September 2026 Board Meeting

Schedule	Wednesday, September 2, 2026 10:30 AM — 12:00 PM CDT
Organizer	Colton Cockrum

Agenda

1. Call to Order and Opening Remarks

Presented by Robert Carter

2. Roll Call & Declaration of Quorum

Presented by Robert Carter and Colton Cockrum

3. Approval of Board Meeting Minutes from June 3, 2026 and Special Called Meeting Minutes from June 29, 2026

For Approval

Presented by Robert Carter

University of Memphis Board of Trustees
Board of Trustees
Full Board Minutes
June 3, 2026

Agenda Item 1: Call to Order and Opening Remarks

Chairman Carter called the meeting to order.

Agenda Item 2: Roll Call and Declaration of Quorum

Chairman Carter recognized Board Secretary, Colton Cockrum to call the roll. Secretary Cockrum called the roll. The following trustees were in attendance:

> Chairman Carter, Trustee Edwards, Trustee Gregory, Trustee Johnson, Trustee Keeney, Trustee Marchetta, Trustee McKinney, Trustee Springfield (Trustee Springfield joined virtually. She stated that she was alone and could hear.).
>
> Secretary Cockrum announced the presence of a quorum.

Agenda Item 3: Approval of March 4, 2026, Meeting Minutes

Chairman Carter called for a motion to approve the meeting minutes for the March 4, 2026, meeting. The motion was made by Trustee Johnson and seconded by Trustee McKinney. Secretary Cockrum took a roll call vote, and the meeting minutes were approved.

Agenda Item 4: Request to Address the Board

Chairman Carter asked Secretary Cockrum if there were any requests to address the Board. Secretary Cockrum confirmed that no requests had been made.

Agenda Item 5: President's Update

Chairman Carter recognized President Hardgrave to provide the President's update. President Hardgrave explained that the University of Memphis Board of Trustees bylaws specifies that one nonvoting member of the board be a student representative who would be appointed by the Board. President Hardgrave introduced LaDerrick Milton as the student who would be up for appointment to the Board. President Hardgrave provided the credentials of LaDerrick, including that he had been recently voted as SGA president, and asked the Board to appoint him as student trustee later in the meeting.

President Hardgrave then introduced Dr. Jacque Bradford, who oversees the Doctor of Physical Therapy Program.

Agenda Item 6: Presentation

Dr. Jacque Bradford provided an update on the Doctor of Physical Therapy program.

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

Chairman Carter recognized Trustee Marchetta to give a report of the Academic and Student Affairs Committee. Trustee Marchetta stated that the Academic and Student Affairs Committee met earlier that morning and received updates from the Executive Vice President for Academic Affairs and Provost, David Russomanno. There were several agenda items that the Provost provided that were for informational purposes only. Those items included: the changing of the name of the College of Health Sciences to the College of Health & Human Sciences and organizationally moving the Kemmons Wilson School of Hospitality & Resort Management under that college; the Provost also discussed the establishment of the School of Communication and Media, which occurred by merging two departments within the College of Communication and Fine Arts; and finally the Provost provided a list of faculty who were up for promotion within their respective college or schools.

Trustee Marchetta then explained that there were several items that were approved by the committee that would need to be approved by the full board. The first item to be approved was related to revisions to the Tenure & Academic Freedom Policy. The Academic and Student Affairs Committee voted to approve revisions to the policy and Trustee Marchetta then asked for a motion to be made to approve those revisions. Chairman Carter called for the motion and it was seconded by Trustee McKinney and seconded by Trustee Johnson. There was no discussion on the item. Chairman Carter asked Secretary Cockrum to call a roll call vote. Secretary Cockrum called a roll call vote and the motion carried.

Trustee Marchetta explained that the next item that was approved at the committee level was the approval of tenure and tenure and promotion of faculty. Trustee Marchetta asked Chairman Carter for the full board to approve this item as well. Chairman Carter called for a motion. The motion was made by Trustee Johnson and seconded by Trustee McKinney. Secretary Cockrum called a roll call vote and the motion carried.

Trustee Marchetta stated that the final item that was voted on by the Academic & Student Affairs Committee was the approval of tenure upon appointment and tenure upon reappointment for three individuals (Dr. Jung, Dr. Adkins, Dean Strickland). Trustee Marchetta asked the Chairman to make a motion to approve these appointments or reappointments. Chairman Carter called for a motion. The motion was made by Trustee Edwards and seconded by Trustee McKinney. Secretary Cockrum called a roll call vote and the motion carried.

