








December 2019 Board of Trustees Meeting

Schedule	Wednesday, December 4, 2019 1:30 PM — 2:30 PM CST
Venue	Wilder Student Union Ballroom, Lambuth Campus, Jackson, TN
Organizer	Jean Rakow

Agenda

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1. Call to Order and Opening Remarks

Presented by David North

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry and David North

3. Approval of Minutes - September 4, 2019

For Approval

Presented by David North

THE UNIVERSITY OF MEMPHIS

BOARD OF TRUSTEES

MINUTES OF THE FULL BOARD MEETING

SEPTEMBER 4, 2019

MEMPHIS, TN

The Board of Trustees of the University of Memphis met at 1:00 p.m. CDT, on Wednesday, September 4, 2019 on the University of Memphis main campus.

I. CALL TO ORDER

Trustee David North called the meeting to order.

II. ROLL CALL AND DECLARATION OF QUORUM

Melanie Murry, Legal Counsel and Board Secretary, called the roll and confirmed the following board members were present, either in person or via telephone:

Trustee Agnew
Trustee Edwards
Trustee Graf
Trustee Johnson
Trustee Kemme
Trustee Martin
Trustee North
Trustee Roberts
Trustee Springfield

Secretary Murry announce the presence of a quorum.

III. APPROVAL OF MINUTES - JUNE 5, 2019

Trustee North called for a motion to approve the June 5, 2019 minutes. The motion was made by Trustee Johnson and properly seconded. Trustee North called for discussion and none was provided. A voice vote was taken and the motion was unanimously approved.

IV. PRESIDENT'S UPDATE

Trustee North recognized President Rudd to make his update to the Board. Dr. Rudd spoke to the following:

- Enrollment as of today is 21,870. It is expected that the number will go over 22,000 by the end of the week. If we do go over 22,000, it is likely that the UofM will be the second largest University in Tennessee, second only to UT Knoxville, the first time in close to a decade.

- The freshman class looks to be the largest freshman class in our history with strong academic credentials.
- The transfer class was very strong and larger than those of the past several years.
- In December, Dr. Nenon will present retention information. The first look at first to second year retention was 81%. The average nationwide for public universities is 71.2%.
- The graduation rate has increased from 43% to 53%, with a goal of 61%. The University has clear strategies in place that are proving effective to achieve that goal.
- We have concluded a record year for fundraising with \$44.1 million, the first time in the history of the University that we have exceeded \$40 million. For every dollar that we raised for athletics, we raised three for academics. For the first three months of this fiscal year, the UofM has raised over \$15 million. Dr. Rudd thanked Joanna Curtis and her team for their hard work.
- Construction update included a mention of the opening of the pedestrian bridge and the parking garage. He stated that we will break ground on the R. Brad Martin Student Wellness and Fitness Center and Plaza in the next few weeks. We hope to break ground on the new Scheidt Family Music Center in the next three months. The parking expansion is in the process of being completed. Dr. Rudd thanked Tony Poteet and his team for their great work.

Trustee North commented that Dr. Rudd's update summarizes the day's focus on the achievements of the University including increasing graduation rates and some of the highest donations to the University ever. If it weren't for the hard work of the faculty and administration, and everything going well, these achievements would not happen. Trustee North stated, "we are able to send amazing human beings out into the world and we want to say thank you to you and your team for a very good job." Dr. Rudd then indicated that 51% of graduates stay in the State of Tennessee and many stay in this area and become great citizens and productive taxpayers.

Trustee North then referenced the THEC meeting held at the UofM for trustees from across that state. The meeting enabled individuals from across the state to learn of the great things happening on our campus and to then tell our stories.

V. VICE PRESIDENT FOR STUDENT ACADEMIC SUCCESS UPDATE

Trustee North recognized Dr. Weddle-West to discuss the University's Success Initiatives. These initiatives focus primarily on males. It has become evident that females of all races and ethnicity are attending and completing college at much higher rates than males. The population that is struggling most is the African-American male population. We are focusing on this population today because:

- 1) Dr. Rudd made a compelling case to Congress regarding the cost of non-completion in that, if we allow students to take federal dollars but they do not graduate, the cost of non-completion becomes significant. Several palliative UofM programs that have proven successful for several demographics were discussed.
- 2) The African-American Male Academy (for undergraduate and graduate students) has gained attention as a national model the details of which were published in

Newsweek magazine. The program begins by reaching out to middle school students, typically before African American males drop out of school. The high school dropout rate for African American males is disproportionately high at around 40 - 50% in some cities. In Memphis, the rate approximates 30 – 40%. UofM African American male faculty will focus on working in middle schools and high schools that have a high level of participation in the free lunch program and those schools with limited resources. The academy will work with relevant existing UofM programs to provide college prep, summer bridge programs and mathematics camps. Identified students will participate in the Talented Tenth Induction Ceremony which celebrates the students in the top 10% of in their class. The executive advisory board comprised of local and national leaders, including Trustee Johnson, will oversee the program. There will also be a faculty and staff council that will oversee the academic and operational components of the academy, chaired by Dr. K.B. Turner. The goal is to increase the graduation rates for these students to 61%. Funding for the academy comes from the State of Tennessee and private donations. The UofM has realized an increase of 130 African-American degrees awarded (at all levels) between 2010 and 2018 and this program seeks to increase the number of graduates with students affiliated with this program.

