




















March 2019 Governance and Finance Committee Meeting

Schedule	Wednesday, March 6, 2019 8:30 AM — 9:30 AM CST
Venue	University Center Fountain View Suite - UC350
Organizer	Chelsea Connor

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1. Call to Order

Presented by Alan Graf

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Minutes - December 5, 2018

For Approval

Presented by Alan Graf

University of Memphis Governance and Finance Committee Meeting

December 5, 2018 | 10:08 a.m.

Proposed Order of Business and Committee Summary

The Governance and Finance Committee of the University of Memphis Board of Trustees met at 10:08 a.m. CDT, on Wednesday, December 5, 2018, on the University of Memphis Lambuth Campus in Jackson, Tennessee.

I. Call to Order/Roll Call/Declaration of Quorum/Introduction

Chairman Graf called the meeting to order and welcomed attendees. University Counsel and Board Secretary Melanie Murry called the roll. The following Governance and Finance Committee members were present: Trustee Drew Gilmore; Trustee Alan Graf; Trustee Cato Johnson; Trustee David Kemme; and Trustee David North. Trustees R. Brad Martin and Trustee Susan Springfield were available by conference call.

A quorum was present. Members of the University of Memphis Board of Trustees, faculty, administrative staff, and guests were present.

II. Approval of Minutes – September 5, 2018

Chairman Graf requested a motion for the approval of the minutes. It was moved by Trustee Johnson and properly seconded to approve the minutes from the September 5, 2018, Governance and Finance Committee meeting. A roll call vote was taken, and the motion passed.

III. Revised Budget for FY 2018-2019

Chairman Graf introduced Chief Financial Officer Raaj Kurapati to present the revised budget for FY2018-2019. CFO Kurapati discussed in detail the revisions to the initial Proposed budget presented in May. The FY2019 Revised Budget reflects anticipated revenue projections as of early October 2018. The Initial Proposed Budget was developed before the end of the previous fiscal year. The Revised Budget provides the opportunity to adjust for changes such as actual fall enrollment; adjustments to state appropriations; non-recurring, one-time expenditure items utilizing carryforward; and minor adjustments of operating plans. The initial FY2019 budget presented in May was \$516.1 million, and the revised budget now reflects \$519.7 million, an increase in revenues of \$3.6 million. The primary changes in revenues were related to current year adjustments such as Conference and Institute events, Internship revenues, and UofM Foundation Support budgets set up at the beginning of each year based on actual activities, as well as adjustments made in State Appropriations due to a health insurance premium holiday, and slight increases in tuition/fee revenues and basketball ticket sales. In addition, new investment strategies are having a positive impact on revenues. Dr. Rudd recognized the CFO's efforts for these new strategies.

CFO Kurapati mentioned with the two (2) year decline in housing utilization, we are slightly down in auxiliary revenues, and there is a group currently reviewing strategies to reverse this trend. Dr. Rudd mentioned the age of our housing is a factor. Our newest facility is fully utilized, but the other facilities are old. The group is looking at options to update, eventually renovate and partner with other entities to make our housing more attractive and competitive.

CFO Kurapati mentioned the \$1.8 million decrease in restricted revenues, which is primarily due to declines in Pell & TSAC scholarship awards resulting from changes in our student enrollment mix and estimated Increases in grants/restricted activities.

CFO Kurapati is working with the Provost's Office and others to review our carryforward principles to determine options to better manage the funds. Dr. Rudd mentioned carryforward continues to grow annually, with expected growth at \$2 million this year. CFO Kurapati advised that the financial strength of the University is strong.

Chairman Graf called for a motion of the revised motion. The motion was moved by Trustee Johnson and properly seconded. A vote was taken and was approved.

IV. Naming of Buildings

Chairman Graf introduced Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation, who presented on the request to rename three campus buildings. Dr. Dhaliwal discussed the three-phased plan to repurpose old, unused buildings and build a University research park. The first phase of the plan includes repurposing the Cossett Library on Highland and renaming it the CommuniTech Research Park. A grand opening and ribbon cutting ceremony is scheduled for January 17. Dr. Dhaliwal mentioned the second phase as working through the Research Foundation to bring more student jobs on campus. This operation will be housed in the current Defense Audit Building with a request to rename the building the Student Ventures Hub. The third building name change was related to the consolidation of all offices serving international students. The requested name change was from Panhellenic Building to the International Center.

Chairman Graf called for a motion. The motion was moved by Trustee Johnson and properly seconded. A vote was taken and was approved.