Trustee Marchetta concluded his report.

Agenda Item 8: Reports and Recommendations of the Governmental Affairs and Public Policy Committee

Chairman Carter recognized Trustee Edwards to provide an update on the Governmental Affairs & Public Policy Committee.

Trustee Edwards mentioned that earlier in the morning the Governmental Affairs & Public Policy Committee met to address several items. The first item was a legislative update provided by Executive Director Ken Moody. The second item that was addressed in the committee was a University Schools update, which was provided by Dr. Sally Parish, Vice Provost & Director of Schools. Dr. Parish discussed the launch of the University Schools strategic plan, highlights of the inaugural graduating class of University High School, a review of the launch of Campus School Kimball, and the results of the LEAPS survey. There were several items that were approved by the committee that included the policy manual and slated items for approval.

Trustee Edwards stated that as a reminder, by law, the Governmental Affairs and Public Policy Committee serves as the school board for the University Schools system. Therefore, since the committee voted to approve this motion, it does not need to come before the full board for a vote.

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

Chairman Carter recognized Trustee McKinney for the report and recommendations of the Finance and Audit Committee. Trustee McKinney stated that the Finance & Audit Committee had met that morning. At that meeting, Angela Ross, the Chief Internal Auditor, presented several informational items to the Committee. These items included a summary of audit issued follow-up and a summary of investigations resolved. Both of those items were for information purposes only and did not require a vote of the committee or the full board.

Trustee McKinney stated that there were two agenda items presented by the chief internal auditor that the Finance & Audit Committee voted to approve and these included: the approval of the Internal Audit Charter and approval of the FY27 Internal Audit Plan. Truste McKinney then asked Chairman Carter to call for a motion for the approval of the internal audit and consulting charter. Chairman Carter called for the motion. The motion was made by Trustee Johnson and seconded by Trustee Edwards. Secretary Cocrkum called a roll call vote and the motion carried.

Trustee McKinney then asked the Chairman to call for a motion to approve the FY27 Internal Audit Plan. Chairman Carter asked for motion. The motion was made by Trustee Marchetta and seconded by Trustee McKinney. Secretary Cockrum called a roll call vote and the motion carried.

Trustee McKinney stated that Rene Bustamante, the Chief Financial Officer and Chief Operations Officer, presented two agenda items to the committee that the committee voted to approve, which included the FY27 Budget Update and the FY27 Tuition & Fees Recommendation. Trustee McKinney then asked Chairman Carter for a motion to approve the FY2025-2026 Estimated Budget and the FY2026-27 Proposed Budget and assumptions as presented in the meeting materials. Chairman Carter called for a motion. The motion was made by Trustee Johnson and seconded by Trustee Edwards. Secretary Cockrum called a roll call vote and the motion carried.

Trustee McKinney then asked for a motion to approve the FY27 tuition and mandatory fee increases as presented in the meeting materials. Chairman Carter called for the motion, and it was seconded by Trustee Johnson. Secretary Cockrum called a roll call vote and the motion carried.

Trustee McKinney stated that the last agenda item in the Finance & Audit Committee was related to the President's Review and Evaluation. He stated that the Board of Trustees is responsible for the supervision of the President and pursuant to the Presidential Review and Evaluation (PRE) policy, the President is to be evaluated on an annual basis for an evaluative period of April through March. As part of the evaluative process, the Finance and Audit Committee shall . . . take appropriate action on any recommendations regarding compensation or other terms of employment. The Committee's action will then be submitted to the full Board of Trustees for approval or modification. Trustee McKinney explained that earlier that morning Chairman Carter provided the review and evaluation for President Bill Hardgrave. The Finance & Audit Committee voted to approve this review and evaluation and he now called upon the full board to approve. Chairman Carter called for a motion. The motion was made by Trustee Johnson and seconded by Trustee Edwards. Secretary Cockrum called a roll call vote and the motion carried.

Lastly, Trustee McKinney stated that once the committee approved the Chairman's review and evaluation of President Hardgrave, it then took action regarding compensation. Trustee McKinney requested a motion to provide President Hardgrave with the amount of $100,000 in the form of deferred compensation, based on the successful review and evaluation of his job performance. Chairman Carter called for the motion and it was seconded by Trustee Johnson. Secretary Cockrum called a roll call vote and the motion carried.

