














June 2024 Board Meeting

Schedule	Wednesday, June 5, 2024 10:00 AM — 12:00 PM CDT
Venue	UofM Lambuth - Jackson, TN
Organizer	Colton Cockrum

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Presented by Cato Johnson	
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1. Call to Order and Opening Remarks

Presented by Cato Johnson

2. Roll Call and Declaration of Quorum

Presented by Colton Cockrum

3. Approval of Full Board Meeting Minutes from March 13, 2024

Presented by Cato Johnson

**The University of Memphis
Board of Trustees
Full Board Minutes
December 12, 2023**

Agenda Item 1: Call to Order and Opening Remarks

Chairman Johnson called the meeting to order.

Agenda Item 2: Roll Call and Declaration of Quorum/Meeting of Necessity

Chairman Edwards recognized Board Secretary, Colton Cockrum to call the roll.

Secretary Cockrum called the roll. The following trustees were in attendance:

Trustee Ellison – Trustee Ellison joined the meeting virtually (Zoom) and confirmed that he was alone and could hear the meeting.

Chairman Johnson

Trustee McKinney

Trustee North

Trustee Edwards

Trustee Marchetta

Trustee Carter

Trustee Springfield

Secretary Cockrum announced the presence of a quorum.

Agenda Item 3: Approval of December 12, 2023, Meeting Minutes

Chairman Johnson called for a motion to approve the meeting minutes for the December 12, 2023, meeting. The motion was made by Trustee Edwards and properly seconded. A roll call vote was taken by Secretary Cockrum, and the meeting minutes were approved.

Agenda Item 4: Request to Address the Board

Peter Maher made remarks to the Board regarding issues around open records requests.

Agenda Item 5: President's Update

President Hardgrave recognized Colton Cockrum as the new secretary overseeing his first meeting. He then recognized Melanie Murry for her years of service as the previous secretary of the Board.

President Hardgrave explained that it was a year ago that the Board approved the strategic plan and since then the university had been working on the structure of the institution and this

included the hiring of new administrators. He outlined some of those changes in regard to positions that have been filled and will be filled soon.

President Hardgrave highlighted the progress of research as it related to the strategic plan, including that the institution almost hit \$100 million in research expenditures in the past year. He mentioned also that the increased capacity of the research enterprise has allowed the institution to engage with outside funding sources such as the Department of Defense and others.

President Hardgrave introduced Dr. Daniel Foti, who has partnered with the Department of Defense in his research agenda.

Agenda Item 6: Presentation by Dr. Daniel Foti, Cavitation Model to Full Scale

Dr. Foti presented his research, Cavitation Model to Full Scale.

After the presentation, Trustee North made comments about how Dr. Foti's research has enhanced the university in multiple ways including that it enhanced the university's R1 mission, it hires other individuals, and it partners with a local entity. Chairman Johnson said he was glad to see that the Tennessee Department of Transportation was a partner in this research. Trustee Marchetta added how this research was a great example of how a project was accomplished with the help of a team.

President Hardgrave thanked our federal delegation for their support. He added that how Dr. Dhaliwal's team has done a great job of working with our federal delegation. President Hardgrave mentioned that our research adds value to the defense of our country and that our federal delegation recognizes the work that we do. President Hardgrave thanked Dr. Foti for his research and work and for building the reputation of the university.

President Hardgrave concluded his report.

Agenda Item 7: Reports and Recommendations of the Academic and Student Affairs Committee

Chairman Johnson recognized Trustee Marchetta to give a report of the Academic and Student Affairs Committee.

Trustee Marchetta explained that in the Academic and Student Affairs committee, Dr. Russomanno presented a revised institutional mission statement and that the committee had voted to approve this revised version. He made a recommendation that the full board, in the form of a motion, vote to approve the revised institutional mission statement. The motion was made and properly seconded. Secretary Cockrum conducted a roll call vote. During the roll call vote on this item, Secretary Cockrum confirmed with Trustee Ellison that he was alone and could hear him, since Trustee Ellison joined the meeting after the initial roll call and declaration of quorum vote. The motion passed unanimously.