- 3) One of the significant factors in improved graduation rates is scholarships. The Memphis Advantage Scholarship provides \$4,000 annually to African American students for their education. Statistics indicate that, for those who receive the scholarship, the six-year graduation rate is 58.10% as compared to the same population of students without the scholarship whose graduation rate is 28.5%.
- 4) The Suder Foundation has created the First Scholars Programs which focuses on first generation college students of all races and ethnicities. This scholarship is \$5,000 and makes a difference in a graduation rate of approximately 23% to a 90% graduation rate for those participating in the program. Students are required to participate in community service, workshops, and other programming. The average GPA for the students in the program is 3.13 with a 100% Fall to Spring retention rate. A Suder Foundation Office and Center for First Generation Excellence will be established in the near future.

Students Ben Brown, Addison Pate and Jacob Parks discussed their experiences as First Scholars and Honors students.

Dr. Weddle-West stated that the completion rates of male students will continue to increase due to the use of data-driven approaches of best practices as well as targeting populations where there are gaps in order to level graduation rates across populations.

Note: Additional information can be found in the meeting materials.

VI. REPORT AND RECOMMENDATIONS OF THE ACADEMIC, RESEARCH AND STUDENT SUCCESS COMMITTEE

Trustee North recognized Trustee Kemme to provide an overview of the committee meeting and present items for approval. Dr. Kemme indicated that there were three items for discussion and two that need approval of the Board of Trustees. During the meeting, Dr. Bridgette Decent presented enrollment information for the Fall 2019 semester, Dr. Justin

Lawhead presented information related to University initiatives to prevent college drinking and substance abuse and there was discussion of the new residency requirement for freshman students.

The committee recommended the following:

- a. A change requested by the State of Tennessee regarding the UofM's Housing Eligibility Rule to change the word "sex" to "gender" in the rule.
- b. Tenure upon appointment for Dr. Huigang Liang in the Department of Management of Information Systems. He is the FedEx Chair of Excellence in Business Information Technology.

Dr. Kemme requested approval of the above referenced recommendations made by the Academic, Research and Student Success Committee during their meeting. Trustee North announced that the two recommendations will be voted on separately.

Trustee North called for a motion related to the change to the Housing Eligibility Rule. Trustee Springfield made the motion which was properly seconded. A roll call vote was taken, and the motion was unanimously approved.

Trustee North called for a motion related to the Tenure Upon Appointment for Dr. Liang. Trustee Martin made the motion which was properly seconded. A voice vote was taken, and the motion was unanimously approved.

VII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Trustee North recognized Trustee Roberts to report on the meeting of the Audit Committee. Trustee Roberts reported that the Chief Audit Executive, Vicki Deaton, provided the Audit Committee Charter for review as well as information on the following: External Quality Assessment Audit, Audit Reports Issued for the 1st quarter, Fraud, Waste and Abuse Reports received since the last meeting of the committee, and an external review by the State of Tennessee Department of Waste Management. Ms. Deaton also discussed a year-end report of the Department of Internal Audit. Following Ms. Deaton, Dr. Robert Jackson (CIO) provided information on the IT security program for the university and Mr. Kenneth Anderson (Chief Compliance Officer) provided a summary of the activities of the Office of Institutional Equity.

The Audit Committee had no recommendations for approval by the Board of Trustees.

VIII. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE MEETING

Trustee North recognized himself to present the report of the Governance and Finance Committee Meeting.

Trustee North recognized President Rudd to discuss the first recommendation of the committee. President Rudd reported that the committee, in recognition of lifetime of contributions to the University that the new Student Wellness Center and Plaza be named

for Trustee R. Brad Martin. The motion was made by Dr. Rudd and properly seconded by Trustee Graf. A voice vote was taken and the motion was unanimously approved.

Trustee North presented the following recommendations of the committee. The following items were reviewed in summary and voted on as a group:

- a. The pedestrian bridge will be named in honor of E. Hunter Harrison who was an alum of the University of Memphis. The bridge will be named the Hunter Harrison Memorial Bridge.
- b. A land transfer agreement and long-term lease will be entered into with an the Stella Group in order to develop new residential housing for campus. It will involve two components: one is to accept the donation of land and the other is to do a land swap with the Stella Group.
- c. The committee recommends a change to the master plan for the Park Avenue campus. The change includes the acquisition of the Audubon Baptist Church Property for the purpose of developing the parcel to accommodate the University of Memphis Middle School and its future growth.