V. Ground Lease at Lambuth Campus

Chairman Graf introduced CFO Kurapati to present on the ground lease for the Lambuth Campus. CFO Kurapati discussed a recent opportunity to partner with Jackson-Madison County Schools to build a high school on our campus. CFO Kurapati reviewed the options of a ground lease, sale, or donation of the Lambuth property, although the University has not made a final decision on the approach. Any construction will adhere to our standards. CFO Kurapati requested the opportunity to keep those options open.

Chairman Graf called for a motion. The motion was moved by Trustee Johnson and properly seconded. A vote was taken and was unanimously approved.

VI. Tuition Transparency and Accountability Act - New Board Policy, Consideration of Increases in Tuition and Mandatory Fees

Chairman Graf introduced CFO Kurapati to present on the Tuition Transparency and Accountability Act. CFO Kurapati mentioned the legislation that was recently passed requiring established processes at all institutions related to how tuition and mandatory fees are proposed, vetted, and implemented. He advised that a board policy was created to capture those requirements and to serve as the basis for how we operate.

Chairman Graf called for a motion. The motion was moved by Trustee Johnson and properly seconded.

VII. Simplified Tuition Models and Day One Access to Course Materials

Chairman Graf introduced CFO Raaj Kurapati to present on Simplified Tuition Models and Day One Access to Course Materials. CFO Kurapati discussed the four main goals of this proposals as:

- reducing impediments to student success;
- guaranteed tuition proposal;
- standardizing resident tuition rates; and
- addressing costs & trends in course materials.

CFO Kurapati stated the University has kept our price point very low, only increasing tuition at an average of 1.7% over the past five (5) years. He mentioned the University has set high standards to increase our four (4), five (5), and six (6) year graduation rates to 41%, 51%, and 61%, respectively, by 2025. Keeping prices down allow us to reach that goal.

CFO Kurapati reminded the committee of the four-tiered tuition structure that was approved during the September 2018 board meeting, which simplifies our tuition model. These three (3) new strategies continue to build upon that.

CFO Kurapati recommended the adoption of a guaranteed tuition plan to begin fall 2019. This plan would apply to all undergraduate first-time, first-year students over a four (4) year period. It would allow families to budget more consistently by keeping tuition the same from year to year. This initiative covers tuition only; it does not include mandatory, non-mandatory, and course fees, etc. The plan is not mandatory and students would have the option to opt-out.

CFO Kurapati then discussed the proposal to standardize resident tuition rates. Currently, there is a significantly higher price point for online courses vs. traditional on-ground courses. Since fall 2015, there has been a 59% increase in the number of students enrolling in blended (online and on-ground) credit hours and we expect this to continue. The proposal to rectify this issue would set the undergraduate per credit hour tuition assessment cap at twelve (12) hours for both traditional and online courses. Any credit hours beyond twelve (12) would be free. The cap for graduate credit hours would be ten (10) with hours beyond ten (10) free.

Trustee Gilmore mentioned students constantly inquire about lower prices for online classes. While they like online classes, they do not like the pricing of those classes. Dr. Rudd provided a brief overview of the historical background of the fee structure for online classes.

Chairman Graf mentioned they have approved the four-tiered structure in September with a potential \$2.7 million revenue loss. If we are able to attract more students with a simplified structure we will not have this impact.

CFO Kurapati discussed the cost of textbooks. He mentioned Higher Education Opportunity Act (HEOA) legislation requires that we are transparent about the cost of course materials. He stated there is a direct correlation between the cost of a textbook and whether or not a student will purchase the book; not purchasing a textbook is an impediment to student success. Our plan is to develop a flat per credit hour fee for course materials, starting with 1000 level courses, with a price point as close to \$50 as possible. Trustee Gilmore talked about the rising cost of textbooks through the years, to which CFO Kurapati concurred about the need to break the broken textbook system.

Options for rectifying this situation include reviewing collaborative solutions and early adoption of textbooks. We will need to work very closely with our Faculty Senate & the Provost on this initiative. CFO Kurapati advised the committee that this is being brought forth as an informational item to provide insight on how we are reviewing options to reduce textbook cost.

Discussion ensued regarding open sourcing, book prices, the impact on student success and partnering to bring change to pricing. The committee agreed that this is something that needs to be addressed and we should continue to focus on strategies that make course materials more affordable.