Trustee Marchetta mentioned that the Provost provided a report on the academic programs that were eliminated. These items did not require a vote, just a notification to the Board.

Trustee Marchetta recognized the efforts of Provost Russomanno and Deb Tollefsen for their work in getting health insurance for the university's graduate students.

Trustee Marchetta concluded his report.

Agenda Item 8: Reports and Recommendations of the Advancement Committee

Chairman Johnson recognized Trustee Carter to give a report of the Advancement Committee. Trustee Carter mentioned that the committee meeting was the inaugural meeting of the Advancement Committee. He mentioned that he is excited for the upcoming hiring for the Senior Vice President for Advancement.

Trustee Carter explained that the committee was provided information on a report on where it stands and where it plans on going with advancement activities.

Chairman Johnson confirmed that the Advancement Committee was one that was created last year and it is desperately needed. Chairman Johnson thanks Trustee Carter for his leadership.

Agenda Item 9: Reports and Recommendations of the Finance and Audit Committee

Chairman Johnson recognized Trustee McKinney. Trustee McKinney mentioned that Jeff Delaney, Chief Information Officer, provided the quarterly update on the Information Security Program. He then explained how Vicki Deaton, Chief Audit Executive, provided an update on audit activities that included: Summary of audit issues that were evaluated for completion this quarter, internal audit investigations that were resolved, external audit reports for the Auxiliary Services Foundation, external audit reports for The Herff Trust, and the Application of Agreed-Upon Procedures for the University of Memphis' Intercollegiate Athletics Program Statement of Revenues and Expenses. He also mentioned that Mrs. Deaton provided a review on the results of an internal audit client satisfaction survey.

Trustee McKinney stated that the committee heard from Rene Bustamante, Executive Vice President, Chief Operating & Financial Officer who provided the FY 2023 annual financial audit report, the 2025-2026 capital budget proposal, and the Park Avenue Campus financing MOU agreement. Trustee McKinney stated that the committee heard from Greg DuBois who explained the purpose of the University of Memphis Real Estate Foundation. Trustee McKinney mentioned that the committee had taken up three items for approval.

Trustee McKinney called for a motion to approve the FY 2025-2026 Capital Budget Request. Trustee Springfield made the motion and it was properly seconded. Secretary Cockrum called a roll call vote. The motion passed unanimously.

Trustee McKinney then called for a motion to approve to enter into an MOU with Madrone Community Development Foundation, as reflected in the meeting materials. The motion was made and properly seconded. Secretary Cockrum called a roll call vote and the motion passed unanimously.

Trustee McKinney asked for a motion and a second to authorize the creation of the University of Memphis Real Estate Foundation. Trustee Springfield made the motion and it was properly seconded. Secretary Cockrum called a roll call vote and the motion passed unanimously.

Trustee McKinney concluded his report.

Agenda Item 10: New Business

Chairman Johnson recognized President Hardgrave. President Hardgrave recognized Trustee Edwards for his prior work as chair of the Board of Trustees. Trustee North made remarks about the pleasure of serving as chair of the Board during that time. Trustee North recognized the work that Trustee Roberts did in the hiring of the current President. Chairman Johnson thanked Trustee North his work.

Agenda Item 11: Additional Business

Agenda Item 12: Adjournment

Chairman Johnson asked for a motion and second to adjourn the meeting. A motion and second was made and the meeting was adjourned.

4. President's Update

Presentation

Presented by Bill Hardgrave

5. DPT Presentation

Presentation

Presented by Jacque Bradford

UofM Doctor of Physical Therapy (DPT) Program

College of Health Sciences

Dr, Jacque Bradford
Founding Program Director

June 5, 2024
Meeting Location



**Board of
Trustees**

JUNE 2024

What?



