

# June 2019 Board of Trustees Meeting

<b>Schedule</b>	Wednesday, June 5, 2019 1:00 PM — 2:00 PM CDT
<b>Venue</b>	University Center Ballroom - UC320
<b>Organizer</b>	Jean Rakow

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# 1. Call to Order and Opening Remarks



## 2. Roll Call and Declaration of Quorum



### 3. Approval of Minutes - March 6, 2019

For Approval

THE UNIVERSITY OF MEMPHIS

BOARD OF TRUSTEES

MINUTES OF THE SPECIAL CALLED MEETING

MARCH 6, 2019

MEMPHIS, TN

The Board of Trustees of the University of Memphis met at 11:00 a.m. CDT, on Wednesday, March 6, 2019 on the University of Memphis main campus.

**I. CALL TO ORDER**

Trustee Alan Graf called the meeting to order and thanked everyone for their attendance.

**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:

Trustee Edwards  
Trustee Ellison  
Trustee Gilmore  
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 FROM DECEMBER 5, 2018 AND JANUARY 29, 2019**

Trustee Graf asked for a motion to approve the minutes from December 5, 2018 and January 29, 2019. Trustee Martin made the motion which as properly seconded. The motion was approved unanimously by a voice vote.

**IV. PRESIDENT'S UPDATE**

Trustee Graf recognized President David Rudd to present an update.

President Rudd welcomed Dr. Tom Nenon and Dr. Karen Weddle-West to their new roles at the University. Dr. Weddle-West has assumed the role of Vice President of Student Success. Dr. Nenon will continue in the role of Provost.

Trustee Edwards made a motion that Dr. Nenon be approved in his role of Executive Vice President for Academic Affairs and Provost and Dr. Weddle-West be approved in her role of Vice President of Student Success. The motion was properly seconded. The motion was approved unanimously by a voice vote.

President Rudd indicated that the University recently received a copy of the Governor's budget. The UofM has performed well as it relates to outcomes and will receive new operational dollars in the amount of \$5.3 million. On the capital side, the UofM made a request, that was supported by THEC, to move approximately \$6 million in maintenance funds to the renovation of Sprague Hall on our Lambuth Campus. Since maintenance funds are restricted, the UofM needed support from the Governor and Legislature to accomplish. The request would enable the UofM to increase the nursing program by approximately 30 - 40% and growing the Health Sciences is the core of the campus. The Governor's budget did not include Sprague Hall on the capital expenditures; therefore, the University requests the Board's assistance in getting funds for Sprague Hall reclassified.

Dr. Rudd referenced a slide that addressed the low increases in tuition at the UofM and that they are the lowest increases across the State of Tennessee. Through keeping the tuition increases low, the UofM has increased affordability for our students. In the Academic Affairs Committee, proposals related to the structure of a guaranteed tuition plan for incoming freshman, a comparable rate for face-to-face and on-line courses, and credit hours over 12 hours to be free of charge increase affordability for students and helps to decrease the student debt load.

Additionally, President Rudd discussed the issue of textbook affordability. The University is looking at programs that would decrease the cost of textbooks by about 20% and are exploring pro-active steps to reduce student costs.

Dr. Rudd indicated that, with these steps, the University is on a nice trajectory in terms of growth, overall financial stability and the impact to our community and across the state.

## **V. CARNEGIE RI UPDATE**

Trustee Graf recognized Dr. Jasbir Dhaliwal to provide an update on Carnegie R1.

Dr. Dhaliwal began his presentation by talking about the notion that, in 1969 when THEC commissioned the first plan for higher education for the State of Tennessee, categorized higher education institutions into community colleges, four-year schools and three comprehensive doctoral universities. The three comprehensive universities included UT Knoxville, the UT Medical School and what was then Memphis State University. There was a clear vision of what the University of Memphis was to be. In 1990, the UofM embraced the research mission of the University in a significant fashion. The UofM has made great progress in the two of the criteria used by the Carnegie Foundation nationally: the number of doctoral programs and doctoral students and the amount of research expenditures made by the University. Dr. Rudd has challenged us to be classified as a Research I university in five years. Both Mississippi and Texas made a coordinated effort to elevate more universities to the Carnegie I Research status.

The University of Memphis as compared to one of our peers, the University of North Texas, is comparable as it comes to research expenditures; however, we are lacking in the number of research staff and doctorates in the social sciences, STEM and fields other than the humanities. Additionally, when one compares the per capita expenditures to the University of Southern Mississippi, the UofM generates \$55,660 per faculty where USM generates \$87,670 dollars per faculty.

The strategic goals for the University are to expand annual research funding from \$36 million to \$55 million, to increase annual doctoral degree production from 136 to 200, and to develop a Tier 1 research culture and profile for sustainability. The steps to accomplish these goals include:

- A detailed research action plan;
- An audit of processes to ensure that the University is capturing all the research expenditures of the UofM;
- A systematic targeting the defense sector;
- A review of all of the Chairs of Excellence on campus in order to determine whether they are generating the research dollars and doctoral students expected of their position;
- A meeting with every department on campus to ensure that they understand the goal of Research I;
- An effort to make strategic hiring decisions in the areas of data science and artificial intelligence;
- A request that department track and provide measures of the following: average research expenditures per faculty member, number of active research faculty, and the number of principle investigators of research projects;
- A program to attract high quality research students;
- A continuation of the efforts of the UofM Research Foundation, UoM Ventures and research park to build an investment fund where we can then go into research;
- A collaboration with Development to obtain more philanthropic support for research expenditures, professorships, graduate students;
- A focus on interdisciplinary hiring and research clusters; and
- A research council that meets regularly with the goal of revising research policies that are more in line with a Tier I school.

Additionally, we are also requiring that graduate student funding be included in large research grant submissions to NSF, NIH, etc.

## **VI. MARKETING PRESENTATION**

Trustee Graf recognized Vice President for External Relations Tammy Hedges to present on the marketing efforts.

The marketing focus has included:

- Determining who we were. After a number of focus groups it became clear that we needed to tie ourselves to our city and to those we serve – our students, alumni, faculty, and staff.

- In order to move forward, we needed to redo everything. This includes approximately 1,300 projects annually and this number increases by about 100 projects each year.
- Every month, marketing sends to 350 – 400 presidents and provosts a packet about the University of Memphis. We believe that these efforts have helped to raise our peer assessment score from U.S. News rankings.
- VP Hedges compared and contrasted former and current publications to illustrate changes, including: the University of Memphis magazine, Fogelman College of Business Magazine, CCFA Voices Magazine, Memphis Law Magazine.
- Ms. Hedges discussed current marketing efforts: billboards in Memphis, Jackson and surrounding areas, digital marketing for UM Global and other campaigns, commercials, athletic marketing, and website redesign.

The Marketing Department has won 55 awards over the past four years.

## **VII. INSTITUTIONAL MISSION**

Trustee Graf recognized President Rudd to discuss the Institutional Mission of the UofM.

Dr. Rudd indicated that the UofM is required by THEC to review and approve the mission of the university on an annual basis. There is no change from the previous year. President Rudd requested that a motion be put forth to approve the mission as presented in the meeting materials. A motion was made and properly seconded. The motion was approved unanimously by a voice vote.

## **VIII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE**

Trustee Graf recognized Trustee Carol Roberts to provide the report and recommendations of the Audit Committee.

Trustee Roberts indicated that the meeting of the Audit Committee was, as usual, robust. The committee meeting began with a presentation from CFO Raaj Kurapati who presented the 2019 annual financial report and the internal control audit. There was a rich discussion regarding the financial condition of the University, which is in good standing. Mr. Kurapati then reviewed the 2019 risk assessment which included the process for development of the risk assessment, the prioritized risk, and visited some of the mitigation plans.

The Audit Committee recommends approval of the Risk Assessment as reflected in the meeting materials. The motion was made by Trustee North and was properly seconded. The motion was approved unanimously by a voice vote.

The Audit Committee then heard from Chief Audit Executive Vicki Deaton who presented a summary of the audit reports issued as well as investigations that have been conducted since the last meeting. Ms. Deaton also provided a status of audit issues that were completed as well as discussing two external audits – one from the NCAA agreed upon procedures and a hazardous waste audit.

There was no further business and the meeting was adjourned.

## **IX. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE**

Trustee Alan Graf provided the report and recommendations of the Governance and Finance Committee.

The meeting began with a presentation by Chief Development Officer, Joanna Curtis who provided an overview of the merger of the Alumni Association within the Development Division. This merger should improve engagement with Alumni and hopefully improve fundraising.

The committee received an update from CFO Raaj Kurapati regarding the University's progress on improving access and affordability for course material. These issues are important in our efforts to ensure that the University is affordable and attractive to more students. It surprised Trustee Graf to learn that textbooks and course materials average \$1,200 per year.

Athletic Director Tom Bowen presented a three-year plan, including the financial and capital strategies which was very complete and thorough. The plan is built on assumptions that hopefully will come to fruition. And a new agreement with ESPN will hopefully be seen shortly.

There were several motions contained in the meeting materials that require full board approval.

Trustee Graf indicated that he will combine the first four motions from the Committee to a single motion for the Board. There is a new public comment policy that sets the rules for public expression of views to the Board of Trustees, a new debt management policy which governs debt incurred by the University of Memphis, renaming the old library to the UMRF Research Park, and the setting of tuition rates for the 2019-20 academic year - which includes a guaranteed tuition plan for eight consecutive semesters and establishes a unified rate structure for undergraduates and graduate students with the expectation that graduation rates would improve, student debt would decrease, and the overall state funding would improve. Trustee Graf made a motion to approve these four motions from Committee. The motion was properly seconded and was approved unanimously by a voice vote.

The Governance and Finance Committee adopted the Open Records Rule required by the State of Tennessee. Trustee Graf made the motion which was properly seconded. The motion was approved unanimously by a roll call vote.

The evaluation of the President was last completed in October 2017. We are required to complete an evaluation every 3 years by the governing body; however, the dynamics of the UofM and the excellence in which it has been led makes an annual evaluation more appropriate. The annual evaluation will begin in Fall 2019. In the meantime, an evaluation has been completed and the BOT rated Dr. Rudd's performance as excellent.

## **X. PRESIDENTIAL BONUS**

Trustee Graf recognized Trustee Martin to discuss the Presidential Bonus.

Trustee Martin explained that private funds were raised for the sole purpose of providing incentive compensation program for the President of the University of Memphis. In conjunction with that incentive compensation program, Trustee Martin moved that, given the excellent performance evaluation rating by the Board of Trustees, the President be awarded a bonus of \$175,000 for the prior period. The motion was properly seconded. The motion was approved unanimously by a voice vote.

#### **XI. ELECTION OF BOARD CHAIR AND VICE CHAIR**

Trustee Graf announced that, by law, this is his last meeting as Chair of the Board of Trustees and expressed that it has been an honor to serve with the members of the Board and indicated that he is proud of the accomplishments of the Board and management led by Dr. David Rudd. Trustee Graf put into nomination as the new Chair of the Board of Trustees Mr. David North. The motion was properly seconded. The motion was approved unanimously by a roll call vote.

Trustee North acknowledged the importance of the leadership of Trustee Graf during the initial years of the Board.

Trustee North put into nomination as Vice Chair of the Board of Trustees, Carol Roberts. Trustee North indicates that Trustee Roberts has provided exemplary leadership as chair of the Audit Committee and with her agreement would like to nominate her as Vice Chair. The motion was properly seconded. The motion was approved unanimously by a voice vote.

#### **XII. ADDITIONAL BUSINESS**

Trustee North recognized Dr. Rudd who discussed the importance of Trustee Graf as the leader of the Board of Trustees to the community and ultimately to the State of Tennessee as the University of Memphis reaches well beyond the boundaries of Memphis. Dr. Rudd expressed how very grateful the UofM is to Trustee Graf for his expertise and generosity and credits Trustee Graf for changing the University of Memphis in a remarkable way and effecting the lives of thousands of students. Trustee Graf was given a framed print of Penny Hardaway and the basketball team.