Chairman Graf called for a motion to approve Initiative 1 and 2. Secretary Murry read the motion that was to be voted on which states: Beginning in Fall 2019, implement a Guaranteed Tuition Plan for undergraduate first-time, first-year students. This plan includes a roughly 2.5% one-time tuition increase in year one (1), then the tuition remains constant with no additional increases for the three (3) subsequent academic years. Trustee North moved and it was properly seconded. A vote was taken and it passed unanimously.

Chairman Graf asked for a motion on the second item as reflected in the meeting materials. It was moved by Trustee Johnson and properly seconded. A vote was taken and it passed unanimously. Dr. Rudd mentioned the item will be brought back for further discussion in the spring.

VIII. New Legislative Session

Chairman Graf introduced Chief Government Relations Officer Ted Townsend and Trustee Cato Johnson who provided an update on the most recent Ad Hoc Committee meeting. During the meeting, the governor-elect's plan for West Tennessee was discussed. Trustee Johnson discussed the new administration relative to the Governor's team. He also mentioned that during the November quarterly Tennessee Higher Education Committee (THEC) meeting, it was recommended the University receive \$36 million for the STEM education building. He advised that they will work to ensure the recommendation is included in the Governor's budget and that it is passed by the necessary committees in the House and Senate. He also provided an update

on all the newly elected State representatives. The Legislative retreat is scheduled for December 14 and 15 and the Lieutenant Governor in planning to attend. Trustee Johnson mentioned there are new members of the legislature who were not around when the local governing boards were created, and they are working to make them aware of what we do and why it is important.

Chief Government Relations Officer Townsend discussed the upcoming sunrise/sunset hearing on December 19.

IX. Strategies for Endowment Growth

Chairman Graf announced Interim Chief Development Officer Joanna Curtis who provided an overview of the current status of the University's endowment and strategies for growth over the next five (5) years. In a study conducted by the National Association of College and University Business Officers (NACUBO), the University is ranked 310 of 818 colleges and universities. For FY18 unaudited totals, endowments grew to \$216 million. As of November 1, 2018, we had about 540 endowed funds in the Foundation. For the current fiscal year, the endowment provided \$3.7 million to the University. We also benefit from trusts, most significantly the Herbert Herff Trust (\$25 million), and Chairs of Excellence funds held by the State. Cumulatively, in the past five years, we have received commitments to the endowment totaling \$18.8 million.

Interim Chief Development Officer Curtis advised the University is focused on increasing giving to the endowments which will be a major component of the next comprehensive campaign. She mentioned the goal this year is to secure \$3.75 million towards the endowment, an increase of 15% over the last fiscal year. We are well on the way to reaching our goal. Over the next five (5) years, our goal is to secure an additional \$30 million. Interim Chief Development Officer Curtis mentioned that she and CFO Kurapati have discussed setting an aspirational goal of breaking into the top 300 universities in the NACUBO report.

As Trustee Edwards inquired about the University's planned giving program, Interim Chief Development Officer Curtis advised we have a very good program and explained that when planned giving commitments are received through a trust or an estate, they are not counted at face value but based on many factors. Last year, five (5) of our fifteen (15) largest gifts came from estates. Dr. Rudd mentioned we have some large planned gifts that are committed and that planned gifts are more often directed toward endowments. He also advised in the last few years the University has raised less for capital campaigns and more on endowments.

X. Additional Committee Business

There was no additional committee business.

XI. Agenda Item 14: Adjournment

Chairman Graf adjourned the meeting at 11:14 am.

4. University Advancement Division

Presented by Joanna Curtis

University Advancement Division

Joanna E. Curtis, CFRE
Interim Chief Development Officer

March 6, 2019
University Center

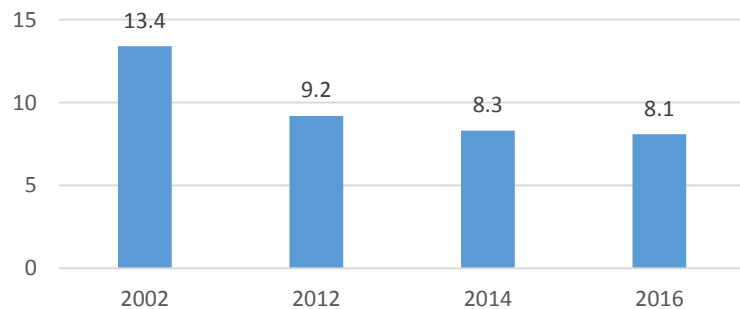


University Advancement Division

- Effective Feb. 1, UofM Alumni Association merged with Development
- Advancement reflects focus on fundraising *and* alumni relations
- Assimilated alumni and development operations are increasingly the industry standard
 - 65% of alumni organizations are integrated with fundraising operations
 - Continuum from engagement through philanthropy
 - Build lifelong relationships with alumni that deliver value