- **Doctor of Physical Therapy program in the College of Health Sciences**
 - 40 students per cohort x 3 cohorts
 - Largest cohort graduate program at UofM aside from Law
- 3–year traditional program, 120 credit hrs
- **Innovative curriculum**
 - Simulation learning experiences
 - Competency-based education
 - **Research**
 - Professional portfolio

*To graduate entry-level physical therapists who provide evidence-based care from a service-oriented world view with special emphasis on **rural healthcare settings**. Our graduates will use **sound clinical judgement** to deliver compassionate, patient-centered care, demonstrating respect for cultural, racial and ethnic differences while acting with professional responsibility and high moral character.*

*To develop physical therapists prepared to practice **autonomously** in rural communities and as part of an interprofessional healthcare team, serving as **leaders** within the physical therapy profession, and **addressing disparities** in healthcare access and education through advocacy for patients, the profession and students from under-represented groups.*

Where?

- Situated on UofM Lambuth campus in Jackson, TN
- Hyde Hall
 - 3 Classrooms
 - 3 Skills labs
 - 2 Dedicated simulation units
 - Research lab
 - Student study room
 - Faculty offices in same building
- Renovation and design planning in process

Physical Therapist: a health professional trained to **evaluate and treat** people who have conditions or injuries that limit their ability to move and do physical activities; **movement experts**

Prospective students:

- Individuals interested in a healthcare career
- Athletes, fitness/health enthusiasts
- Enjoy working with people, service-oriented
- Interested in researching human movement

Pre-admission advising has already commenced as a recruitment tool.

When?

Process to develop this program
with the Dean and CHS leaders;
THEC approval in 2021

Faculty & admin
searches commence

Application cycle
opens in June

Charter class
matriculates – Aug.

Charter class
graduates from
accredited DPT
program in May

2018

2024

2025

2026

2028

2029

Program director
started in Jan 2024
(goal: March 2024)

Space renovations
begin

Candidacy paperwork
submitted - Nov.

Candidacy onsite
visit April 2026;
Candidacy granted

Accreditation site
visit Aug-Dec.

Why?

- 4 public DPT Programs
 - UTHSC, TSU, UTC, ETSU
- 3 private DPT programs
 - Belmont, LMU, South College



- Inadequate seats exist for the number of qualified students who apply for acceptance into these programs each year.
 - Most DPT programs nationally turn away 80% or more of applicants each year

Workforce data

EAB feasibility study

- Indicates significant growth in the profession of physical therapy (22% through 2028)
 - TN = 300- 500 job postings are noted each day through online job sites such as indeed.com
- “Among the fastest growing professions”
 - 2016-2026 (data generated from the Tennessee Government, Occupational Projections [Long-Term] for Multiple Occupations in Tennessee in 2016-2026).

TN Dept of Labor & Workforce Development Report 2024:

- Health sciences occupations – physical therapists

Workforce data

TN Dept of Labor & Workforce Development Report 2024:

- Employment in healthcare sector is projected to experience 1.8 million job opening annually from 2022-2023, attributing to the aging demographics
- TN is 5th in the southeast for its proportion of residents aged 65 and older
- TN's demand for allied health professionals is on an upward trend

U.S. News & World Report lists physical therapist as the #3 "best job" in healthcare and #6 overall, based on number and percentage of projected openings from 2021 to 2031 as determined by the U.S. Bureau of Labor Statistics



The DPT program will be great for the following reasons:

1. Address workforce needs in West TN
2. Address student needs pertaining to DPT admission
3. Address patient needs in rural West TN
4. Address University needs to increase graduate enrollment

	Planning Year (2024-2025)	Planning Year (2025-2026)	Year 1 (2026-2027)	Year 2 (2027-2028)	Year 3 (2028-2029)
In-state Tuition*	\$0	\$0	~\$373,800 (30 students)	~\$747,600 (60 students)	~\$1,121,400 (90 students)
Out-of-state Tuition**	\$0	\$0	~\$290,000 (10 students)	~\$580,000 (20 students)	~\$870,000 (30 students)
Totals	\$0	\$0	~\$663,800 (40 students)	~\$1,327,600 (80 students)	~1,991,400 (120 students)