Trustee North acknowledged the accomplishments, guidance and direction of the former Vice Chair Brad Martin throughout the first two years. Trustee Martin made a motion that the Board of Trustees adopt a resolution of recognition, appreciation and admiration for the services of Mr. Alan Graf. The motion was properly seconded and approved unanimously by a voice vote.

The establishment of the Board of Trustees of the University of Memphis would not have been possible but for the action of the General Assembly and the Haslam administration. Trustee Martin moved that the Board of Trustees of the University of Memphis send a resolution of gratitude to former Governor Haslam, to the Tennessee General Assembly along with a copy of the publication, *The First Two Years* delivered to the chairs of the House

and Senate Education Committees with our appreciation. The motion was properly seconded and approved unanimously by a voice vote.

**XIII. ADJOURNMENT**

Trustee North adjourned the meeting.

## 4. Approval of Minutes - May 8, 2019

For Approval

THE UNIVERSITY OF MEMPHIS  
BOARD OF TRUSTEES

MINUTES OF THE SPECIAL CALLED MEETING  
MAY 8, 2019  
MEMPHIS, TN

The Board of Trustees of the University of Memphis met at 10:00 a.m. CDT, on Wednesday, May 8, 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 Edwards  
Trustee Ellison  
Trustee Gilmore  
Trustee Graf  
Trustee Johnson  
Trustee Kemme  
Trustee Martin  
Trustee North

Secretary Murry announce the presence of a quorum.

Trustee North stated that this meeting is a special called meeting and the University is complying with specific state laws related to notice. He stated that there are board members who are participating via telephone; therefore, there will be a roll call when voting.

The University has complied with notice of the meeting as required by state law.

**III. PURPOSE OF THE MEETING**

Secretary Murry cited Tennessee Code 844 108 Section D2, indicating that the reason for the meeting be stated:

The University has been in discussion with MACQ – Tennessee regarding The Gather Apartments. MACQ – Tennessee would like to donate the property on which the apartments sit and would like to enter into a lease with the University or the University of Memphis Foundation where MACQ – Tennessee will engage a management company

to manage the apartments. The Board approved a proposal during its January meeting but the University has been in discussions with the company and the specifics of the arrangements have changed, so the agreement needed to be brought back to the Board for approval.

In addition, the University needed to bring to the Board the increase in housing cancellation fees. Registration for the new semester is about to begin and the University needs to communicate fee changes to the students.

Trustee North called for a motion regarding the necessity of holding the meeting. Trustee Graf made the motion. The motion was properly seconded. There was no discussion. Secretary Murry conducted a roll call vote where the motion was approved with unanimous consent.

Since several of the board members are not physically present, Secretary Murry indicated that she needed to ensure that all board members could hear everything that was said during the meeting and that those who were listening remotely didn't have anyone in the room with them during the meeting. Trustee Edwards, Trustee Martin, and Trustee Ellison indicated that they were alone while listening to the meeting. Secretary Murry indicated that the meeting could proceed.

#### **IV. ACQUISITION OF THE GATHER ON SOUTHERN**

Trustee North recognized CFO Raaj Kurapati to discuss the current status of discussions regarding The Gather on Southern. Changes to the structure of the agreement include the following:

- Property is across the railroad tracks on Southern Avenue. The property was built in two phases and includes 435 beds. The property is located on approximately 3.5 acres of land, has approximately 135 parking spaces and two pools. The apartments have been in operation for about 5 years with high occupancy.
- The property's proximity to the UofM main campus leads individuals to believe that the property is part of the campus and University personnel regularly receive calls regarding services.
- In January the proposed acquisition was brought to the board with the assumption that the land would be donated to the UofM and entering into a management lease agreement with MACQ – Tennessee who would operate the facilities. The UofM is employing GAPSE 60 (Service Concession Agreement) in order to acquire the facilities without incurring additional debt.
- In the prior agreement, the land was to be donated to us and the facilities would still be owned by MACQ and the property would be turned over to the UofM at the end of the lease period. Under the new agreement structure, MACQ – Tennessee would donate both the land and structure to the UofM valued at \$28 million. Title would be transferred at closing.
- In return, the UofM would enter into a master lease for 35 to 40 years
- It makes sense to acquire the property for the following reasons:
  - Proximity to main campus;
  - The UofM would control Southern from Normal St. to Highland Avenue;

- Facility would replace off-campus housing;
  - Control of the facility would enable the UofM to provide increased security for the safety of our students; and,
  - Area was part of our campus master plan for acquisitions.
- Under the revised agreement, the University is committing to:
  - Priority fill of the facility after the UofM fills its rooms for its facilities for which we still have debt service obligations;
  - The UofM would market the facility, set the rates and budget and effectively treat the facility as UofM stock;
  - Provide security and residence life; and
  - Collect rental fees.
- Economic benefits of the agreement:
  - Annual operating surplus;
  - Ownership after the debt between Municipal Acquisitions and Investors is paid off; and
  - UofM would be able to take the older housing (approximately 30 years old) stock off-line to renovate or repurpose the spaces.
- Based on discussions with personnel from the State of Tennessee, Municipal Acquisitions has agreed to the lease in 10-year increments in which we could terminate the lease. The UofM would need to pay off any outstanding debt should this option be exercised.
- Once the older stock is taken off-line, the number of beds remains approximately the same. Effectively, the University is getting more attractive stock at no cost to the UofM.
- Initial modeling was for 40 years – this is being renegotiated. The actual debt outlay is for 35 years. Additional years allows MACQ-Tennessee flexibility in operating the facility.
- Benefits to the University of Memphis –
  - First year cash flow approximates \$324,000. This could increase should MACQ-Tennessee receive a better interest rate on the debt service. Currently this rate is 4.25%. When we take out UofM expenses, our net will approximate \$100,000 per year.
  - The UofM records a \$28 million asset at day one.
  - We record a relative contractual cash inflow and the contractual \$250,000 obligation over the term. The net impact on the financial statements is positive.
  - CFO Kurapati discussed the flow of funds as depicted in the meeting materials.
- The master lease will enable MACQ-Tennessee to operate the facilities which expires in 2059, with us having the opportunity to exit the lease earlier if the debt is paid off.
- The UofM is seeking Board approval to pursue the transaction by completing the negotiation of the agreement along with the related master lease and entering into the agreement at a time appropriate based on the necessary approvals needed from the State of Tennessee.

Trustee North solicited questions first from the members physically present and would then address questions by those participating by phone.

Trustee Johnson asked whether the state officials asked for any additional follow-up other than what was asked for during the meeting. CFO Kurapati indicated that the discussion with state officials who sit on the State Building Commission was very positive. Ted Townsend and Raaj Kurapati met with the State Comptroller, the Comptroller's Deputy Chief of Staff and Commissioner of TSSBA (Tennessee State School Bond Authority), the Treasurer, the Secretary of State, the staff of the Commissioner of Finance and Administration, the attorney from the Attorney General's Office assigned to the project, the state architect and their legal counsel during various meetings. In addition to the issues previously stated a minor issue was raised that included a review of the contract of the organization that will actually manage the facility. The contract has been received and forwarded to the Attorney General's Office.

President Rudd stated that, based on discussions, this arrangement is done with some frequency nationally; however, this will be a first in the State of Tennessee.

Trustee Edwards asked CFO Kurapati to confirm that the University of Memphis has the authority to terminate the lease agreement once the debt obligation has been satisfied. CFO Kurapati confirmed that the language of the agreement would provide that the lease would terminate upon satisfaction of the debt obligation. Additional question related to operation of the facility and whether it is necessary that the UofM provide \$100,000 in security when the UofM is already doing so. CFO Kurapati stated that, "in the true financial statement presentation, that would not be shown as revenue but rather reimbursed as cost to us." The expenses go against the University's net income so our true net income would approximate \$100,000 per year after all expenses.

The next question asked by Trustee Edwards focused on the management company and asked whether the UofM would have the authority, working with MACQ, to replace RISE, the management company designated in the agreement, if it is determined that they are not a good fit to manage the property. Also, does the UofM have the opportunity to take over management of the property? CFO Kurapati stated that the UofM taking over management is inconsistent with a true service concession agreement as the UofM cannot be the transferor and the and the operator. After discussions with MACQ, the UofM will have the ability to work with them to terminate the management company agreement, if they are not performing to expectations. Trustee Edwards stated that the agreement with RISE be relatively short duration to enable a change, if necessary. CFO Kurapati will look at the management agreement and communicate the terms to the Board terms of termination of the agreement.

Trustee North called for a motion to approve the acquisition of the real property of The Gather and enter into an affiliation agreement with MACQ-Tennessee to provide certain services on a cost reimbursement basis as presented in the meeting materials. Trustee Johnson made the motion to approve and the motion was properly seconded. There was no additional discussion. Secretary Murry conducted a roll call vote where the motion was approved with unanimous consent.

## V. HOUSING CONTRACT TERMINATION POLICY

Trustee North recognized CFO Kurapati to discuss the housing termination policy.

CFO Kurapati stated the challenge with student occupancy in the housing stock has been partially due to our policies and that the products are holistically not meeting the needs of our students. The University does not have a policy that requires on-campus living and the university has a housing termination policy that is very lenient. In addition, the things that drive on-campus living have not been up to par, specifically some of the dining offerings are not what they could be. The University is working to address issues with dining which will make the campus much more attractive for students to live.

The University is seeking the Board's consideration and approval to adjust the housing contract termination fee from \$750.00 to \$1,500.00. Previously, the UofM increased this fee from \$450.00 to \$750.00 and realized negligible results. When we start in the fall, the occupancy is very high. As we move through the semester, the occupancy drops. The current termination fee represents approximately one month's rent for the room. It is believed that the termination fee is so low that it doesn't discourage students from terminating the contract. The real driver behind the recommended fee increase is to keep students on campus and involved in campus activities and programming. It should also be mentioned that most of our peers and schools in Tennessee that have housing stock have no early termination option. The UofM is the only institution that doesn't have a live-on-campus policy or has an early termination option with significant penalties.

CFO Kurapati discussed the decrease in occupancies and the revenue lost as a result. Some of the buildings have significant debt outlay and the lost revenue makes the situation unsustainable. In the past, the UofM has modeled the facilities to increase rates at an unsustainable manner. The better option is to build a product that students want to stay in and increase occupancy. Dr. Rudd interjected that a big part of the experience is dining, where we are making significant changes with a new partner. CFO Kurapati indicated that the \$750.00 termination fee has not impeded the student's decisions to terminate their housing contracts and the UofM has lost approximately \$450,000 for the 2018-19 fiscal year due to spring contract terminations.

The UofM proposed a two-phased approach over the next two years to address the issue. The first during the 2019-20 academic year is to increase the contract termination fee from \$750 to \$1,500. Effective Fall 2021, students could not terminate their housing contracts without being liable for the full rental fees for the rest of the semester. The UofM will bring forward additional recommendations on housing policies that would help manage the occupancy the way it should be handled. Dr. Rudd stated that we would begin to operate like a residential campus.

Trustee North is gratified to see that the emphasis is not just on the finances but for the overall experience of the student. Dr. Rudd concurred and stated that students who live on-campus perform much better academically.

Trustee North called for questions.

Trustee Gilmore asked whether there was something that could be done to assist students who can not afford the \$1,500 termination fee if they have an emergency that precludes them from staying in the dorm. CFO Kurapati indicated that when the policy is drafted that governs the termination fees, there will be exceptions that will be noted. Trustee Kemme asked if exit surveys were conducted when students exit the dorms. CFO Kurapati indicated that exit surveys are completed and that he will provide the trustees with information about why students leave the dorms. Trustee Gilmore asked Dr. Rudd for specifics regarding the additional programming that is planned for residence life. Dr. Rudd indicated that the Living Learning Communities and academic support in the facilities would be a part of the comprehensive experience for students. Provost Tom Nenon indicated that educational support services are also a part of the experience. Trustee Kemme indicated that the student life component needs also to be considered.

