Provost Weddle-West and President Rudd suggested a whole session on just this topic with an internal review of programs. Trustee Ellison stated that enhancement of current programs is also important to the review, such as digital and social marketing, to make programs more relevant. Trustee Johnson commented that enhancing these type of programs (MS Biostatics) is the type of process we need to supplement workforce areas such as healthcare. Trustee Ellison also shared that he would be willing to help, including send members of his marketing team to the University to serve as consultants. President Rudd suggested that the University implement a process to integrate external expertise into the review process for evolution and enhancement of degrees. Trustee Edwards requested that the University consider enhancing those programs doing well even if at the expense of those not doing well; it is a dynamic and focused process. Trustee North noted that this first working Committee meeting is setting the tone for University overall; therefore, do not be misled that the Board wants more work sessions or that the Board has more insight, but that we welcome the University to bring forward ideas and move forward with knowledge in order to support the enhancements of the future. Provost Weddle-West stated that she and President Rudd talked about the strategic plan and how valuable the Board will be in the creation of the

plan, which would include program development (new, enhancing, sun setting) based on needs and markets - not solely based on THEC or accreditation standards.

Trustee Schaffzin restated the motion and the motion was passed unanimously.

V. Tenure Upon Appointment

Chair Schaffzin recognized Provost Weddle-West to present the list of faculty members recommended for tenure upon appointment.

Trustee Schaffzin moved that the Academic Affairs and Student Success Committee recommend the following Resolution for adoption by the Board of Trustees.

The Academics, Research, & Student Success Committee recommends the Board of Trustees grant tenure to Dr. Aram Dobalian, Dr. Shelley Keith, and Dr. Michael Monahan, upon appointment.

Trustee Schaffzin called for a motion which was properly seconded. Chair Schaffzin called for discussion – there was none. The Chair restated the motion and called for a voice vote.

Motion: The Academics, Research, & Student Success Committee met June 6, 2017, and recommends the board grant tenure to Drs. Dobalian, Keith, and Monahan upon appointment.

. The vote was unanimous to adopt the recommendation.

VI. Recruitment, Enrollment and Completion Initiatives

Chair Schaffzin recognized Provost Karen Weddle-West to discuss recruitment, enrollment and completion initiatives. Dr. Weddle-West introduced James Day, Vice President and Managing Director for Hardwick Day. Mr. Day presented the University's strategy to optimize enrollment, scholarships and financial aid through the use of predictive analytics. Discussion that followed included comments from Trustee Martin asking if the revenue optimization model factored in the completion and student success rate components of the State formula. Mr. Day reported that it can and often the variables that speak to first year persistent is often included. Trustee Roberts asked where the process for offering aid resides. President Rudd responded that it falls in the Office of Provost area; part of the difficulty was that traditionally the University was granting scholarships heavily at the top end; with the decrease in the discount rate, the University is able to provide aid with a greater dispersion across students. He further commented that retention is up because students work less because they have increased financial support. Provost Weddle-West described other initiatives that the University has implemented to increase retention such as "buy one get one free" for summer enrollment. Trustee Johnson noted that 83% of the Shelby County School students qualify for free/reduced lunch, adding that the University needs more innovative programs such as these to deal these types of financial issues. President Rudd noted that the University pilots every program we do; making small investments prior to dedicating significant resources. Trustee North asked if the

University has a fully implemented need-based aid model. President Rudd commented that the University is working to establish one within the next few years.. Trustee Roberts asked considering the financial challenges for students, is the University's financial aid office able to be a proactive resource for students. Provost Weddle-West noted that there are financial literacy programs, opportunities for students to complete FAFSA, and other outreach programs sponsored by the financial aid office. Several Trustees echoed that a sensitive and responsive structure is needed to build a positive culture with parents and students.

Provost Weddle-West presented highlights in Academic Affairs and accomplishments resulting from initiatives to increase enrollment, retention and graduation rates.

Dr. Richard Irwin, Vice Provost Academic Innovation and Student Support Services, presented the UofM Global initiative that offers 60-degree programs that are 100 percent online.

VII. Title IX Compliance Overview

Dr. Darrell Ray presented an overview of Title IX compliance strategies.

VIII. Memphis Research Consortium

Dr. Andy Meyers presented an overview of the Memphis Research Consortium and the Emerging University Fund Initiative. Trustees Martin and North asked about the significance of the Carnegie designation. Dr. Meyers and President Rudd responded that is important for issues such as categorizing the University's research productivity, recruiting faculty, and recruiting students.

IX. OTHER BUSINESS

There was no further business to come before the Committee.

X. ADJOURNMENT

With no further business, Chair Schaffzin moved to adjourn the meeting.