*In-state tuition: \$6,230/semester; **Out-of-state tuition: ~\$14,500/semester (assuming 18 credit hours)

Estimate does not include summer tuition—specific program of study TBD

Current processes:

- **Marketing**
 - High school and undergraduate recruitment fairs
 - Jackson news and community appearances
 - Pre-admission advising
 - Presence at UG new student orientations
 - UofM Lambuth and UofM CHS recruitment and enrollment office representation
- **Program development**
 - Accreditation process
 - Faculty and staff recruitment
 - Curriculum and policy development

Continued Need:

- Support for clinical affiliations (referrals)
- Financial support
 - Scholarships
 - Funding for professorships
 - Research lab equipment
 - White coat ceremony
 - Facility and building naming rights
- Faculty and student recruitment

THANK YOU!

6. Reports and Recommendations from Academic and Student Affairs Committee

Presented by Jeffrey Marchetta

7. Reports and Recommendations from Governmental Affairs & Public Policy Committee

Presented by Doug Edwards

8. Reports and Recommendations from the Finance and Audit Committee

Presented by David McKinney and Carol Roberts

9. Code of Ethics Policy Revision

For Approval

Presented by Cato Johnson

The University of Memphis Board of Trustees

For Approval

Date: June 5, 2024

Committee: Full Board Committee

Presentation Title: Code of Ethics Policy Revision

Presented by: Cato Johnson

Background: The Code of Ethics policy has been revised to reflect the new committee structure that is in place for the Board. The previous version of the Code of Ethics policy referenced the Audit Committee, which is now referred to in the policy as the Finance and Audit Committee. Additional revisions were made in Section III.

The University of Memphis Board of Trustees – Code of Ethics

Each member of the Board of Trustees is responsible for ethical conduct consistent with this Code of Ethics and with the University's bylaws. The Code of Ethics is a statement of belief in each trustee's fiduciary duty to act ethically, professionally, and in compliance with any applicable laws and regulations in all dealings within the University.

I. Governance

- a. **Public Trust.** The General Assembly of the State of Tennessee has vested the management and governance of each state university in the institution's state university board, subject to certain powers and duties maintained by the Tennessee higher education commission.¹ Trustees hold a position of public trust and are expected to carry out their governance responsibilities in an honest, ethical and diligent manner.
- b. **Time Commitment.** In undertaking the duties of the position, a Trustee shall make the commitment of time necessary to carry out the Trustee's governance responsibilities. A Trustee must regularly attend and actively participate in board and committee meetings and special assignments.
- c. **Duty of Care.** Trustees must discharge their duties, including duties as a member of a committee, in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner the Trustee reasonably believes to be in the best interest of the University. Trustees shall promote a culture of constructive debate about major initiatives and transactions and shall require management to provide information necessary to carry out the Trustees' duty of care to act in the best interest of the University. Trustees shall maintain confidentiality, as allowed by law, regarding Board or administrative decisions or future actions.
- d. **Trustee Authority.** Except as otherwise provided by law or bylaw, Trustees shall have no legal authority to act outside of Board meetings. Trustees shall avoid acting as a spokesperson for the entire Board unless specifically authorized to do so.

II. Conflicts of Interest

- a. **Conflicts of Interest Policy.** Trustees shall abide by the Conflicts of Interest Policy for the University Board of Trustees, as amended from time to time. Upon appointment and annually thereafter, Trustees shall file a financial disclosure form as required by the Conflicts of Interest Policy. The Finance and Audit Committee of the Board shall monitor compliance with the Conflicts of Interest Policy for Trustees.
- b. **Personal Benefit or Gain.** Trustees shall not use the authority, title, prestige, or other attribute of the office for personal benefit or gain for themselves, for any relative, or for any other person which would be inconsistent with the public interest. Per state law, it is unlawful for a Trustee, or Trustee's "immediate family²," to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring the appointment of any relative to any position of financial trust or profit connected with the University.³

¹ Tenn. Code Ann. § 49-8-101(a)(2)(B)

² "Immediate family" means spouse, dependent children or stepchildren, or relatives related by blood or marriage.