Trustee McKinney concluded his report.

Agenda Item 10: New Business – Appointment of Student Trustee

Trustee Johnson stated that the University of Memphis Board of Trustees Bylaws and Tennessee Code Annotated specify there be one nonvoting member of the Board who shall be a student representative to be appointed by the Board. Chairman Carter explained that LaDerrick Milton is a rising senior criminal justice major with a minor in social work. He is an active participant in the Hardin Honors College and is involved in several student organizations including NAACP, Empowered Men of Color, TRiO, and Student Government Association. In the spring semester, LaDerrick was voted by the student body as president of the Student Government Association. A motion was called to appoint LaDerrick Milton as student trustee. The motion was made by Trustee McKinney and seconded by Trustee Johnson. Secretary Cockrum called a roll call vote and the motion carried.

Agenda Item 11: New Business – Approval of Data Severance

Trustee Carter stated that pursuant to T.C.A. § 49-8-101(a)(2)(C), and consistent with the governance framework established under the FOCUS Act of 2016, the University of Memphis Board of Trustees hereby formally requests approval from the Tennessee Higher Education Commission (THEC) to assume responsibility from the Tennessee Board of Regents (TBR) for the performance of institutional data reporting functions. Trustee Carter called for a motion. Trustee Johnson made the motion, and it was seconded by Trustee McKinney. Secretary Cockrum called a roll call vote and the motion carried.

Agenda Item 12: Additional Business

Chairman Carter asked for any additional business and there was none.

Agenda Item 13: Adjournment

Chairman Carter called for a motion to adjourn. A motion and a second was provided and the meeting was adjourned.

University of Memphis Board of Trustees
Board of Trustees
Full Board Minutes
June 29, 2026

Agenda Item 1: Call to Order and Declaration of Meeting of Necessity

Chairman Carter called the meeting to order and explained the purpose of the board convening for a meeting of necessity.

Agenda Item 2: Roll Call and Declaration of Quorum

Chairman Carter recognized Board Secretary, Colton Cockrum to call the roll. Secretary Cockrum called the roll. The following trustees were in attendance and stated that they were alone and could hear:

> Chairman Carter, Trustee Edwards, Trustee Gregory, Trustee Johnson, Trustee Keeney, Trustee McKinney, Trustee Ellison and Trustee Springfield.
>
> Secretary Cockrum announced the presence of a quorum.

Agenda Item 3: New Business – Approval of Use of Out-of-State Undergraduate Tuition and Fee Revenues Policy

Secretary Cockrum explained that a recent law required the university to implement a policy regarding the use of out-of-state tuition and fee revenues. Since the law became active on July 1, the Board needed to call a meeting of necessity to approve it before July 1.

Chairman Carter called for a motion to approve the Use of Out-of-State Undergraduate Tuition and Fee Revenues Policy. The motion was made by Trustee Carter and seconded by Trustee Edwards. Secretary Cockrum called a roll call vote and the motion carried.

Agenda Item 4: Additional Business

Chairman Carter asked for any additional business and there was none.

Agenda Item 5: Adjournment

Chairman Carter called for a motion to adjourn. A motion and a second was provided and the meeting was adjourned.