Trustee Johnson made a motion to approve the actions referenced above, consistent with motions contained in the meeting materials. The motion was properly seconded. A voice vote was taken, and the motion was unanimously approved.

Trustee North recognized Trustee Martin to provided information related to the contract and compensation for President Rudd. Trustee Martin indicated that the Board engaged Sibson Consulting to evaluate the president's compensation as compared to peer institutions. Trustee North made a motion to approve the term sheet developed by Sibson Consulting and it be used by the compensation committee in the development of a contract to be provided to Trustee North for presentation to President Rudd. The motion was moved by Trustee Edwards and properly seconded. A voice vote was taken and was unanimously approved.

IX. ADDITIONAL BUSINESS

No additional business was mentioned.

X. ADJOURNMENT

Trustee North adjourned the meeting at 2:43 pm

4. President's Update

Presentation

Presented by M. David Rudd

5. Vice President for Student Academic Success Update

Presentation

Presented by Karen Weddle-West

6. Report and Recommendations of the Academic Research and Student Success Committee

Report

Presented by David Kemmee

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Academic, Research and Student Success Committee

Recommendation: Submission of Bachelor of Science Degree in American Sign Language & Deaf Studies

Presented by: Dr. Thomas Nenon, Executive Vice President and Provost

Background:

This major will be a foundational degree that will immerse students in American Sign Language, introduce them to Deaf culture, and prepare them to be advocates of both ASL and the culture. Students who graduate with this major may consider pursuing additional training in education, interpretation, advocacy, CSD, hospitality, or administration, among others.

Committee Recommendation:

The Academic, Research and Student Success Committee recommends the approval of the Bachelor of Science Degree in American Sign Language & Deaf Studies.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Academic, Research & Student Success Committee

Topic: Assignment of WUMR License

Presented by: Dr. Tom Nenon, Provost

Background:

After a year long study into the feasibility of continuing operation of the WUMR radio station on the University's campus, College of Communication and Fine Arts leadership, along with the Provost's office, determined there were two options for the station: cease operations altogether, or establish a relationship with outside partners to keep the station alive. In choosing the latter, we have put a priority on continued student involvement and opportunity.

Committee Recommendation

The Academic, Research Student Success Committee recommends approval of the FCC license transfer to the Crosstown Radio Partnership, Inc.

7. Report and Recommendations of the Audit Committee

Report

Presented by Carol Roberts

8. Report and Recommendations of the Governance and Finance Committee Meeting

Report

Presented by David North

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Governance and Finance Committee

Recommendation: Approval of FY2020 Revised Budget

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

The University of Memphis revises the Proposed (Initial) Budget each fall to update revenue and expenditure projections. The FY2020 Revised Budget takes into consideration fall enrollments, the effect of any prior year's activities carried forward into the current year, and adjustments in state appropriations occurring since the FY2020 Proposed Budget was prepared and approved in June 2019.

The FY2020 Educational and General (E&G), Auxiliary Enterprises and Restricted revised budgets are within available resources. The Revised Budget complies with all applicable policies and guidelines.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the FY2020 Revised Budget.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Governance and Finance Committee

Recommendation: Law School Tuition: Non-Resident Rate

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

The Law School is requesting to change their Non-Resident (Out-of-State) tuition rate in order expand appeal beyond Tennessee's borders and to stay competitive with their peers.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the Law School's Non-Resident (Out-of-State) tuition rate to begin AY2020-2021 as outlined in the proposal.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Governance and Finance Committee

Recommendation: Board of Trustees Self-Assessment

Presented by: Melanie Murry, Board Secretary and Legal Counsel

Background:

Our accreditation body, SACSCOC, requires the University of Memphis to have a board that “regularly evaluates its responsibilities and expectations.” SACSCOC Principle 4.2.g. As evidence of that requirement, SACSCOC recommends a board self-evaluation. Because the Governance and Finance Committee is responsible for assessing the performance and effectiveness of the Board, the Governance and Finance Committee should initiate a board self-evaluation process.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the policy related to self-assessment of the board as provided in the committee materials.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2019

Committee: Governance and Finance

Recommendation: Approval of Classifying Students In-State and Out-of-State Rule

Presented by: Melanie Murry, University Counsel

Background:

The University has historically followed TBR's rule for classification of students. The University has developed its own rule which clarifies language and provides additional definitions. It also removes the exceptions for paying out of state tuition for those in study abroad programs or who are awarded tuition waiver scholarships for participation in bona fide campus performance-based programs.

The rule was included as a part of the proceedings of the October 23, 2019 Rulemaking Hearing sponsored by the Attorney General's Office for the State of Tennessee. No comments were provided. The Office of Legal Council is seeking approval of the rule contained in the meeting materials.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the rule Classifying Students as In State and Out of State as provided in the meeting materials.

9. Additional Business

10. Adjournment