Industry-wide challenges

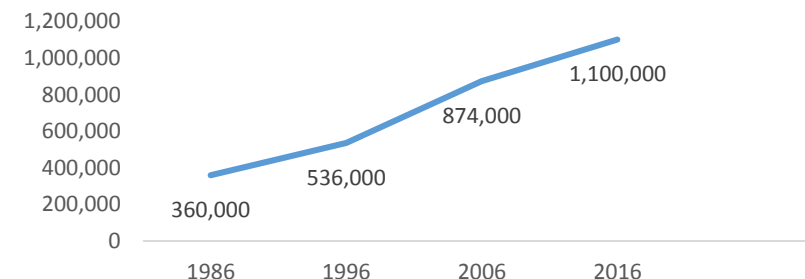
Alumni Support in a 25+ Year Decline



87% of alumni organizations report they “do a poor job” or “need to do more” to engage young alumni

64% Most common concern among alumni professionals is a decline/lack of alumni engagement

Nonprofits have tripled in 30 years, overcrowding the marketplace



Opportunities for the UofM

- What's the ROI on the current activities of the UMAA?
 - Enhance the reputation of the University and reinforce tradition
 - Further the mission and priorities of the University
 - Provide value to our alumni
- Areas for growth
 - Meet alumni where they are
 - Use of technology
 - Show alumni how they can make a difference within their budget
 - Respond to shifting alumni demographic trends by improving communication with students, young alumni, and diverse alumni.
 - Demonstrate value of being involved.

5. Public Comment Policy

For Approval

Presented by Melanie Murry

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: Approval for Public Comment Policy

Presented by: Melanie Murry, University Counsel and Board Secretary

Background:

The Board welcomes the opportunity for expression of public views on issues before the Board. To further that goal, the Board will reserve a portion of its regularly scheduled meetings for individuals who wish to address the Board.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the Public Comment Policy.

PUBLIC COMMENT POLICY

The Board welcomes the opportunity for expression of public views on issues before the Board. A portion of its regular scheduled meeting is reserved for individuals who wish to address the Board.

Requests to Address the Board:

All persons wishing to address the Board at regularly scheduled Board meetings must complete a Request to Address the Board form at least three (3) business days before the first day of the Board meeting. The requests must be submitted to the Board Secretary via email at trustees@memphis.edu.

The Board Secretary will acknowledge receipt of requests and confirm logistical details for the public comment period.

Permissible Subjects:

Persons may request to speak about items on the meeting agenda or other matters of concern to the University.

Impermissible Subjects:

The Board will not hear speakers on the following topics: grievances or appeals specific to individual students or employees; pending or threatened litigation involving the University or University officials; the employment status of any specific individual; statements concerning the private activities, lifestyles or beliefs of any individuals; proposals or bids for contracts.

Time Allocation:

- A Person addressing the Board will have a maximum of 3 minutes for any comments. Exceptions to this time period will only be allowed at the discretion of the Board Chair.
- The aggregate time for all public comments at a meeting will not exceed 15 minutes in total.

General Terms and Conditions:

- PowerPoint or other audio/visual equipment is not permitted during public comment.
- If a speaker also has written materials, s/he should provide 12 collated copies to the Board Secretary, who will distribute them to the Board members at or before the time of the comments.
- No action shall or may be taken by the Board at public comment sessions. In his or her discretion, the Board Chair may refer a matter raised during public comment for subsequent response by the President, the President's designee, or an appropriate Board Committee. The Board Chair may also request or permit comment by members of the administration.

To ensure that the scheduled business of the Board is conducted in a timely manner pursuant to the published agenda, the time allotted to the comment session will not be enlarged by the Board Chair absent extenuating circumstances, to be determined in his/her sole discretion.

Persons whose comments were not heard due to time constraints are encouraged to communicate in writing. Communications may be submitted to the Board Secretary at trustees@memphis.edu.