4. Request to Address the Board

Presented by Colton Cockrum

5. President's Update

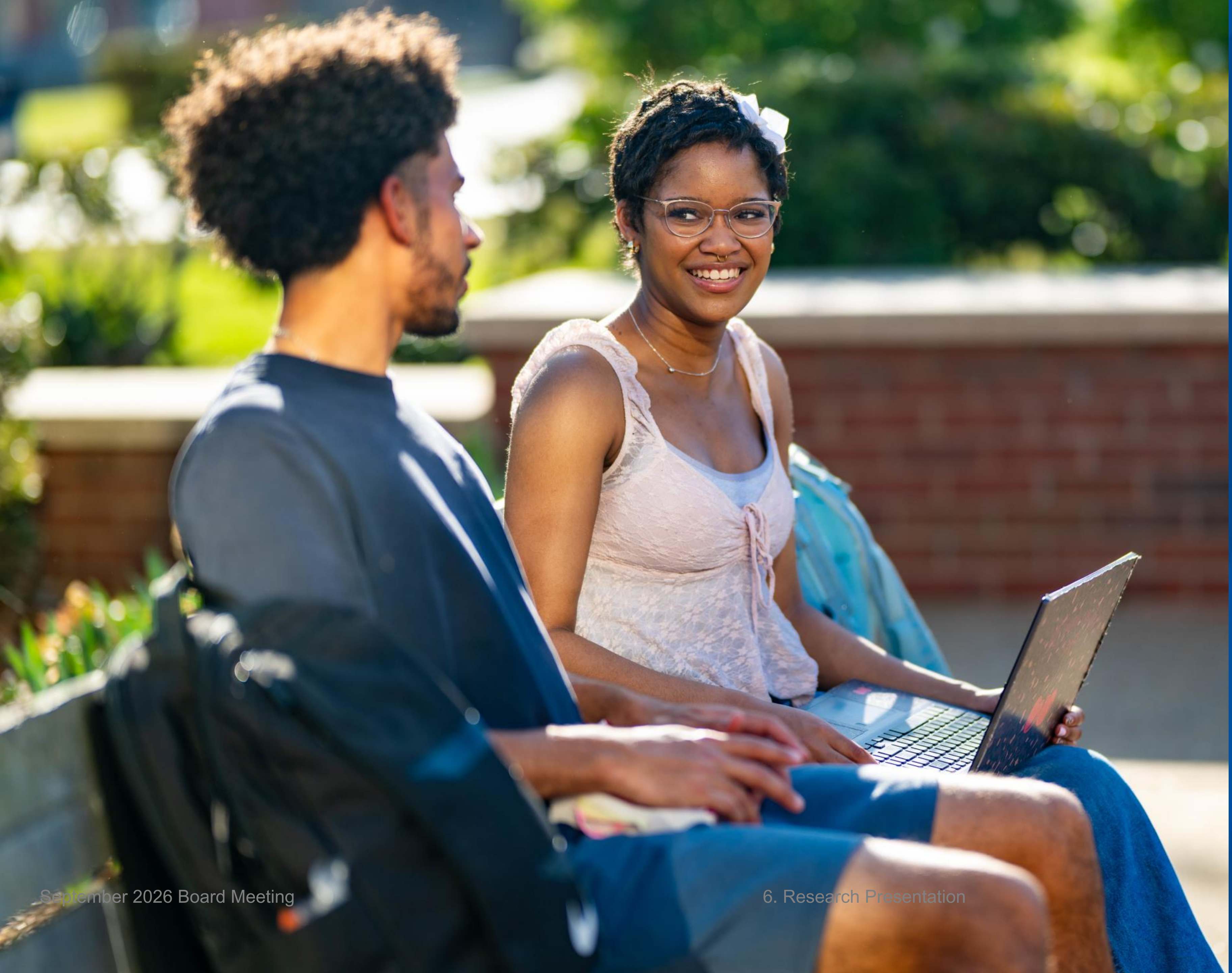
Report

Presented by Bill Hardgrave

6. Research Presentation

Presentation

Presented by Jasbir Dhaliwal and Cody Behles



THE UNIVERSITY OF MEMPHIS | Board of Trustees

Research Presentation

Dr. Jasbir Dhaliwal &
Dr. Cody Behles
Division of Research and Innovation

September 2, 2026
Maxine A. Smith UC
Bluff Room (UC 304)

Memphis Institute for National Defense Sciences (MINDS)