Trustee Edwards indicated that he believes that this action is a move in the right direction; however, has concerns about the affordability challenges that some of the students are experiencing and asks that the UofM is very deliberate in moving forward.

Trustee North asked for a motion to approve the housing termination fee be increased to \$1,500 beginning in the academic year 2020-21 and require the students to be responsible for the full cost of one-year of housing beginning in the fall of 2021 when students would not be able to terminate their housing contract. Trustee Johnson made the motion which was properly seconded. There was no additional discussion. Secretary Murry conducted a roll call vote where the motion was approved with unanimous consent.

## **VI. ADJOURNMENT**

Trustee North asked made the motion to adjourn the meeting. The motion was properly seconded. Secretary Murry conducted a roll call vote where the motion was approved with unanimous consent.



## 5. Approval of Student Trustee

The University of Memphis Board of Trustees  
Agenda Item  
For Approval

**Date:** June 6, 2019

**Item:** Appointment of the Student Trustee

**Recommendation:** Approval

**Presented by:** M. David Rudd, President

**Background Information:**

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 Noah Tucker Agnew as our selection for Student Trustee during the 2019-20 academic year.

**Recommendation:**

The President recommends approval of Noah Tucker Agnew as Student Trustee. His one-year term will be effective immediately and continue through May 31, 2020.

Noah Agnew  
2669 Central Terrace, Memphis, TN 38111  
Cell: (847) 769-9881 ♦ Email: [nagnew@memphis.edu](mailto:nagnew@memphis.edu)

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**Profile:** Student at the University of Memphis with academic honors completing 3 month intensive exchange program in a Spanish speaking country with 80+ community service hours volunteering in Memphis' Hispanic community.

**Skills:**

Speaking, reading and writing Spanish fluently; Computer proficiency in Microsoft Office, Word, PowerPoint, and Excel

**Education**

The University of Memphis, Memphis, TN  
Bachelor of Arts Degree in History, Spanish  
GPA: 3.66

Expected graduation: May 2020

**Experience**

**Derechos Legal Team, Memphis, TN**  
**Legal Intern**

January 2019-Present

- 300 hour internship this past semester
- Translating legal documents from Spanish to English and vice versa as well as interpreting in meetings between clients and lawyers
- Served as legal researcher for numerous immigration cases as well as prepping clients for court.

**Las Americas, Memphis, TN**

September 2018- Present

**Tutor**

- Volunteer 30+ hours each semester
- Assist with coordination of after school program which includes fitness activities and team work collaboration for 35+ students
- Serve as bilingual tutor of students of Hispanic heritage of all age groups

Student Government Supreme Court, The University of Memphis, TN

**Associate Chief Justice**

August 2018- Present

- Advocate for the judicial branch of the Student Government Association regarding campus politics and the student government constitution
- Direct communication with the Dean of Students and the University's legal staff
- Participate in 20+ hours of sexual assault/rape and Title IX training

**Associate Justice**

August 2017- May 2018

- Served as one of nine student appointed representatives for the University of Memphis Student Government Association
- Acted as the appellate body for students in cases regarding academic integrity, on-campus violations, and parking services

Real Urban Barbecue, Vernon Hills, IL

**Chef/Server**

Summer 2018

- Provided excellent customer service while taking orders and handling money
- Communicated with team management and workers on productivity and efficiency in a high pressure environment

Universidad Autonoma de Guadalajara, GDL, MX  
**Foreign Exchange Student**

Summer 2017

- Completed an intensive language study abroad program with courses in literature, grammar, politics, and public speaking
- Gained extensive experience interacting with Mexican culture and city life while serving as an ambassador to exchange students

**Activities**

Emerging Leaders Program, The University of Memphis, Memphis, TN August 2016-Present

- Participate in more than 50 hours of community service and leadership conferences focusing on community outreach and innovative leadership strategies.

## 6. President's Update



# 7. ACE QEP

Presentation

# The University of Memphis Board of Trustees

Presentation

For Information

**Date:** June 5, 2019

**Committee:** Full Board Meeting

**Presentation Title:** Academic Coaching for Excellence

**Presented by:** Dr. Karen Weddle-West, Vice President for Student Academic Success and Dr. Meghan Pfeiffer, Director of Quality Enhancement Planning, Academic Coaching and Support Services

# *Academic Coaching for Excellence (ACE)*

Karen Weddle-West, Ph.D.  
Vice President, Student Academic Success

Meghan Pfeiffer, Ed.D.  
Director, Quality Enhancement Planning,  
Academic Coaching, & Support Services

June 5, 2019



## Academic Coaching for Excellence (ACE)

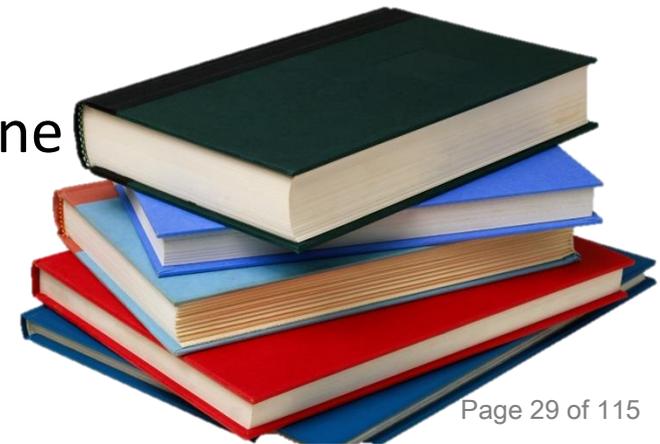
- UofM's Quality Enhancement Plan (QEP) required by SACSCOC.
- ACE is designed to improve academic performance, retention, and graduation rates.
- One-on-one coaching with freshmen and sophomores students on **Academic Warning (Cumulative GPA below 2.0 or term below 1.0)**.
  - Coaches are Graduate Assistants in Counseling with expertise in intrusive advising and counseling those reporting psychosocial issues.
- Focus on a) academic self-efficacy, b) educational commitment, c) resiliency/grit, d) organization and time management, e) study skills, f) academic strengths g)and goals.
- F13 and F14 pilot studies found that freshmen who participated in five coaching sessions earned higher GPAs and the intervention could be replicated to other student populations.



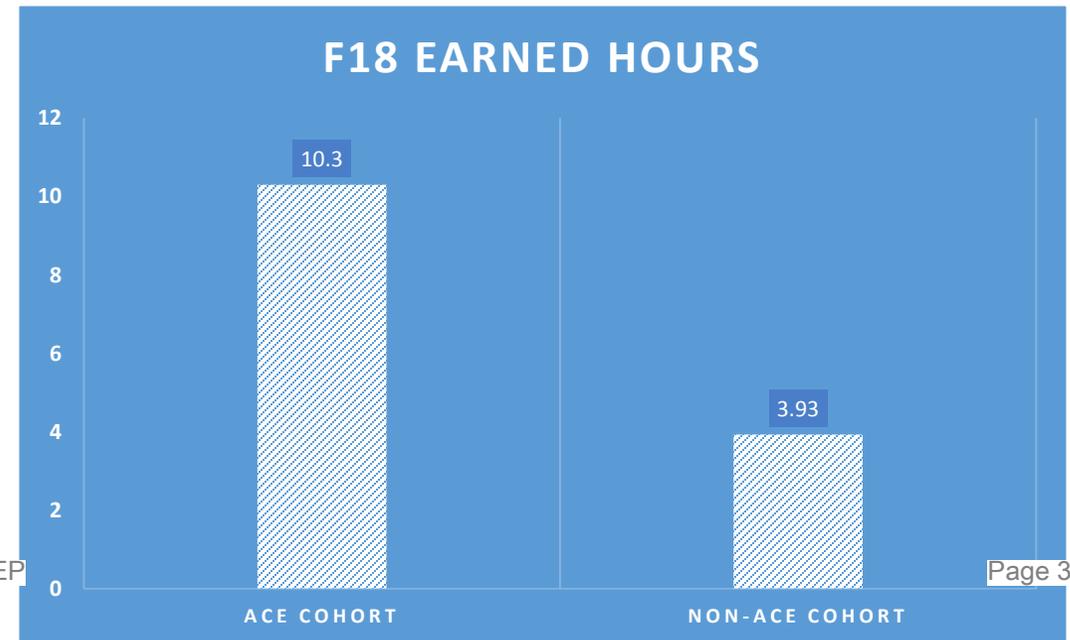
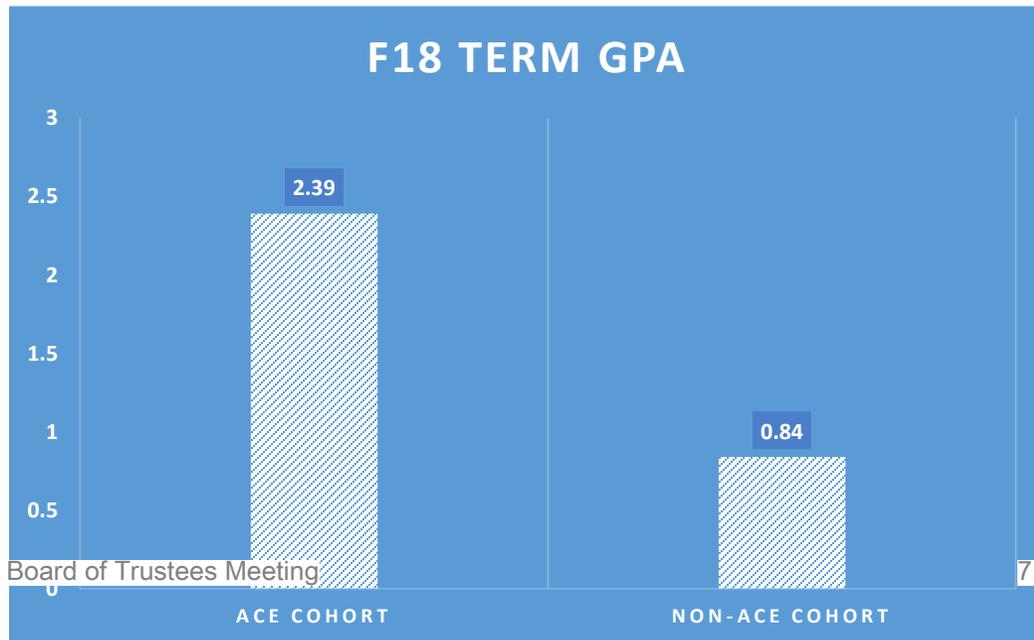
- ACE Cohort showed improvements on all Student Learning Outcomes
  - Academic Self-Efficacy
  - Resiliency/Grit
  - Educational Commitment
  - Time Management\*
  - *\*More than ½ showed statistically significant improvement in Time Management*
- 84% of the ACE Cohort reported that coaching was ‘Very Effective’.
  - Question: *How effective was your coach in helping you attain the skills necessary for success?*

- Family crises
- Financial instability
- Physical or mental health crises
- Legal problems
- Other “life” issues

- Eligible students receive a \$200 voucher to the bookstore to purchase educational related materials for the subsequent semester *if* they make 5+ appointments in current semester
  - *Criteria: 1.95 cumulative GPA or above and must be Pell eligible, or first generation status, or come from a rural TN area, or historically underrepresented minority status*
- Total number of students: 137
- 73% of eligible students attended 5 or more coaching sessions.
  - 75% of these students returned to Good Standing after one average term GPA of 2.81.