6. Open Records Rule

For Approval

Presented by Melanie Murry

Rules of
University of Memphis

Chapter 0240-10-04
Open Records

Table of Contents is added to Chapter 0240-10-04 Open Records and shall read as follows:

0240-10-04-.01 Purpose and Scope
0240-10-04-.02 Definitions
0240-10-04-.03 Public Records Request Coordinator (PRRC)
0240-10-04-.04 Process for Making Requests to Inspect and/or Copy Public Records
0240-10-04-.05 Responses to Requests
0240-10-04-.06 Redaction
0240-10-04-.07 Fees, Billing and Payment
0240-10-04-.08 Aggregation of Frequent and Multiple Requests
0240-10-04-.09 Delivery of Records

0240-10-04-.01 Purpose and Scope is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.01 Purpose and Scope

These rules are promulgated for the purpose of providing procedures to allow access to records of the University of Memphis ("University") that are subject to the Tennessee Public Records Act ("TPRA"), T.C.A. §§ 10-7-501 et seq., and are promulgated for the additional purpose of implementing and establishing fees to be charged for reproduction of records and procedures for billing and payment.

Statutory Authority: T.C.A. § 10-7-503(g); T.C.A. § 49-8-203.

0240-10-04-.02 Definitions is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.02 Definitions

(1) "Labor" means the time reasonably necessary to produce the requested records and includes the time spent locating, retrieving, reviewing, redacting, and reproducing the record.

(2) "Public Record"

(a) means any record of the University that is required to be open to inspection under the provisions of the Tennessee Public Records Act, Tenn. Code Ann. §§ 10-7-501 et seq.

(b) The term "public record" does not include any data in any record, or any portion of a record, that is:

- (1) protected as confidential or privileged pursuant to any state law, including T.C.A. § 10-7-504, or regulation, or federal law or regulation or under any court order; or
- (2) protected as privileged under any statutory or common law privilege; or
- (3) protected as any attorney work product; or
- (4) protected by the attorney/client or any other professional privilege; or

(5) the device or equipment that may have been used to create or store a public record including, but not limited to, a cell phone, computer, or other electronic or mechanical device or equipment.

(3) "Public Records Request Coordinator" means the person who receives and coordinates public records requests and maintains documentation of public records requests, responses, and charges.

(4) "Records Custodian" means the office, official or employee lawfully responsible for the direct custody and care of a public record and is not necessarily the original preparer or producer of the record.

(5) "Requestor" means the person who requests to inspect or copy public records of the University. To have access to public records, a requestor must be a citizen of the State of Tennessee.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.03 Public Records Request Coordinator (PRRC) is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.03 Public Records Request Coordinator (PRRC)

(1) The Public Records Request Coordinator (PRRC) coordinates the University's responses to public records requests and maintains documentation of public records requests, responses and fees.

(2) The Legal Affairs Coordinator in the University's Office of Legal Counsel is the designated PRRC and can be contacted at 201 Administration Building, Memphis, Tennessee 38152, www.openrecordsrequest@memphis.edu or 901.678.2155.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.04 Process for Making Requests to Inspect and/or Copy Public Records is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.04 Process for Making Requests to Inspect and/or Copy Public Records

(1) Persons requesting to inspect or receive copies of a record are required to provide identification of Tennessee residency with a government-issued photo identification card.

(2) The request must be sufficiently detailed to enable the University to identify the specific records to be located and copied. When a request is unclear as to the records being requested, the requester will be contacted to clarify or narrow the request.

(3) Requests for inspection may be submitted by one of the following methods:

(a) Orally (in person or by phone) to the PRRC's office;

(b) By mail to the PRRC's office or

(c) By email to www.openrecordsrequest@memphis.edu.

(4) Requests for copies must be made in writing by completing a Request Form to Inspect/Copy Public Records at <https://na3.docuSign.net/Member/PowerFormSigning.aspx?PowerFormId=8982c376-8e7b-42d2-8c70-10ad0dfae795> and submitting:

(a) In person to the PRRC's office;

(b) By mail to the PRRC's office or

(c) By email to www.openrecordsrequest@memphis.edu.

(5) Custody of the original records will not be relinquished. No records shall be produced or copied in a form to further a commercial business or similar purpose (i.e., mailing and/or telephone list, special format on computer disc, etc.). Electronic records will be produced in a secure .pdf format.

(6) A requestor is prohibited from bringing his/her own copying equipment (e.g., cell phone, camera, hand-held scanner, laptop, etc.) to make copies.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.05 Responses to Requests is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.05 Responses to Requests

(1) The PRRC will review all public records requests and will assure that:

(a) The requestor is a citizen of the State of Tennessee (A requestor shall show proof by submitting a government-issued photo identification that includes the requestor's address. The PRRC reserves the right to accept alternative proof of residency);

(b) The request identifies with sufficient specificity the records that are the subject of the request;

(c) The items requested are Public Records;

(d) If appropriate, notice will be provided to the person whose file is the subject of the request that a request for inspection has been made; and

(e) The public records are reviewed and redacted of confidential information as appropriate before being made available for review.