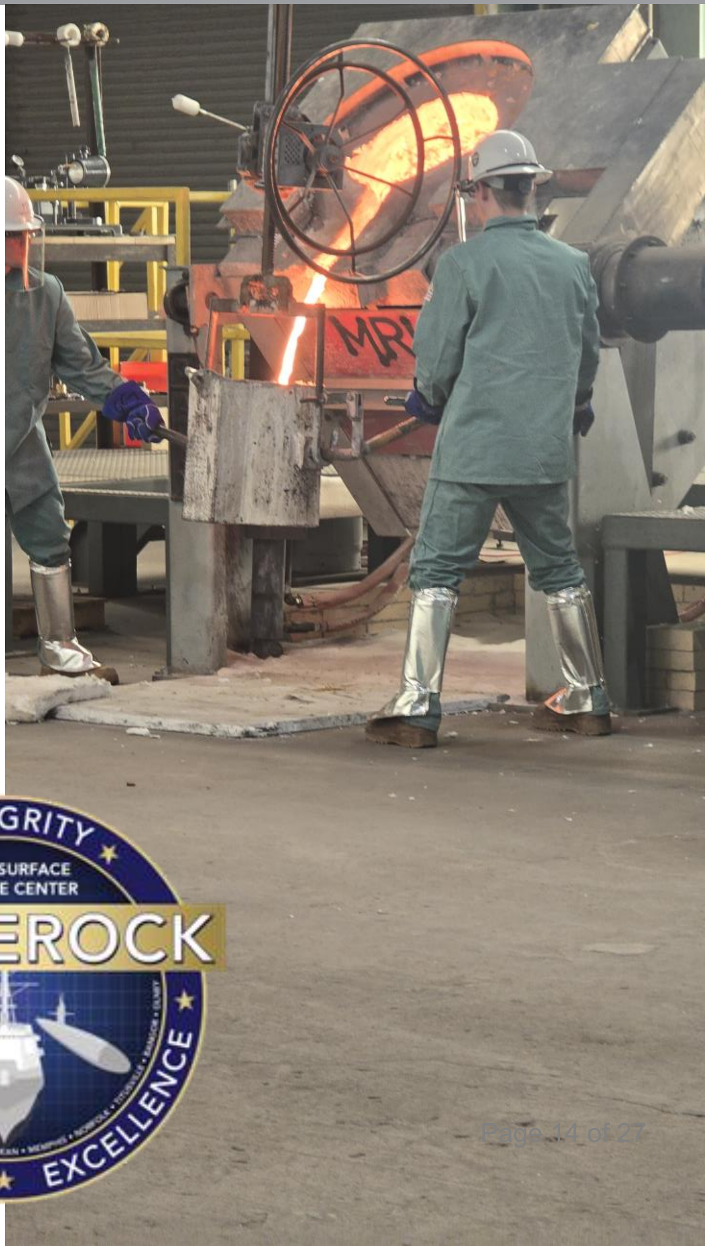
- Established in 2024 to manage the growing relationships with the Department of War for the University of Memphis

- Serves as the internal coordinating organization and external project execution lead for defense engaged research

- Supports defense appropriation act congressional requests and National Defense Authorization Act (NDAA) requests based on guidance from university leadership

- Coordinates research partnership with the Naval Surface Warfare Center Carderock Division (NSWCCD) Memphis Detachment

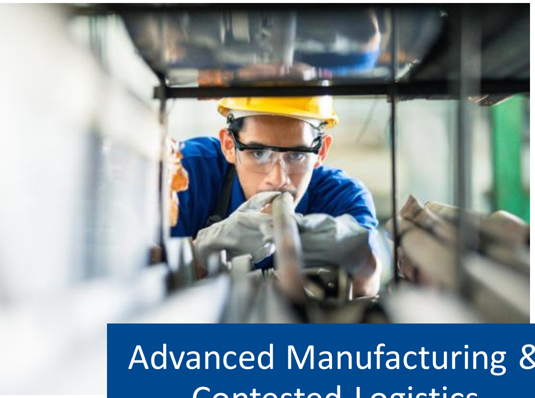
- OSTP's recent "***Science: A New Golden Age"*** report argues for a merging of scientific research with the development of capabilities for key national priorities – The MITRE and GTRI models.