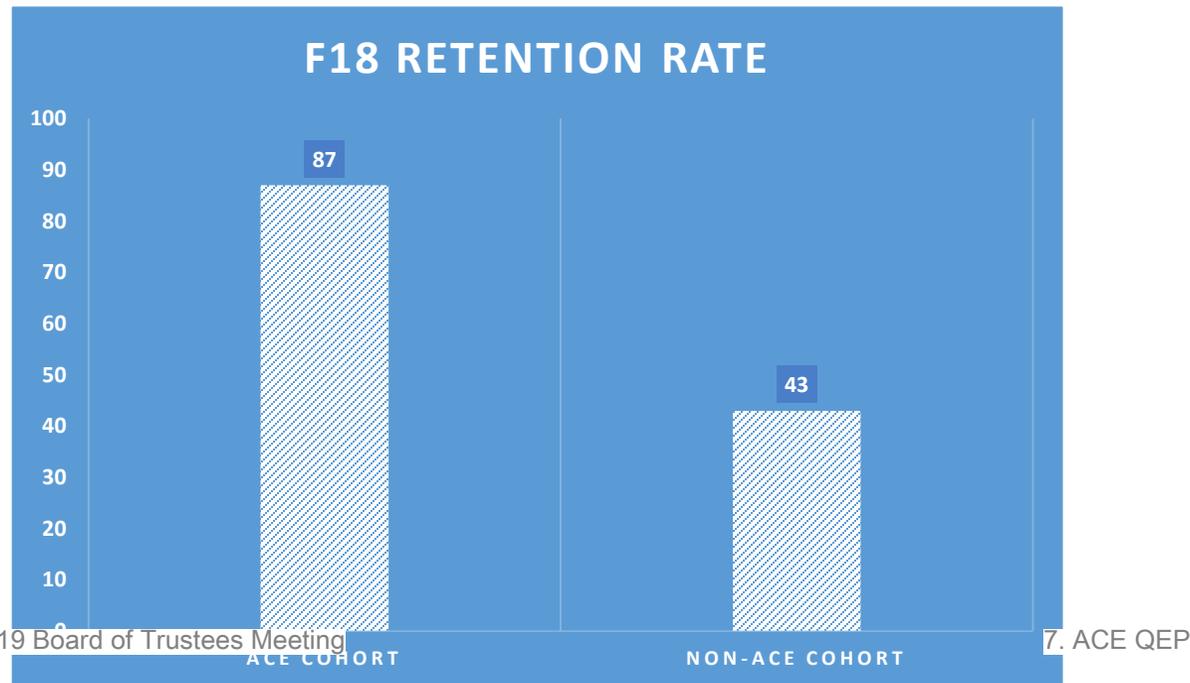


- Significantly improved GPA for ACE Cohort (N =189)
  - 60% freshmen & sophomores on Academic Warning attended 5 or more Coaching sessions.
    - Largest ACE Cohort since inception (20% increase over Fall 2017)
  - Highest GPA improvement in ACE history—2.39
    - 2.8x higher than Non-ACE cohort.



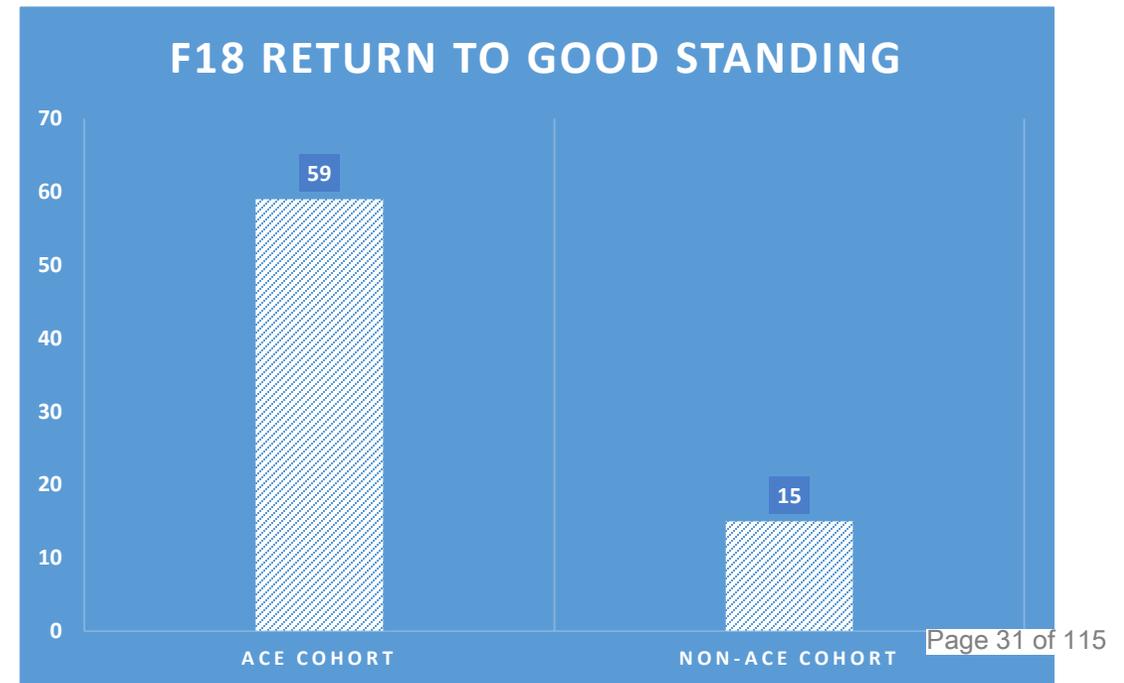
## Retention Rate

The probability of being retained as an ACE Participant is 8.9x higher than the non-participants.



## Return to Good Standing

The probability of being in Good Standing is 7.9x higher for the ACE Participants than the non-participants.

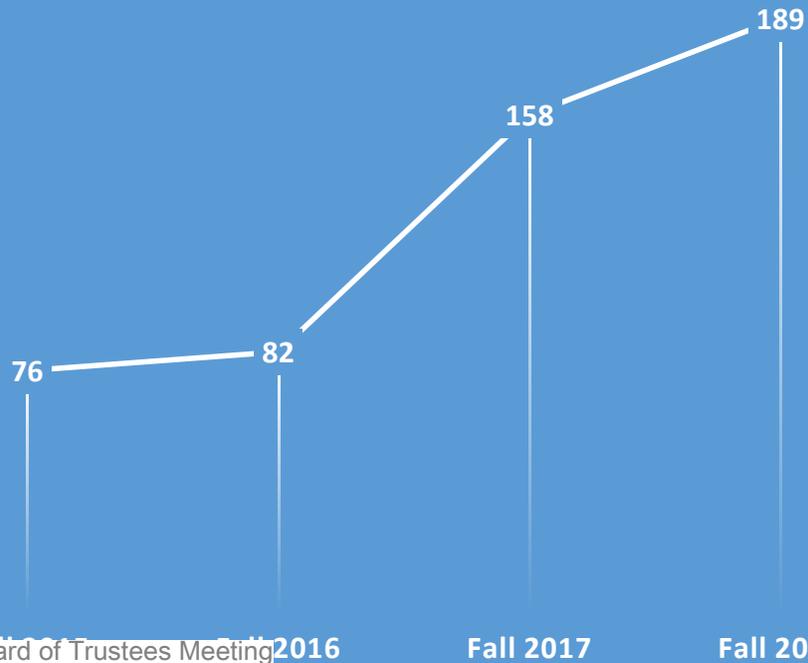


# Longitudinal Outcomes – ACE Cohort Participants

## Since the inception of ACE in Fall 2015:

- Total number of ACE Cohort students (5 or more sessions): 1,095
- Total number of coaching sessions: ~ 9,000

### ACE PARTICIPANT FALL COHORTS

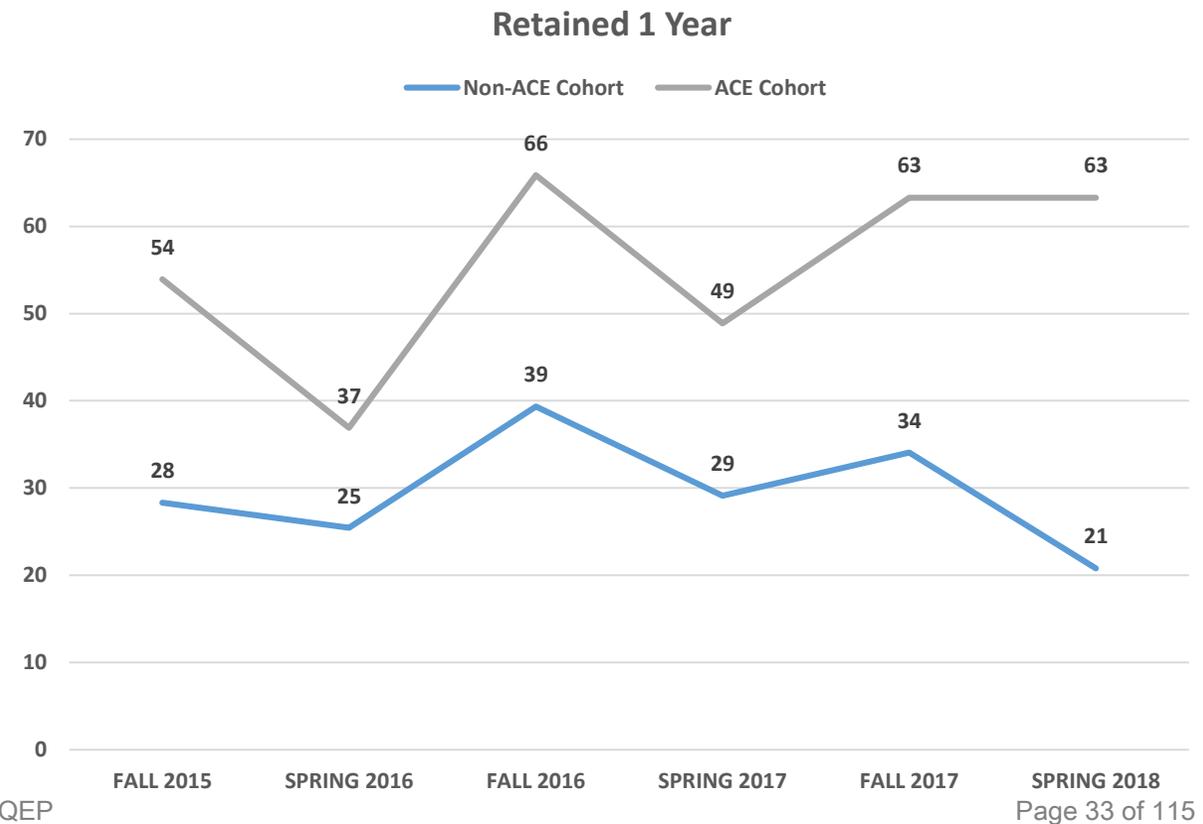
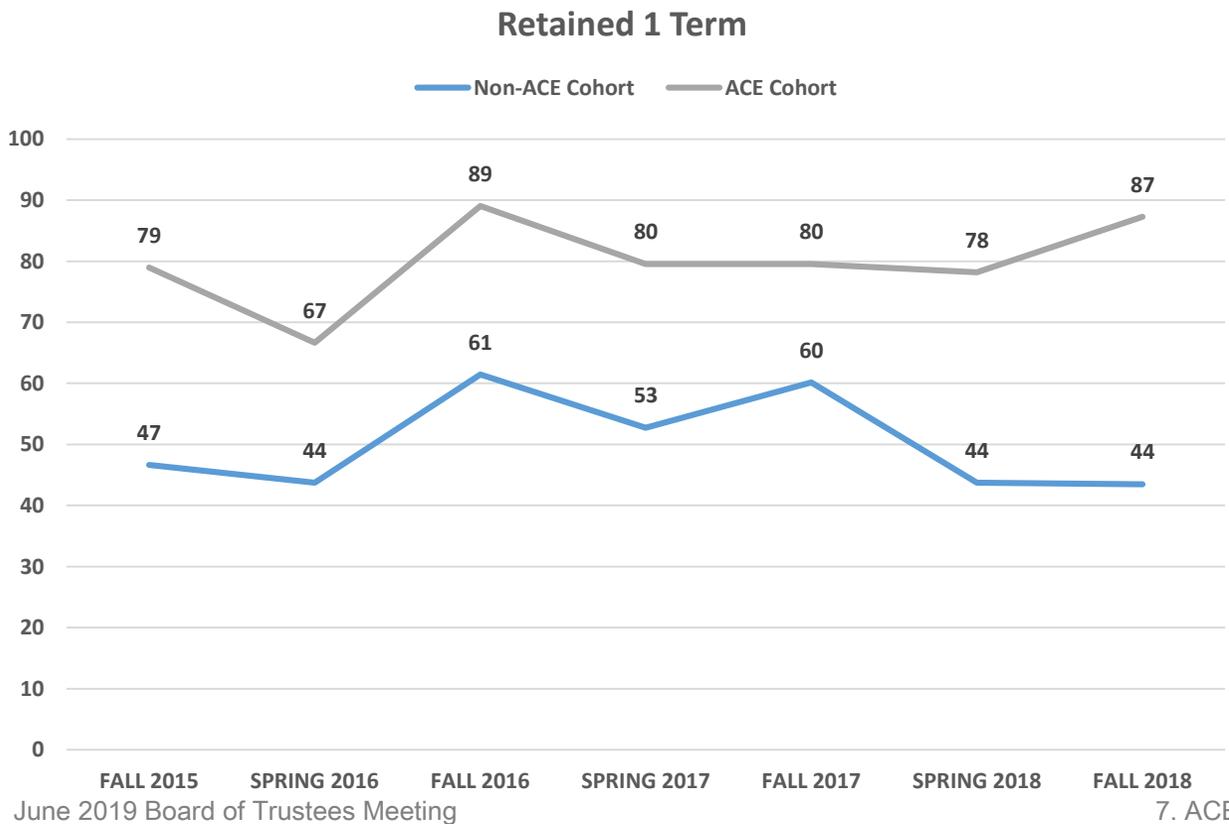