(2) The PRRC will respond promptly to requests. If not practicable to promptly provide the requested records, the PRRC will respond to the requestor within seven (7) business days. The response will include any one of the following responses, as applicable:

(a) The records are ready and providing the requestor with the location, date and hours of availability.

(b) An estimate of the time needed to produce the records if the requested record is not available within the seven (7) day time frame.

(c) A denial of the request, which will include the reason for denial of the request which may include the following:

(1) The requestor did not provide proof of Tennessee residency;

(2) Need clarification of request;

(3) The record is exempt from disclosure under TPRA (The applicable statutory exemption or other exemptions will be cited.);

(4) The University is not the custodian of the requested records; or

(5) There are no records responsive to the request.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.06 Redaction is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.06 Redaction

(1) The following information shall be redacted (stricken) before being made available for inspection or copying:

- (a) Confidential by state or federal law or regulation.
- (b) Not made or received pursuant to law or ordinance.
- (c) Not made or received in connection with the transaction of official business.

Statutory Authority: T.C.A. § 10-7-503(g); T.C.A. § 10-7-504.

0240-10-04-.07 Fees, Billing and Payment is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.07 Fees, Billing and Payment

(1) No fees or charges will be assessed for inspection of records.

(2) An itemized estimate of the fees and charges for any copies will be provided in advance to the requestor. Payment in full of the actual costs must be made prior to the release of requested records.

(3) In the cases where the cost of the total production, including copies, labor/programming charges, and delivery is less than \$25.00, the cost will be waived, with the exception of fees associated with aggregated records requests.

(4) Fees and charges for copies are as follows:

- (a) \$0.15 per page for letter and legal-size black and white copies.
- (b) \$0.50 per page for letter and legal-size color copies.
- (c) The price per copy for larger documents (such as blueprints and other specialized documents) is the actual cost.
- (d) Delivery costs incurred by the University, such as postal fees, etc., will be added to the final bill.
- (e) Labor charges are assessed when the time spent locating, retrieving, reviewing, redacting, and reproducing the record(s) exceeds one (1) hour.
- (f) If an outside vendor is used to produce copies, the actual costs assessed by the vendor will be charged to the requestor.

(5) Acceptable forms of payment for costs are cash or a check made out to the University of Memphis. Credit card payments are acceptable if paying in person.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.08 Aggregation of Frequent and Multiple Requests is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.08 Aggregation of Frequent and Multiple Requests

(1) The University will aggregate records requests when more than four (4) requests are received within a calendar month (either from a single individual or a group of individuals deemed working in concert). The PRRC will be responsible for making the determination if a group of individuals are working in concert.

(2) When the total number of requests made by a requestor(s) during a calendar month exceeds four (4), the requestor shall be charged a fee for all labor that is reasonably necessary to produce copies of the requested records. The one (1) free hour of labor before additional costs are assessed will not be applicable.

Statutory Authority: T.C.A. § 10-7-503(g).

0240-10-04-.09 Delivery of Records is added to Chapter 0240-10-04 and shall read as follows:

0240-10-04-.09 Delivery of Records

(1) The requestor will have the following options for delivery of the record(s):

- (a) On-site pick-up (PRRC's office or designated location);
- (b) Electronically (depending on size of request); or
- (c) USPS First-Class Mail.

Statutory Authority: T.C.A. § 10-7-503(g).

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 Office of Legal Counsel has drafted the enclosed rules related to open records to be in compliance with the Tennessee Open Records Act. The Office of Legal Counsel is also responsible for the implementation of this rule and will develop a University policy to coincide with the requirements of the rule.

Committee Recommendation:

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

7. Agenda Item - Revision of Building to UMRF Research Park - Approval

Presented by Jasbir Dhaliwal

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Topic: Approval to revise building name to UMRF Research Park

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

Background:

In the December meeting, the Board approved the renaming of the old city library building on Highland Street to “Communitech Research Park.” After additional review, the University would like to revise the name to “UMRF Research Park.”

Recommendation:

The Governance and Finance Committee recommends approval to revise the name of the old Highland library to the “UMRF Research Park.”