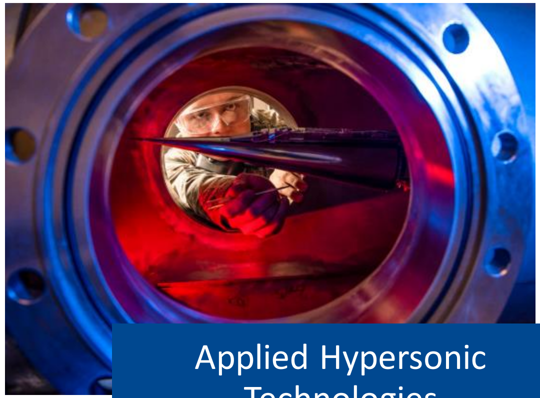
INTEGRITY ★ NAVAL SURFACE WARFARE CENTER CARDEROCK INNOVATION ★ EXCELLENCE

The Five Areas of Strategic Focus

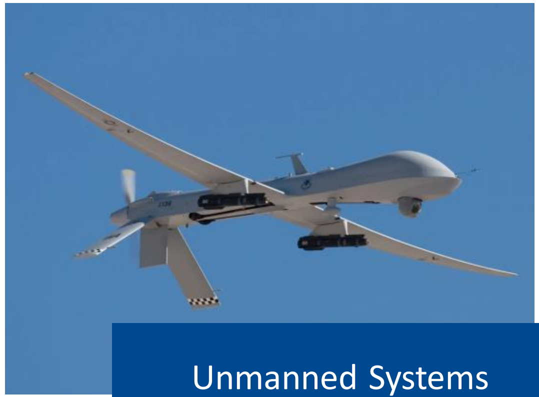
Materials & Systems Testing, Qualification, & Validation



Advanced Manufacturing & Contested Logistics



Applied Hypersonic Technologies



Unmanned Systems

Applied AI & Quantum Technologies

RAMP Facility

Rapid Applied Materials and Processing (RAMP) Facility

- RAMP is being established to fill an alloy development and materials processing gap that exists for the Navy and larger DoD
- Accelerate the timeframe from conceptual alloy composition to experimental demonstration of preliminary mechanical properties
- De-risk Advanced/Smart Manufacturing technologies to accelerate industrial adoption
- Develop materials and manufacturing solutions for in-service/ production DoD assets
- Through collaboration, foster the growth of a defense focused alloy development and materials processing national network

NSWCCD Memphis Detachment

- **94-acre site** on President's Island near Memphis, TN
- Approximately **80,000 sq. ft of industrial space** converted to lab space
- Additional space available for **expansion**
- Ability to **host prototype equipment/systems** for joint development

RT & MLVIS

Large-Scale High-Energy Digital Radiographic Testing (RT) Memphis Large Volume Inspection Systems (MLVIS)

Performance Period: 24 Months

- **Phase 1 (Months 0–6):** Program kickoff and initiation, detailed subtask level planning integrated into master schedule, site and vault design finalized, and early procurement actions executed, as appropriate.
- **Phase 2 (Months 6–18):** Site and vault development/construction; equipment procurement 80% complete; long-lead items accepted; ongoing design support and coordination.
- **Phase 3 (Months 18–24):** Final equipment installation, acceptance testing, system commissioning, and project closeout.

Advisory Committee

- **Nick Shrawder**, NSWCCD Welding, Processing, & NDE Branch
- **Kyra Stillwell**, NSWCCD Welding, Processing, & NDE Branch
- **Michael Liesenfelt**, Tesla (formerly UT Knoxville and GREX)
- **Bobby Clark**, UofM Director of Health and Safety, Radiation Safety Officer
- **Curt Jawdy**, TVA R&D for Accelerating Energy Delivery
- **Rick Price**, Radiography Industry Consulting, LLC
- **Daniel Shedlock**, Varex Imaging
- *Vendor Representative To Be Added on Down-select Completion*

RT & MLVIS

THE UNIVERSITY OF MEMPHIS | Board of Trustees

Large-Scale High-Energy Digital Radiographic Testing (RT)
Memphis Large Volume Inspection Systems (MLVIS)

Project Milestones:

- Site and Vault Design Complete — Q4 | FY26
- Long-Lead Equipment Procurement Initiated — Q1 | FY27
- Site and Vault Development Start — Q1 | FY27
- Site and Vault Development Complete — Q2 | FY28
- Full Operating Capability (FOC) — Q3 | FY28

* UofM Project Leads: Cody Behles (Executive Director) and John Sliger (Associate Director)

- Partnership with the National Center for Manufacturing Sciences (approximately $20M investment)
- Research Professors, Post-docs and PhD students being recruited now