### ACE PARTICIPANT SPRING COHORTS



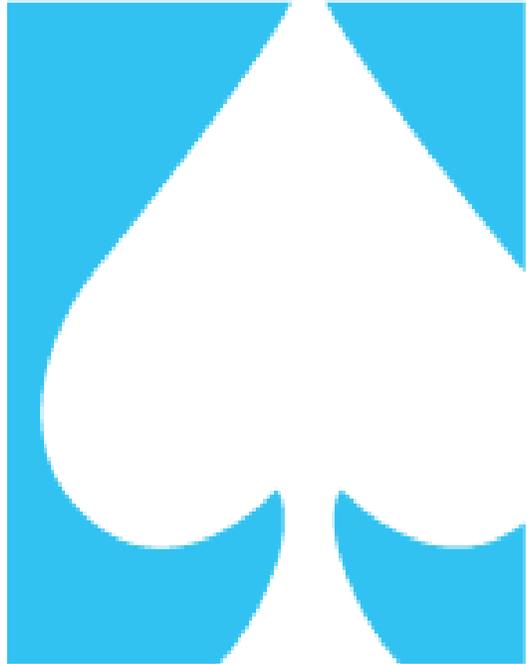
# Longitudinal Outcomes - Retention

- ACE Cohort has been retained at higher rates than the Non-ACE Cohort.
  - After one term, retention rate for the ACE Cohort has been statistically significantly better than the Non-ACE Cohort.



- As compared to the those not attending 5 sessions, ACE Cohort (attend 5+ sessions):
  - ✓ Earn higher GPAs
  - ✓ Earn more credit hours
  - ✓ Return to Good Standing at higher rates
  - ✓ Retained at higher rates





# Academic Coaching *for* Excellence

**POWERFUL RETENTION TOOL!**



## 8. 2019 Legislative Summary Report

# The University of Memphis Board of Trustees

Presentation

For Information

**Date:** June 5, 2019

**Committee:** Full Board Meeting

**Presentation Title:** 2019 Legislative Summary

**Presented by:** Mr. Ted Townsend, Chief Economic Development and Government Relations Officer

# 2019 Legislative Summary

*Ad Hoc Public Policy Committee*

Ted Townsend  
Chief Economic Development and  
Government Relations Officer

June 5, 2019  
University Center



- During the 14-week session, the Legislature passed over 500 pieces of legislation and a \$38.5 billion annual budget. The most critical budget items for the UofM include:
  - \$8.97 million allocation of capital maintenance dollars.
  - \$5.76 million for the University of Memphis Lambuth Campus reinstated. These funds will be used to renovate Sprague Hall from housing to academic use for Nursing and related health science programs. This funding represents the first time that the state has funded a capital project at the Lambuth Campus.
  - \$5.32 million in recurring funding associated with greater institutional productivity (i.e. the funding formula).

- The 2019 Session was marked by significant transitions in the leadership of both Legislative Chambers, the Governor's office, and their leadership teams .
- The House lost considerable institutional knowledge with the retirement of several Committee Chairmen, particularly in the House Finance and Education Committees.
- There was also a noteworthy learning curve among rank and file members; 25 percent were new to the legislature.
- Several West Tennesseans and UofM Alumni rose to new leadership roles including:
  - House Minority Leader Karen Camper, House Assistant Majority Leader Ron Gant, Senate Republican Caucus Chairman Ken Yager, and Senate Democratic Caucus Chairman Raumesh Akbari.
  - The Shelby County Delegation appointed a new Chairman, Representative Antonio Parkinson.

- There were substantial shifts in both committee structure and membership, particularly in the House.
- The number of committees significantly expanded in the House.
  - Most noteworthy was the addition of a Higher Education Subcommittee, chaired by Representative Jim Coley, a University of Memphis alumnus. The House Education Committee is now chaired by Representative Mark White, another University of Memphis alumnus.
- The Finance Committee in the House had significant changes in membership.
  - All committee leadership retired in 2018. New leadership include: Chairman Susan Lynn, Vice Chairman Patsy Hazlewood, and Subcommittee Chairman Andy Holt.
  - Currently, there is not a Shelby County Republican on this important committee.
- In the Senate, Senator Brian Kelsey took Mark Norris' spot on the Senate Finance

- The University tracked over 400 pieces of legislation.
  - Sports betting, adjunct faculty pay, online education, student housing, teacher preparation, and dual enrollment were hot topics that resulted in filed legislation.
- Many legislative proposals would have incurred significant costs to the University, representing over \$3 million in recurring and nonrecurring dollars.
- The University was successful in deferring or amending **ALL** of these proposals to prevent new costs.

- Governor Lee remained focused on career and technical education.
  - The Governor's Give Act expands Dual Enrollment scholarship dollars for career and technical education courses.
- Only 4 out of 9 higher education capital projects recommended for funding by THEC were funded in Governor Lee's budget.
- Higher Education capital maintenance funding was cut for nearly every institution.
- Higher Education outcomes growth funding was cut across the board by 12.5 percent.

- In 2019, the University sought two major budget items:
  - The STEM Research and Classroom Building
  - Lambuth Campus Maintenance Dollars
- Both projects were recommended for funding by THEC.
- Early in session, it became apparent that the Governor would not fund the STEM Research and Classroom Building. Conversations surrounding a \$2 million appropriation for planning dollars began with the administration and legislature.
- When Lambuth funding was left out of Governor Lee's budget, advocacy shifted to reinstating \$5.76 million in Lambuth dollars.
- The successful reinstatement of Lambuth dollars meant that the University would not be affected by higher education capital maintenance funding cuts.



## December

- The First UofM Legislative Retreat is Held on Campus with 40 Legislators in Attendance.
- Trustees Graf and Johnson Join UofM Leadership in Nashville for the UofM "Sunrise" Hearing and Meeting with Governor Lee.



## January

- Governor Lee is Inaugurated
- The 111th General Assembly Kicks Off.
- Speaker Casada and Lt. Governor McNally are Elected.
- Committees are Announced and Begin Meeting Weekly.
- THEC Presents their Budget to Governor Lee.



## February

- President Rudd Travels to Nashville to Meet with Members of the Lee Administration and Legislative Leadership.
- UofM Hosts Legislative Interns and Shelby County Delegation Members for Coffee to Discuss Legislative Priorities and Student Success.
- President Rudd and Ted Townsend Present of UofM Innovation to the Senate Education Committee.
- Committee Work Ramps up.



## March

- Governor Lee Presents his Budget During the 2019 State of the State.
- Governor Lee Presents the First-ever State of West Tennessee on Campus.
- The University Presents Our Budget Priorities to the House and Senate.
- Over Twenty Student Leaders Travel to Nashville for Legislative Meetings During the First-ever UofM Day on the Hill.
- The UofM Legislative Reception is a Success.
- The Mem2Nash Legislative Reception is a Successful Collaboration Between the Chamber, Convention and Visitors Bureau, and University.



## April

- Budget Talks Heat Up.
- Dean Sweigard Travels to Nashville to Advocate for the STEM Building.
- Lambuth Maintenance Dollars are Reinstated in Governor Lee's Supplemental Budget.
- Legislative Committees Close for the Year.
- The Budget Passes Both Chambers.
- The Legislature Adjourns for the Year.



## May

- Investigative Reporters Publish Stories About the Conduct of Speaker Casada and His Chief of Staff.
- The House Republican Caucus Votes No Confidence in the Speaker.
- Governor Lee Signs the Budget.
- Speaker Casada Vows to Step Down this Summer.
- Several Republican House Members Announce plans to Seek Speakership.
- The University Successfully Brings Two Rules Through the Rule-Making process with the Government Operations Committee.

# House Speakership

**Bill Dunn**



**Mike Carter**



**Matthew Hill**



**Curtis Johnson**



**Ryan Williams**



**Cameron Sexton**



Home: Knoxville  
Profession: Business  
Development  
Alma Mater: UT Knoxville

Home: Ooltewah  
Profession: Attorney  
Alma Mater: MTSU and UofM  
Law

Home: Jonesborough  
Profession: Broadcaster  
Alma Mater: ETSU

Home: Clarksville  
Profession: Business Owner  
Alma Mater: APSU

Home: Cookeville  
Profession: Construction  
Alma Mater: Carson Newman

Home: Crossville  
Profession: Banker  
Alma Mater: UT Knoxville

- **Teacher preparation programs** will likely gain more attention. Teacher prep is top of mind for the Governor and Lt. Governor as they look for the next frontier of K-12 Education Reform.
- **Vocational education** will likely continue to be an area of focus and investment for Governor Lee.
- **Online education** was brought to the forefront when Western Governors University introduced legislation to allow their students to use HOPE Dollars. This legislation will likely be refiled in 2020.
- **Adjunct faculty pay** has gained traction among the Democratic Caucus and Labor Unions. This legislation will likely be refiled in 2020.
- **Workforce development at the Memphis Megasite** will be a new area of focus for rural West Tennessee lawmakers and the Governor as they pursue tenants for the site.
- **STEM and agriculture education** will continue to be a work force development and research area of focus for the Governor and members of the legislature.
- **Recidivism prevention and inmate education** is likely be further explored by the Governor in 2020 after a successful bipartisan push in 2019.

- **Tennessee Education Lottery** will likely be a topic of discussion as more and more scholarships have been added in the last several years.

- **STEM Research and Classroom Building** will continue to be a priority in 2020. The University is currently updating last year's proposal to incorporate feedback from THEC.
- **Research Funding** will be a greater legislative priority for the University in 2020. In 2019, the legislative team worked to educate policymakers on the positive economic impact of state investment in research. In 2020, we will approach the legislature with an appropriation request.
- **University and Board Autonomy** will remain a priority in 2020 and the University will work to prevent legislation that may adversely affect the way that the University and Board of Trustees serve students.