³ Tenn. Code Ann. § 49-8-203(g).

- c. **Prohibition against Receiving Gifts, Money, or Anything of Value.** No Trustee shall accept or receive, directly or indirectly, from any person, firm, or corporation to whom any contract for the purchase of goods or services for the state may be awarded, by rebate, gifts, or otherwise, any money or anything of value whatsoever, or any promise, obligation, or contract for future rewards or compensation.⁴ Furthermore, Trustees shall not knowingly accept gifts, favors, or gratuities from other persons or entities, including other trustees, that might affect or might have the appearance of affecting a Trustee's judgment in impartially performing the duties of the office. This section is not intended to preclude acceptance of benefits that would otherwise inure to a University donor.
- d. **Prohibition against Interfering with Work of University Employees.** Except for the purposes of inquiry or information, no trustee shall give direction or interfere with any employee, officer, or agent under the direct or indirect supervision of the chief executive officer of the University.⁵

III. Compliance

- a. **Reporting violations.** Anyone who believes that he or she has information indicating that an appointed Trustee has violated the Code of Ethics shall make a written disclosure of the facts and circumstances to the Chair of the Board of Trustees or in the alternative, to the University auditor. The Chair of the Board of Trustees shall refer alleged violations of the Code of Ethics or the Conflict of Interest Policy for Trustees to the Finance and Audit Committee. The Finance and Audit Committee shall review the allegations and determine whether removal proceedings should be initiated against the Trustee for a material violation of the Code of Ethics.
- b. **Hearing and Removal.** A Trustee may be removed from the Board for a material violation of the code of ethics by a two-thirds (2/3) majority vote of its membership. A Board vote to remove a Trustee shall only be taken after the accused Trustee has been afforded a due process contested case hearing in accordance with the Uniform Administrative Procedures Act and a finding has been made that the member did violate the board's code of ethics.⁶
- c. **Certification.** Upon appointment and annually thereafter, Trustees shall be provided with the Code of Ethics and shall certify in writing that they have read the Code of Ethics and will comply with its provisions.

Effective Date/Revisions: June 5, 2024

⁴ Tenn. Code Ann. § 12-4-106(a)

⁵ Tenn. Code Ann. § 49-8-203(h)

⁶ Tenn. Code Ann. § 49-8-204(b)-(d)

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10. Professional Development Policy Revision

For Approval

Presented by Cato Johnson

The University of Memphis Board of Trustees

For Approval

Date: June 5, 2024

Committee: Full Board Committee

Presentation Title: Professional Development Policy Revision

Presented by: Cato Johnson

Background: The Professional Development policy has been revised to reflect the new committee structure that is in place for the Board. The previous version of the Code of Ethics policy referenced the prior Governance and Finance Committee, which is no longer an active committee of the Board of Trustees.

The University of Memphis Board of Trustees – Professional Development Policy

Purpose

The purpose of this policy is to facilitate ongoing professional development for board members as required pursuant to T.C.A. § 49-8-201.

Policy

The Board recognizes the importance of ongoing professional development. In addition to the orientation and ongoing professional development training provided by the Tennessee Higher Education Commission, the Board will regularly engage in training opportunities whether through professional organizational conferences and workshops, informational sessions conducted by University personnel or outside consultants.

Effective Date/Revisions: June 5, 2024

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Effective Date/Revisions: June 5, 2024

11. Self-Assessment Policy Revision

For Approval

Presented by Cato Johnson

The University of Memphis Board of Trustees

For Approval

Date: June 5, 2024

Committee: Full Board Committee

Presentation Title: Self-Assessment Policy Revision

Presented by: Cato Johnson

Background: The Self-Assessment policy has been revised to reflect the new committee structure that is in place for the Board. The previous version of the Self-Assessment policy referenced the Governance & Finance Committee. References to that committee has been changed to Governmental Affairs & Public Policy committee.