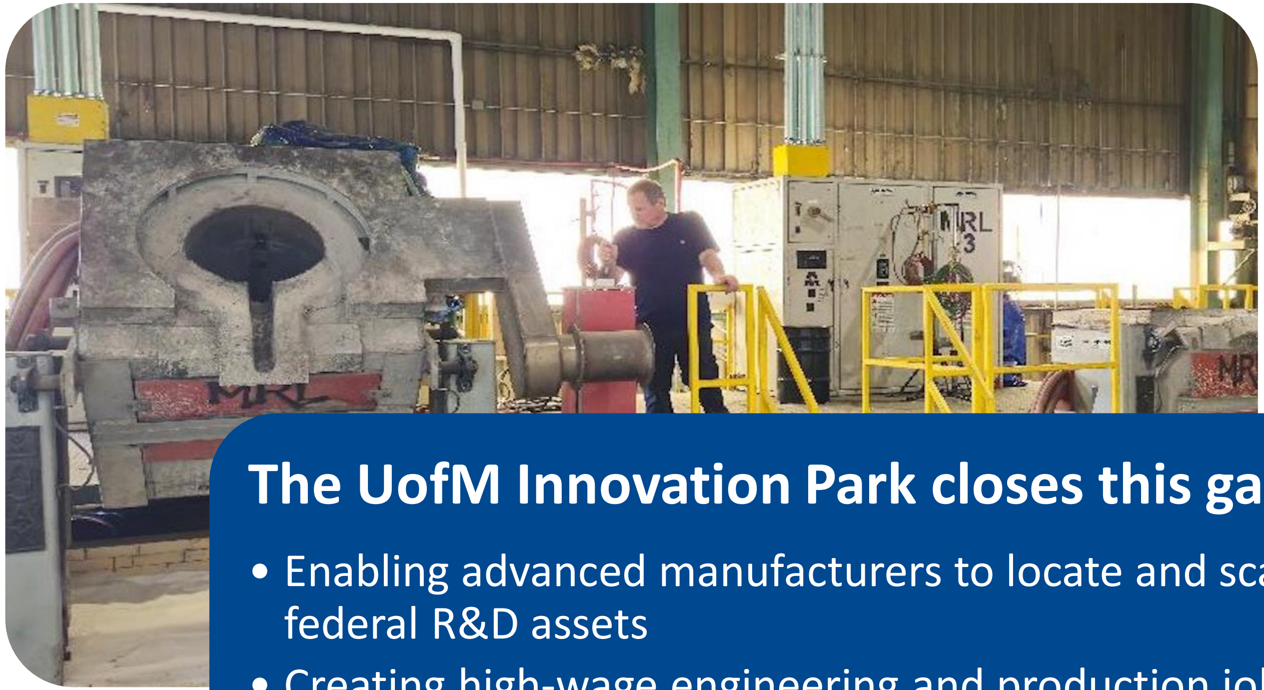
Larger Vision for the Coming Future

THE UNIVERSITY OF MEMPHIS | Board of Trustees

UofM MINDS Manufacturing and Innovation Park

- With increasing investment in defense research and development capabilities, we will see an increased need for collaborative development with industry and research stakeholders.

- Over the past three years, more than $200 million in federal defense research infrastructure has been deployed in Shelby County. Yet Memphis lacks adjacent industrial capacity where private-sector partners can co-locate, scale technologies, and manufacture next-generation defense systems.



The UofM Innovation Park closes this gap by:

- Enabling advanced manufacturers to locate and scale near federal R&D assets
- Creating high-wage engineering and production jobs
- Converting federal research activity into long-term private capital investment
- Strengthening Memphis' competitiveness for future federal appropriations
- Expanding the local tax base without long-term public operating risk

7. Report and Recommendations of Academic & Student Affairs Committee

Report

Presented by Jeffrey Marchetta

8. Report and Recommendations of Advancement Committee

Report

Presented by William E. Orgel

9. Report and Recommendations of Athletics Committee

Report

Presented by Willie Gregory

10. Report and Recommendations of Finance & Audit Committee

Report

Presented by David McKinney

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: September 2, 2026

Committee: Finance & Audit Committee

Presentation: University of Memphis Real Estate Foundation Affiliation Agreement

Presented by: Rene Bustamante

Background:

The purpose of this motion is to approve, pursuant to The University of Memphis Board of Trustees Policy on Affiliated Foundations, an affiliation agreement between The University of Memphis and University of Memphis Real Estate Foundation, and to authorize the President to finalize the agreement with any necessary non-material changes prior to execution.

The Board of Trustees authorized the creation of the University of Memphis Real Estate Foundation, to be governed by a Board of Directors comprised of community members and senior administration of The University of Memphis, on March 13, 2024.

Motion to be Made:

Motion to approve the affiliation agreement between The University of Memphis and University of Memphis Real Estate Foundation as contained in the meeting materials, and authorization for the President to make necessary non-material changes for execution.

11. New Business

For Approval

Presented by Robert Carter

12. Additional Business

Presented by Robert Carter

13. Adjournment

Presented by Robert Carter