THE UNIVERSITY OF  
**MEMPHIS**®

## 2019 Legislative Initiatives

Bill	Summary	University Action	Status	Effect
SB16/HB1  <b>ENTERTAINMENT:</b> Authorizes sports betting in certain jurisdictions.	Authorizes sports betting in Tennessee	Worked with University partners, bill sponsors, and legislative leadership to include regulatory measures to protect the University and student athletes. Pushed to re-designate funds to the Lottery for Education Account. Previously, the funds were routed exclusively to the Tennessee Colleges of Applied Technology.	Passed with Amendments	Advocacy efforts resulted in an over <b><u>\$40 million recurring increase</u></b> in Lottery for Education Account.
SB324/HB271  <b>CONSTRUCTION:</b> Payment rights of contractors and subcontractors.	Prohibits a written contract to have a condition precedent for payment clause where the prime contractor is not required to pay the remote contractor due to contract or	Worked with higher education partners to educate the sponsors on current University processes.	Deferred	Advocacy efforts prevented impacts to current University practices relating to subcontractors.

	until they are paid by the construction owner. Declares that if payment is not received, work by contractor can be suspended until received. Makes other revisions relative to the payment rights of contractors and subcontractors.			
SB347/HB126  EDUCATION: THEC to create a baccalaureate degree for veterans who retire with 20 years of service.	Requires higher education commission to create baccalaureate degree for veterans retiring with 20 years of service. Requires each state institution of higher education that offers a baccalaureate degree program award this degree.	Educated bill sponsors and Committee Members on potential effects to accreditation.	Deferred	Advocacy efforts prevented impediments to SACSCOC Accreditation. The legislation was sent to a summer study to discuss policies to support veterans.
SB441/HB497  EDUCATION: Expands the definition of eligible independent postsecondary institution for scholarship purposes.	Expands the definition of "eligible independent postsecondary institution" to include Western Governor's University (WGU) for purposes of scholarships and grants funded from net proceeds of the state lottery.	Educated bill sponsors and committee members on the breadth and quality of UofM Global and contrasted that to the performance metrics of WGU, an out of state, online provider.	Deferred	Advocacy efforts saved the Lottery for Education Account <b><u>\$1,496,000 in recurring dollars.</u></b>
SB516/HB586  EDUCATION: Residential housing at higher education institutions for	Prohibits eligible postsecondary institutions from denying a student residential housing on the campus of,	Educated the bill sponsors and committee members on the TigerLife Program including the	Deferred	Advocacy efforts resulted in the bill being sent to a summer study. This legislation would have cost the

students with intellectual disabilities.	or in affiliation with, the eligible postsecondary institution solely because of the student's award of a Tennessee STEP UP scholarship. At the University, this program is called TigerLife.	number of participants, and the wide-range of intellectual and physical abilities of students enrolled.		University approximately <b><u>\$200,000 annually.</u></b>
SB598/HB850  ALCOHOLIC BEVERAGES: Designates school-sanctioned sporting event facilities as sports authority facilities for the purposes of alcohol consumption.	Designates any facility on the campus of a public institution of higher education that is designed and used for school-sanctioned sporting events as a sports authority facility for purposes of consumption of alcoholic beverages on the premises.	Worked with University partners to ensure passage.	Passed	Advocacy efforts resulted in Universities allowing the consumption of alcoholic beverages at school-sanctioned sporting events on campus (i.e. baseball games). The state estimates that each facility may average <b><u>\$180,000 in additional annual revenues.</u></b>
SB601/HB739  EDUCATION: State university board member	Changes the non-voting board member to a voting member for LGI boards.	Explained to the sponsor and committee members that this legislation would only apply to LGI boards.	Failed	Advocacy efforts prevented the creation of two different board compositions for the LGIs and UT. Committee members were receptive to this message and unsupportive of the change not applying to UT as well.
SB763/HB1000  EDUCATION: Homeless-student liaison to assist homeless students.	Designates a staff member to serve as a homeless-student liaison.	Educated the sponsor on the work that the University is doing to support homeless	Passed with Amendments	Advocacy efforts resulted in the legislation largely reflecting current practice, and the amendment

		students and removed a portion of the bill that would have required the University to offer services to students that are not enrolled.		ensures that services will be offered to enrolled students only.
SB764/HB1425  EDUCATION: Courses taken under a dual enrollment grant.	Allows students to receive the Dual Enrollment Grant for up to 3 Dual Enrollment courses per semester and caps the award total at 10 courses.	Educated committee members on the robust Dual Enrollment offerings at the University.	Passed	Advocacy efforts resulted in this legislation allowing each Dual Enrollment student to be <b><u>eligible for an additional \$600 (\$100 per hour x 6 hours) in Dual Enrollment grants</u></b> for use at the University.
SB775/HB707  EDUCATION: Compensation of adjunct professors.	Requires university boards to create and approve a policy requiring public institutions of higher education to compensate adjunct professors at least \$1,000 per credit hour taught.	Worked with committee members and the sponsor to understand the fiscal impact to the University and ensured that the bill was tabled.	Deferred	Advocacy efforts prevented passage of this legislation which would have cost the University <b><u>\$1,031,916 annually.</u></b>
SB1240/HB638  EDUCATION: Requires cost benefit analyses of higher education.	Requires each governing board of a state institution of higher education to perform a cost-benefit analysis for each institution under the governing board's authority. Requires that the cost-benefit analysis show the cost and benefits to the institution of	Worked with the bill sponsors to understand the fiscal impact of this legislation.	Deferred	Advocacy efforts prevented passage of this legislation which would have <b><u>cost the University \$187,000.</u></b>

	enrolling, retaining, and graduating students from each of the programs offered by the institution compared to the cost and benefits to the students receiving a degree, diploma, or certificate from the institution.			
SB1249/HB243  EDUCATION: Requires higher education commission develop quality assurance funding program for high education institutions.	Requires the Tennessee Higher Education Commission (THEC) to develop and implement a quality assurance funding program that will allow institutions of higher education to earn a percentage of funds, based on Tennessee Value-Added Assessment System (TVAAS) scores, in addition to the institution's outcomes-based funding formula model recommendation, which is based on the quality of programs and student success beyond graduation. TVAAS is a one measure of effectiveness used in K-12 teacher evaluations.	Explained to education committee members that this legislation would represent a major shift in higher education funding based on one measure of effectiveness for a very small portion of graduates.	Deferred	Advocacy efforts prevented passage of this legislation. While the fiscal impact is unknown, this legislation would have fundamentally changed the way University programs are funded.



## 9. Road to Carnegie I

# The University of Memphis Board of Trustees

Presentation

For Information

**Date:** June 5, 2019

**Committee:** Academic, Research & Student Success Committee

**Presentation Title:** Road to Carnegie RI Status

**Presented by:** Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation

# Road to Carnegie R1 Status

Academic Research & Student Success Committee

Jasbir Dhaliwal, PhD.  
EVP for Research & Innovation

June 5, 2019  
University Center



## PCA loadings based on rank-order data

### Aggregate Criteria

Doctorates: STEM*	0.914
Research Staff*	0.902
S&E R&D Expenditures	0.900
Doctorates: Social Sciences	0.873
Doctorates: Humanities	0.819
Non-S&E R&D Expenditures	0.791
Doctorates: Other Fields	0.616

### Per-capita Criteria

Per-capita S&E R&D Expenditures*	0.931
Per-capita Research Staff	0.928
Per-capita Non-S&E R&D Expenditures	0.614

# Road to Carnegie R1 Status

Critical Criteria	Key Actions
STEM Doctorates	Investing \$2.43M over next two years to increase STEM doctoral enrollments.
	Helping STEM departments develop plans to support these students after two years by growing their external research funding from federal agencies.
	Supporting the Graduate School hire of a coordinator to recruit STEM doctoral students from minority and underrepresented groups.
	Investing \$300K each year for First Generation STEM doctoral students.
Research Staff & Post-Doctoral Fellows	Launching new Post-Doctoral Fellowships Program with \$710K in external support.
	Partnering with Epicenter Memphis for a Deep Science Entrepreneurship Post-Doctoral Fellows Program to commercialize U of M patents to create six new Sweetbio-type ventures in the next 12 months (first in the nation).
	Partnering with Green Mountain Technology – first company to grow its data analytic capabilities by funding a post-doctoral fellow in data analytics.
	Working with faculty to ensure future applications for large federal grants to include funding for doctoral students and post-doctoral fellowships.
	Auditing all non-faculty PhD-qualified research positions on campus to ensure accurate classifications for research staff

# Road to Carnegie R1 Status

Critical Criteria	Key Actions
Per Capita S&E Research Expenditures	Working with STEM departments to accurately count research-related expenditures.
	Targeting focused research development activities in high growth potential areas: e.g. Leading new FedEx-inspired research consortium on Metal Additive Manufacturing with the University of Alabama, University of Mississippi and Auburn University.
	Reengineering central research support functions including research and proposal development, award and grant management services including research accounting to better serve faculty.
	Working with Deans to encourage hiring local unit-based research support staff and streamlining customer service processes.
	Increasing partnerships with industry and international research partners: e.g. Collaborating with City of Memphis on \$418K NIST grant for MAP901 Project for First Responders and partnering with Czech Academy of Sciences to potentially access European research funding.
	Launching new research clusters in Data Science and AgriTech & Food Sciences.
	Receiving first dividend from UMRV Ventures Inc. for boosting U of M research.
	Increasing grant success: Nate DeYonker (Chemistry) 13 <sup>th</sup> NSF Career Grant recipient.
	Working with Provost to analyze tenure-track appointments towards bolstering per capita research expenditures by about \$15K.

# Road to Carnegie R1 Status

Faculty Member	Examples of Recent External Funding Successes
Firouzeh Sabri: Physics & Materials Science	\$252,934 from National Science Foundation for “REU Site: Multidisciplinary Physics Research”
James Murphy: Psychology	\$291,439 from National Institutes of Health for “Applying Behavioral Economics to Predict Alcohol Trajectories during the Transition to Adulthood.”
James McCutcheon: Criminology & Criminal Justice	\$115,724 from US Department of Justice in coordination with the City of Memphis Police Department (CMPD) for “Technology Innovation for Public Safety.”
Charles Camp: Civil Engineering	\$149,691 from Tennessee Department of Transportation/US Department of Transportation for “Bump at the End of the Bridge: Enhanced Remediation Decision Making via 3D Measurement and Advanced 3D Dynamic Analysis.”
M. David Rudd: President	\$170,070 from Department of Defense in collaboration with University of Utah for “Brief Cognitive Behavioral Therapy (BCBT) Replication Trial.”
Beverly Cross: Education	\$150,000 from the Memphis Housing Authority/HUD for “South City Choice Neighborhood.”
Michael Goklias: Civil Engineering	\$299,997 from the Tennessee Department of Transportation/US Department of Transportation for “Truck Parking Needs in Tennessee” & “Planning Guidebook for Commodity and Freight Movement.”
Deborah Moncrieff: Communications Sciences	\$107,198 from the National Institutes of Health (NIH) in collaboration with University of Colorado for "TACIT Teletherapy."
June 2019 Board of Trustees Meeting Randy Cox: Earth Sciences	\$66,712 from the US Geological Services (USGS) for "Paleoseismic investigation of the Eastern Tennessee seismic zone."