8. New Board Policy - Debt Management

For Approval

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: New Board Policy – Debt Management

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

Debt levels and their related annual costs are important financial considerations that impact the use of available resources. This debt management policy provides guidelines for the University to manage its use of debt in line with those resources. The Board of Trustees, with prior approval as needed of the Tennessee State School Bond Authority, has the power and authority to borrow money. This policy applies to all external debt transactions of the University of Memphis.

Committee Recommendation:

The Governance and Finance Committee recommends approval of this new board policy, Debt Management, to govern debt incurred by the University of Memphis.

The University of Memphis Board of Trustees – Debt Management

The Board of Trustees, with prior approval as needed from the Tennessee State School Bond Authority (Authority), has the power to authorize the borrowing of money by the University of Memphis. This policy applies to external debt transactions of the University. Debt levels and their related annual costs are important financial considerations that impact the use of available resources. This debt management policy provides guidelines for the University to manage its use of debt in line with those resources.

I. Purpose

- a. **Authority.** To establish approval authority for all debt arrangements.
- b. **Policy Goals.** Identify policy goals and demonstrate a commitment to long-term financial planning and creditworthiness of the University.
- c. **Justification.** Provide justification for the structure of debt issuance.
- d. **Quality.** Ensure the quality of decisions concerning debt issuances
- e. **Guidelines.** Provide guidelines for the use of debt financing for critical facilities, other real property improvements, equipment and capital leases, including the types of debt approved by the Authority and General Assembly.

II. Policy

- a. **Debt Approval.** Debt obligations require approval of the Board of Trustees, except for leases. The Board delegates approval of leases to the President, subject to necessary State approvals. The Board of Trustees expects management to follow established guidelines when considering new borrowings.
- b. **Tennessee State School Bond Authority.** Pursuant to T.C.A. § 49-3-1205(11), whenever the Board takes action under chapters 4, 7-9, and 12 of Title 49 to borrow money for any purpose, the University must first seek the approval of the Tennessee State School Bond Authority (the “Authority”), created in 1965 under the Tennessee State School Bond Authority Act, T.C.A. § 49-3-1201 et seq. The Authority is a corporate governmental agency and instrumentality of the State of Tennessee whose purpose is to finance revenue generating capital projects for public institutions of higher education located in Tennessee by issuing its bonds and notes. The Tennessee Board of Regents (TBR) entered into a Second Program Financing Agreement as of November 1, 1997 with the Authority for the financing of projects for public institutions. This agreement requires all debt transaction to be processed through the TBR.
- c. **Financing Options.** With the approval of the Authority and any other required parties, the University reserves the right to utilize other borrowing methods should special circumstances arise, and authorization be provided. Borrowings may be pursued with approval from the Authority for limited special situation items such as specialized equipment with obsolescence risk, where equipment manufacturers provide financing, or other opportunities.
- d. **Revenue Generating Activities.** Debt financing provided by the Authority is specifically authorized for revenue generating higher education projects generally included in the University’s capital plan including, but not limited to, dormitories, athletic facilities, parking facilities, student activities/recreation centers, and major equipment purchases. These projects stand in contrast to non-revenue generating capital projects for basic academic needs such as classrooms and libraries that are funded from the proceeds of the State’s general obligation bonds issued by the State Funding Board and for which the University is not obligated to pay the debt service.
- e. **Intercept of State Appropriations.** T.C.A. § 49-3-1206(b)(2) provides the Authority to intercept an institution’s operating appropriation if any annual financing charges or administrative fees are not paid when due and payable. The operating appropriation of any and all TBR member institutions or Locally Governed Institutions may be intercepted

to remedy the inability of one member-institution to pay its prescribed annual financing charges and administrative fees.