Board of Trustees Self-Assessment Policy

The Board is committed to establishing an evidence-based planning and assessment culture that is focused on continuous improvement. This Self-Assessment Policy commits the University of Memphis (UofM) Board of Trustees to regular self-assessment in order to:

- Demonstrate that the UofM Board of Trustees and its individual members are carrying out their roles and responsibilities in an effective manner;
- Identify strengths and potential areas for improvement in the board's functioning,
- Demonstrate compliance with external reporting requirements by the University's accreditors, the federal government, or the government of the State of Tennessee, and
- Strengthen board performance.

Frequency:

The board shall conduct at least annually a self-assessment by the full membership of the board.

Responsibility

The Governmental Affairs & Public Policy Committee of the Board of Trustees shall ensure that the board self-assessment occurs at the frequency set forth in the frequency section. The Governmental Affairs & Public Policy Committee shall oversee and/or implement the board self-assessment and mission statement review process.

Process

Comprehensive Self-Assessment Survey - at the heart of the board self-assessment process is a survey of the board. Individual responses will be reported in the aggregate and without attribution.

- The board self-assessment shall be comprehensive in nature and conducted at the request of the Governmental Affairs & Public Policy Committee on a cycle no less frequent than stipulated above.
- At its discretion, the Governmental Affairs & Public Policy Committee, in collaboration with the board secretary, may choose additional methods to conduct a self-assessment including the use of a facilitator, outside consultant, or a retreat.

Results

The results of the board self-assessment shall be presented to the Board of Trustees during a regularly scheduled Governmental Affairs & Public Policy Committee meeting. Results shall be maintained in the record to demonstrate compliance to external agencies.

Revised: June 5, 2024

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12. Appointment of Student Trustee

For Approval

Presented by Bill Hardgrave

The University of Memphis Board of Trustees

For Approval

Date: June 5, 2024

Committee: Full Board Committee

Presentation Title: Appointment of Student Trustee - Seth Khokhar

Presented by: Bill Hardgrave

Background:

The University of Memphis Board of Trustees Bylaws specify there be one nonvoting member of the Board who shall be a student representative to be appointed by the Board. I am recommending Seth Khokhar as the selection for the Student Trustee during the 2024-25 academic year.

Seth is a Senior Marketing major from Memphis, Tennessee currently involved with the Student Ambassador Board, Student Government Association, Sigma Chi Fraternity, Tennessee Intercollegiate State Legislature, Tiger Catholic, and the Emerging Leaders Program. Within these organizations, he has been Risk Manager and President for the Sigma Chi Fraternity, as well as the Vice President of Administration for the Student Ambassador Board. Under his leadership, he was named Risk Manager of the Year for Greek Life, and Sigma Chi was awarded Outstanding Chapter of the Year, received the Leadership Development Pillar of Excellence, and raised a record amount of charitable dollars during his term as president.

Seth is deeply passionate about the city of Memphis and the University. His hobbies include involvement in local politics, including an internship with Congressman David Kustoff's office in Washington D.C. Seth looks forward to advancing the interests of his fellow students and the University as a whole. He has a deep love for the University of Memphis and believes the best is yet to come.

Recommendation:

The Board recommends approval of Seth Khokhar to serve as Student Trustee. His one-year term will be effective immediately and continue through May 31, 2025.

13. Naming of the STEM Research and Classroom Building

For Approval

Presented by Bill Hardgrave

The University of Memphis Board of Trustees

Agenda Item

For Approval

Date: June 4, 2024

Item: Naming of the STEM Research and Classroom Building

Recommendation: Approval

Presented by: Cato Johnson

Background:

On September 4, 2024, the University of Memphis will cut the ribbon and officially open the 65,000 square foot world-class STEM Research and Classroom Building where students and faculty from the Herff College of Engineering and the College of Arts and Sciences can collaborate to address societal changes and help students compete on the world stage in scientific and engineering innovation.

Recommendation (if for approval):

14. Additional Business

Presented by Cato Johnson

15. Adjournment

Presented by Cato Johnson