CAESER	Key Actions
<p>Doctorates/Masters</p>	<p>Fully multidisciplinary, supported graduate students in Engineering, Geology, Computer Science, City Regional Planning, Physics, Business, and others</p> <p>Fall 2019 will support 5 PhDs and 11 masters with \$422,000 <i>external</i> funding (annually)</p> <p>Fall 2020 to add 10 new <i>externally</i> funded (\$300,000 annually) masters and 1 PhD</p> <p>Additional \$150,000 (annual) <i>external</i> dollars support graduate student research</p>
<p>Research Staff &amp; Post-Doctoral Fellows</p>	<p>Seven full-time staff supported 100% on <i>external</i> dollars (\$583,000 annually)</p> <p>One post-doc is ending their term with a new post-doc position opening in Fall 2019 (<i>external</i> funding)</p>
<p>Undergraduates</p>	<p>40-50 research internships are filled annually, some students staying on for 3+ years (<i>external</i> funding)</p>
<p>Community Engagement</p>	<p>CAESER works closely with 65 community organizations (within last 6 months) to provide research support</p>
<p>Special Service</p>	<p>Director, Dr. Brian W. Wagoner, served as State of TN expert witness on U.S. Supreme Court case on local groundwater lawsuit</p>

## CAESER's two main research thrusts

1. **Water** such as groundwater (drinking water), surface water and atmospheric inputs
2. **Mapping and spatial analyses** using GIS such as infrastructure mapping, legacy data migration, land use planning, blight cause/effect, job creation, economic growth

Active awards 2018 – May 2019:           \$4,300,000 (contracts/grants)  
  \$2,280,000 (*current*)

Most recent award: \$1,000,000 annually for 5 years (MLGW)

- Seeking 1:1 match (\$5,000,000 total) against this award from local corporations
  - Raised \$680,000 thus far from two corporations (Carol Roberts is assisting)

# *Road to Carnegie R1 Status*

Thank you!

For more information, please contact:  
[jdhaliwl@memphis.edu](mailto:jdhaliwl@memphis.edu)



**Board of  
Trustees**

## 10. Report and Recommendations of the Academic Research and Student Success Committee



## 10.1. Tenure and Promotion

## **Presentation to the Board of Trustees**

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of Tenure and Promotion Recommendations

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### **Background:**

Tenure is the principle that entitles a faculty member continuation of his or her annual appointment until relinquishment or forfeiture of tenure, or until termination of tenure for adequate cause. A healthy tradition of academic freedom and awarding tenure and promotion are uniquely fundamental to the academy and essential to the proper functioning of a University. Faculty members eligible for tenure must serve a probationary period and must demonstrate continuing value to the institution.

Tenure and promotion are granted only by positive action by the Board of Trustees to faculty members in a particular department, school or college of the University of Memphis. The following summary of the tenure and promotion approval process describes the careful processes that lead to the request for Board action to grant tenure and promotion. Following the summary is the list of faculty members recommended for tenure and promotion.

### **Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends that the Board approve and grant tenure and promotion to the faculty members recommended by the Provost in the particular department, school or college of the University indicated in the meeting materials.

## 10.2. Tenure Upon Appointment

## **Presentation to the Board of Trustees**

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of Tenure upon Appointment

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### **Background:**

Dr. Wendy Atkins-Sayre will begin her position as Professor and Chair of the Department of Communication and Film in the College of Communication and Fine Arts Fall 2019. She previously served as the Interim Associate Director of the School of Communication at the University of Southern Mississippi. Dr. Atkins-Sayre's offer letter and curriculum vitae follow.

Dr. Stephen Wen-Jin will begin his position as Professor and Holder of the James T. Thompson Chair for Excellence in Accounting Education in the Fogelman College of Business and Economics Fall 2019. Dr. Wen-Jin's offer letter and curriculum vitae follow.

Dr. Damon Fleming will begin his position as Professor and Dean of the Fogelman College of Business and Economics July 1, 2019. Dr. Fleming's offer letter and curriculum vitae follow.

### **Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of tenure for the following individuals: Drs. Atkins-Sayre, Wen-Jin, and Fleming upon appointment.

## 10.3. Academic Programs



## 10.3.1. PhD in Applied Physics

## Presentation to the Board of Trustees

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of New Academic Programs: PhD in Applied Physics

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### **Background:**

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process and A1:1: New Academic Programs.

The proposed PhD degree in Applied Physics is the first such program in the state of Tennessee. The other PhD programs currently offered in Tennessee are PhD in Physics from the University of Tennessee Knoxville and PhD in Physics and Astrophysics from Vanderbilt University. The terminal degree in Applied Physics will prepare students for careers in industry, government, national laboratories as well as for academic positions in universities, colleges, and high schools. Applied physics is the study of physics from fundamentals to a practical purpose, as opposed to other programs in physics motivated solely for an improved fundamental understanding. It bridges physics with various areas of engineering but differs from engineering because applied physicists use physics or conduct physics research to develop new technologies or solve engineering problems, while engineers solve well-defined problems. The proposed program is carefully designed to provide a high-level of research experience and academic training to students. The program relies on the nationally recognized faculty of the DPMS at UofM.

One of the major thrusts of UofM is to enhance research and achieve the status of Research One (R1) Doctoral University, according to the Carnegie Classification of Institutions of Higher Education. A strong research-grade university must have a strong PhD program in physics. Therefore, another crucially important motivation of offering a PhD program in Applied Physics is to improve the national and international visibility of the research activities in physics at UofM. This will align UofM programs with other peer institutions, attract better graduate students to our program, stimulate cross-disciplinary research at UofM, further enhance research collaborations with high-tech industries in the Mid-South, and supply the workforce in STEM-related employment opportunities. Due to the interdisciplinary nature of Applied Physics, which involves research related to applications of materials, biomaterials, engineering physics, and so on, this program will enhance research collaboration among several

departments such as Physics and Materials Science, Biology, Chemistry, Mechanical, Electrical, and Biomedical Engineering. This program will produce PhD graduates with hands-on skills in technology that fulfill the workforce needs in high-tech companies. The proposed PhD program echoes the university's Vision and Mission statements, viz. "The University of Memphis is an internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment." and "We provide the highest quality education by focusing on research and service benefiting local and global communities."

This proposal has been considered and approved by the respective College or School faculty and Deans. Subsequently, the proposal was considered and approved by the University Council for Graduate Studies, which are the highest governing body that has representation across all colleges and schools. The proposal was also considered and approved by the Provost and President of the University.

**Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of the PhD in Applied Physics as contained in the meeting materials and delegates authority to the Provost to make any changes necessary to facilitate program approval by THEC.



## 10.3.2. PhD in Health Sciences

## Presentation to the Board of Trustees

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of New Academic Programs: PhD in Health Sciences

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### Background:

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process and A1:1: New Academic Programs.

The School of Health Studies at the University of Memphis proposes to offer a Doctor of Philosophy (Ph.D.) in Health Sciences. The primary goal of the proposed degree program is to train candidates to both independently and collaboratively provide focused conceptual and scientific analyses within a myriad of sub-disciplines undergirding Health, Nutrition, Physical Performance and Rehabilitation Sciences. To that end, two concentrations are proposed: 1) Applied Physiology and Nutrition and 2) Performance Biomechanics. The mastery of disciplinary content and research tools, together with ongoing mentored immersion in the total research process, will result in the development of highly-coveted researchers/academic scholars by the end of their formal program of study.

The University of Memphis (UofM) strongly supports the creation of new knowledge through research and innovation and includes these in its core mission. A near-term goal of UofM is the attainment of Carnegie R1 (Doctoral University – Very High Research) status, a critical metric of which is the annual number of doctoral degree recipients. The proposed PhD program in the School of Health Studies (SHS) will allow us both to contribute to institutional attainment of Carnegie R1 classification and to increase research productivity within the School by enhancing our organizational structure, intensifying the focus of our academic culture to embrace these pursuits, and facilitating the acquisition of external funding to help support these activities. Additionally, we seek to support the local, regional, national and international medical/clinical research communities through our innovative research findings and by supplying highly-trained and focused graduates who can function well both independently and collaboratively in biomedical research settings.

This proposal has been considered and approved by the respective College or School faculty and Deans. Subsequently, the proposal was considered and approved by the University Council for Graduate Studies, which are the highest governing body that has representation across all colleges and schools. The proposal was also considered and approved by the Provost and President of the University.

**Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of the PhD in Health Sciences as contained in the meeting materials and delegates authority to the Provost to make any changes necessary to facilitate program approval by THEC.



### 10.3.3. BS in Public Health

## Presentation to the Board of Trustees

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of New Academic Programs: Bachelor of Science in Public Health

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### **Background:**

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process and A1:1: New Academic Programs.

Designed to build and strengthen the local and regional public health workforce, this proposed undergraduate degree program will capitalize on the School of Public Health's strong interdisciplinary relationships across the University and will prepare students to compete for jobs in a wide range of public health disciplines in healthcare, government, and community organization settings. In addition to course work, students will be required to interface with community organizations through volunteer and fieldwork experiences. The proposed Bachelor of Science in Public Health (B.S.P.H) program has two primary goals: 1) Equip undergraduate students for entry-level positions in government and private health agencies, community organizations, industry, and secondary education, and 2) prepare students who plan to enter a master's program in public health or a degree in medicine, nursing, pharmacy, or other biomedical science. The design of the program includes core courses in public health (Social Justice & Public Health Social Determinants of Health, Analytical and Research Methods in Public Health I & II, Environmental Health I & II, Public Health Principles and Practice I & II, and Public Health Systems & Policy I & II) and related disciplines (e.g., Anthropology, Communication, Health Studies, and Sociology) as well as multidisciplinary elective courses aligned with students' interest. Courses will involve service within the local community, research, data analysis, report writing, and/or small group presentations.

This proposal has been considered and approved by the respective College or School faculty and Deans. Subsequently, the proposal was considered and approved by the University Council for Undergraduate Studies, which are the highest governing body that has representation across all colleges and schools. The proposal was also considered and approved by the Provost and President of the University.

**Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of the Bachelor of Science in Public Health as contained in the meeting materials and delegates authority to the Provost to make any changes necessary to facilitate program approval by THEC.



## 10.4. MS in Data Science

## Presentation to the Board of Trustees

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of New Academic Programs: MS in Data Science

**Presented by:** Dr. Thomas Nenon, Provost and Executive Vice President for Academic Affairs

### **Background:**

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process and A1:1: New Academic Programs.

The purpose of the proposed Master of Science in Data Science (MS-DS) program is two-fold: 1) train students for positions in government and private agencies, industry, and research institutes, and 2) prepare students who plan to enter a doctoral program in Data Science and related fields. Among the outcomes of the MS-DS program we mention increase in State education attainment levels, meet the needs of economic, workforce, and research needs, and to increase degree production.

The nature of the program includes core courses in theoretical foundations of Data Science, i.e., a set of Computer Science and Statistics courses, and elective courses in discipline-specific quantitative analysis methods. The elective courses are clustered in specific disciplines such as Economics or Biomedical. This model has been proposed based on a market analysis of top programs (Columbia University, University of Michigan, University of Rochester) as well as programs from peer universities (University of Texas at El Paso, Southern Methodist University) around the country. The model offers foundational training as well as discipline-specific training in Data Science thus enabling students to become Data Scientists in specific areas such as Biology, Economics, Public Health, Government Policy, Logistics and Transportation, Inventory Management, Information Technology, inter alia, and a variety of other data driven fields.

This design should make the degree attractive to students who want to focus on Data Science methods in particular disciplines. It should be noted that one of the clusters is core Data Science which is meant to attract students who want to focus on core Data Science topics and possibly pursue a Ph.D. The target audience is college students who want to pursue Data Science careers with a focus on various disciplines

ranging from political science to biology to public health to economics as well as professionals who want to acquire advanced Data Science skills in order to be able to advance their careers and competitiveness of their organizations by exploiting big data sets available nowadays with the goal of improving their organization's processes, products, and services.

This proposal has been considered and approved by the respective College or School faculty and Deans. Subsequently, the proposal was considered and approved by the University Council for Graduate Studies, which are the highest governing body that has representation across all colleges and schools. The proposal was also considered and approved by the Provost and President of the University.

**Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of the Master of Science in Data Science as contained in the meeting materials and delegates authority to the Provost to make any changes necessary to facilitate program approval by THEC.



## 10.5. Chair of Excellence Name Change

## **Presentation to the Board of Trustees**

The University of Memphis Board of Trustees  
For Approval

**Date:** June 5, 2019

**Committee:** Academics, Research, & Student Success Committee

**Presentation Title:** Approval of the Sparks Chair of Excellence in Global Research Leadership

**Presented by:** Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation

### **Background:**

The University of Memphis established the Sparks Family Chair of Excellence in International Business in 1996. The chair was established with the hope that it would attract top academic talent to help internationalize the University's business research program alongside two other chairs of excellence focused on international business: The Robert Wang Chair in International Business and the William N. Morris Chair in International Economics. However, the position has been vacant since 2006 as we have had difficulty locating and retaining suitable candidates.

Therefore, we propose to redesignate income from the existing chair to establish a Chair of Excellence in Global Research Leadership. While reporting to the Provost like all other Chairs of Excellence, this Chair of Excellence will be housed in the University's Division of Research and Innovation to provide administrative flexibility to assign the Chair to focused and/or interdisciplinary area(s) of research excellence best able to contribute towards the University's strategic research goal of attaining and maintaining Tier I Carnegie Classification status. Data science and artificial intelligence are anticipated initial target areas.

### **Committee Recommendation:**

The Academics, Research, & Student Success Committee recommends approval of the Sparks Chair of Excellence in Global Research Leadership and related funding as indicated in the meeting materials.

## 11. Report and Recommendations of the Audit Committee



## 11.1. FY 2020 Audit Plan

## Report to the Audit Committee of the Board of Trustees

Report  
For Approval

**Date:** June 5, 2019  
**Committee:** Audit Committee  
**Report Title:** Proposed FY2020 Internal Audit Plan  
**Presented by:** Vicki D. Deaton, Chief Audit Executive

### Synopsis:

To comply with the requirements of state statutes relative to internal audit activities and the UofM Audit Committee Charter, the Proposed FY2020 Internal Audit Plan for the University is presented for review and approval by the Audit Committee.

### Recommendation:

The Audit Committee recommends approval of the Proposed FY2020 Internal Audit Plan as presented in the meeting materials.

## 11.2. FY 2020 Internal Audit Budget

## Report to the Audit Committee of the Board of Trustees

Report  
For Approval

**Date:** June 5, 2019  
**Committee:** Audit Committee  
**Report Title:** Proposed FY2020 Internal Audit Budget  
**Presented by:** Vicki D. Deaton, Chief Audit Executive

### Synopsis:

To comply with the requirements of the Audit Committee Charter, which was based on State of Tennessee Comptroller of the Treasury guidelines and approved by the Tennessee Comptroller of the Treasury, the Proposed FY2020 Internal Audit Budget is presented for review and approval of the Audit Committee.

### Recommendation:

The Audit Committee's recommends approval of the FY 2020 Internal Audit Budget as detailed in the Audit Committee Materials.

## 12. Report and Recommendations of the Governance and Finance Committee Meeting



## 12.1. Governance and Finance Charter Revision

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Approval for Revised Governance and Finance Committee Charter

**Presented by:** Melanie Murry, University Counsel and Board Secretary

**Background:**

The Board approved the Charter for the Governance and Finance Committee at its March 2017 Board meeting with revisions in June of 2017. The charter has been revised to remove authority to act on behalf of the full Board of Trustees and revise membership on the Executive Committee.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the revised charter for the Governance and Finance Committee as reflected in the meeting materials.

## 12.2. FY 2019 Final Operating Budget and FY 2020 Proposed Operating Budget

# The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 5, 2019

Committee: Governance and Finance

Recommendation: FY2019-20 Proposed Budget and FY2018-19 Estimated Budget Recommendation

Presented by: Raaj Kurapati, Chief Financial Officer

## **Background:**

Budget Control Policy (BF4024) recognizes budgeting as the process whereby the plans of an institution are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and circumstances may necessitate revisions or changes from time to time. In view of this, we will submit budgets for approval three times each fiscal year. At this time, both the FY2019-20 Proposed Budget and FY2018-19 Estimated Budget are presented for consideration.

The *Proposed Budget* is prepared in the spring for implementation each fiscal year on July 1. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment projections, proposed tuition increases and research activities. The *Proposed Budget* is submitted to the Board for approval prior to the start of the subsequent fiscal year.

The final budget submitted for each fiscal year is the *Estimated Budget*. This budget includes carryforward balances from prior years that represent available resources at the departmental level. Although these funds are available, we do not anticipate that all resources will be spent in the current fiscal year. The *Estimated Budget* also includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

## **Committee Recommendation:**

The Governance and Finance Committee recommends approval of the FY2018-19 Estimated Budget and the FY2019-20 Proposed Budget and assumptions as presented in the meeting materials.

## 12.3. Student Fee Structure

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Simplification of Student Fee Structure

**Presented by:** Raaj Kurapati, Chief Financial Officer

**Background:**

In our continued effort toward access and affordability initiatives, we are proposing a simplified fee structure. The current fee structure is disproportionate across certain student populations and leads to an overly complex student billing statement.

The proposed University Service Fee will be a three-year phased approach in which we establish a proportional distribution of fees across credit hours. This will reduce and then eliminate the online course fee to ensure a clear structure that is easily understood by students and their families.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the three-year phased approach toward fee simplification as presented in the meeting materials.

## 12.4. Presidential Review and Evaluation Policy

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Presidential Review and Evaluation Policy

**Presented by:** Raaj Kurapati, Chief Financial Officer

**Background:**

The Southern Association of Colleges and Schools (SACS) requires a comprehensive evaluation of a University president at least every three (3) years. This policy outlines the standards and guidelines that will be used to conduct the presidential review and evaluation.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the Presidential Review and Evaluation Policy as provided in the meeting materials.

## 12.5. Executive Compensation



## 12.6. Kemmons Wilson Culinary Institute Lease

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Culinary Institute Lease

**Presented by:** Raaj Kurapati, Chief Financial Officer

## **Background:**

The University of Memphis' Kemmons Wilson School of Hospitality & Resort Management desires to expand its curriculum through a new initiative called KWS – CAFE (Culinary Arts and Foodservice Enterprise) management at a new facility located at 1245 N. Germantown Road, Cordova, TN 38016 by means of a lease with Nash Fields LLC, the owner of the property. The square footage is approximately 31,833 feet. The proposed five (5) year lease will cost \$ 445,662.00 for the first year with annual increases of two (2) percent. The annual rental could decrease if the University is able to obtain a property tax exemption that reduces the real estate taxes imposed on the leased property.

The facility is already fully equipped with kitchen equipment in all six of its kitchens and bakeries. Ownership of all kitchen equipment at the facility will be transferred to the University after completion of a 10-year lease.

The premises shall be used for culinary, hospitality, and general education classes, including, on a strictly related and ancillary basis to operation of classes, dine-in eating and the retail sale of food, books, utensils, equipment and clothing. Revenue will be derived from Certificate & BA Program, Professional Development and Recreational Courses, and Restaurant and Special Events Operations.

## **Committee Recommendation:**

The Governance and Finance Committee recommends approval for the University to enter into a five (5) year lease with Nash Fields LLC for purposes of expanding its curriculum through the KWS-CAFE initiative.

## 12.7. Rulemaking: Parking and Traffic

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Parking & Traffic Rule

**Presented by:** Raaj Kurapati, Chief Financial Officer

**Background:**

The Division of Business and Finance has drafted the enclosed rule related to parking and traffic. The University's Parking and Traffic policies/regulations must go through the rulemaking process because they are policies/regulations that are generally applicable and can affect the private rights, privileges, or procedures available to the public. The purpose is to establish uniform rules for facilitating the safe and expeditious flow of traffic and inform motor vehicle operators and pedestrians of parking and traffic rules in effect on the campuses of The University of Memphis.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the Parking & Traffic rule as provided in the meeting materials.

## 12.8. Rulemaking: Open Records

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** March 6, 2019

**Committee:** Governance and Finance

**Recommendation:** Approval of Open Records Rule

**Presented by:** Melanie Murry, University Counsel

## **Background:**

The following rules were approved at the March Board meeting. After additional review one change, to allow faculty, staff and students who are not residents of Tennessee to have access to University records was made. The rules have been resubmitted with the change for approval.

## **Committee Recommendation:**

The Governance and Finance Committee recommends approval of the revised Open Records rule as provided in the meeting materials.

## 12.9. Public Comment Policy Revision

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Approval for Revised Public Comment Policy

**Presented by:** Melanie Murry, University Counsel and Board Secretary

**Background:**

The Board approved a Public Comment Policy at its March Board meeting. The policy was revised to include language that allows the Chair within their discretion to allow people to address the Board who did not submit a request.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the Public Comment Policy the changes as reflected in the meeting materials.

## 12.10. Capital Budget Request for Fiscal Year 2021

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Capital Budget Request for Fiscal Year 2021

**Presented by:** Tony Poteet, Associate VP for Campus Planning and Design

## **Background:**

**Per Tennessee Higher Education Commission (THEC) Policy F4.0 Capital Projects:** As the coordinating body for higher education in Tennessee, THEC engages with institutions and governing boards on capital investment through its role to develop and approve recommendations for capital outlay and maintenance funding. THEC identifies capital investment needs and determines priorities for those investments for consideration by the Governor and the General Assembly as part of the annual appropriations act. Categories of projects submitted to THEC in the annual Capital Budget Request are as follows:

**Capital Outlay:** In accordance with funding request guidelines annually disseminated by THEC staff, the Commission receives a prioritized list of capital outlay projects from each governing board for evaluation and scoring into a single prioritized list for the state. These projects either provide new space or major renovations (or a combination of both), and respond to: state goals for education, strategic plans, space guidelines, facility assessments, program plans, business plans, and/or external funding.

**Capital Maintenance:** THEC shall receive a prioritized list of capital maintenance projects from each governing board. THEC staff makes project recommendations to the Commission's Board in accordance with a capital maintenance formula. The formula may include, but not be limited to, the age, gross Education & General (E&G) square footage, usage, and conditions of institutions facilities. Individual projects should reduce deferred maintenance and protect the assets of the state.

**Disclosed Projects:** The reporting of disclosed capital projects to THEC should be performed at least quarterly and shall include all projects to be initiated in the following quarter that will have total expenditures on capital improvements exceeding \$100,000 or capital maintenance exceeding \$500,000. Disclosed projects are those funded by campus funds, bonds, gifts or other non-appropriated sources.

## **Committee Recommendation:**

The Governance and Finance Committee recommends approval of the Capital Budget Request for Fiscal Year 2021 as detailed in the meeting materials.

## 12.11. Master Plan Update

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Master Plan Update

**Presented by:** Tony Poteet, Associate VP for Campus Planning & Design

**Background:**

The University Master Plan links the strategic plan to the campus environment. The plan provides an overall direction for facility improvements, additions, replacements as well as land acquisition for expansion. All projects submitted to the State Building Commission must be in conformance with the master plan and periodic updates are required to remain current.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval of the changes to the Master Plan as presented in the materials.

## 12.12. The Gather Management Arrangement

# The University of Memphis Board of Trustees

Recommendation

For Approval

**Date:** June 5, 2019

**Committee:** Governance and Finance Committee

**Recommendation:** Gather I Management Arrangement

**Presented by:** Raaj Kurapati, Chief Financial Officer

**Background:**

The University is working with the State of Tennessee on the terms of the proposed acquisition of the Gather I and II. The project is currently under review and the projected response date is too close to the beginning of fall classes for the University to adequately operate the facilities.

In the interim, the University would like to enter into a short-term management arrangement with the Gather I (264 beds) while we continue to work with the State on the acquisition of the full property.

**Committee Recommendation:**

The Governance and Finance Committee recommends approval to enter into a short-term agreement to manage the 264 beds located in Gather I, whether by lease, affiliation agreement, or other means, as presented in the meeting materials. Any action taken by the University will be subject to applicable State of Tennessee reviews and approvals.

## 13. Additional Business



## 14. Adjournment