III. Guidelines

- a. Debt may be used to finance project costs which include all direct and indirect capital costs of projects including but not limited to costs of construction and acquisition, debt issuance costs, funded interest on debt and amounts to fund or replenish reserves, if and to the extent approved by the Authority.
- b. Prior to issuance of bonds, Revolving Credit Facility debt may be issued for the payment of costs as authorized by the Authority.
- c. No debt may be issued for a period longer than the useful life of the capital project it is funding, but in no event will the term exceed thirty years.
- d. When beneficial, Financed (Capitalized) Interest is permitted from the issuance date until the University has beneficial use of the financed project.
- e. Debt issuance shall be planned to achieve relatively net level debt service. The University shall generally not use bullet or balloon maturities, absent sinking fund requirements, except in those instances where these maturities serve to make existing overall debt service level or to match a specific income stream.
- f. Debt capacity/coverage will be assessed on both an individual project basis as well as overall debt exposure. The University measures capacity using various factors including Debt Service Coverage, Debt to Revenue, Spendable Cash to Debt and the Viability Ratio. Additionally, the debt capacity of each project is assessed based on the debt service coverage as defined by the Authority, which measures the actual margin of protection for annual debt service payments from the annual pledged revenue. The Authority requires a minimum one-to-one ratio between pledged revenue and annual debt service.
- g. When economically beneficial, debt refunding will be considered, but may not extend the original length of the debt.
- h. The University shall report to the Authority a need for refunding when:
 - The refunding of the debt is necessary due to a change in the use of a project that would require a change to the tax status of the debt.
 - The project is to be sold or no longer in service while still in its amortization period.
 - Restrictive covenants prevent the issuance of other debt or create other restrictions on the financial management of the project and revenue producing activities.
- i. The University shall only pursue taxable debt when projects are not eligible to be financed with tax-exempt debt or when the administrative costs, restrictions on use of financed projects, and investment constraints outweigh the benefit of tax-exempt rates.
- j. The University will work with the Authority to determine the type of debt used to fund the University's projects. The University will request funding through short term debt, as needed to fund projects during their construction phase and to fund projects with an average useful life or debt of ten years or less.

Effective Date/Revisions: March 6, 2019

9. Guaranteed Tuition Proposal

For Approval

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: 2019-2020 Guaranteed Tuition Plan & Uniform Tuition Rate

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

During the December 5, 2018 UofM Board of Trustees meeting, the Trustees reviewed our proposal on implementation of a Guaranteed Tuition Rate and moving to a Uniform Tuition Rate for traditional and online course offerings. At that meeting the Board of Trustees approved the implementation of a guaranteed tuition plan and conditionally approved the Uniform Tuition Rate proposal subject to a final recommendation for the Board's consideration and approval at the March 2019 Board meeting.

During the upcoming March 6, 2019 Board meeting, we will discuss the proposed guaranteed and uniform tuition rates for 2019-2020.

Committee Recommendation:

The Governance and Finance Committee recommends approval to set the tuition rates for 2019-2020 as outlined in the proposal.

2019-2020 Guaranteed Tuition Plan & Uniform Tuition Rate

Governance and Finance Committee

Raaj Kurapati
Chief Financial Officer

March 6, 2019
University Center



- The University of Memphis recommends the adoption and implementation of a guaranteed tuition plan that would begin in Fall 2019.
- This plan would be applied to all first-time, first-year undergraduate resident, non-resident, international, and UofM Global students.

The Guaranteed Tuition Plan covers Tuition Only

The Guaranteed Tuition Plan Does Not Include:

- Mandatory Fees
- Non-Mandatory Fees
- Online Course Fees
- All Non-Academic Fees
(Housing, meal plans, parking permits, etc.)

- Allows students and their families to budget earlier and more effectively for educational expenses
- Provides stable tuition expenses from year-to-year
- Encourages timely degree completion given the financial incentive of an overall lower cost
- Reduces student debt

Academic Year 2019-2020 (Fall 2019)

- For Fall 2019, the Guaranteed Tuition Plan will be calculated based on the tuition for the 2018-2019 academic year and adjusted by an inflation factor approved by the Board of Trustees.
 - **We propose 2.38% as the initial tuition increase for the 2019-2020 academic year guaranteed tuition rate.**
 - The new guaranteed rate would be in effect for eight (8) consecutive regular semesters for first-time, first-year students who enroll in Fall 2019.
- Incoming first-time, first-year students will default to the guaranteed rate plan and are locked into the guaranteed rate for eight (8) consecutive semesters but may opt-out to the variable rate plan.

Guaranteed Tuition Proposal, 2019-2020

With an estimated 2.5% projected yearly increase in the variable rate, the savings is \$1,032 for undergraduate residents.

Resident Tuition Guarantee

Academic Year	2019-20	2020-21	2021-22	2022-23	Total Cost of Degree
Variable Rate Tuition*	\$8,208	\$8,400	\$8,616	\$8,832	\$34,056
Tuition Guarantee	\$8,256	\$8,256	\$8,256	\$8,256	\$33,024
Difference between Variable Rate and Guaranteed After 4 Years					(\$1,032)

*Based on 12 or more credit hours per semester (fall & spring) and a variable rate estimated at 2.5% per annum

Guaranteed Tuition Proposal, 2019-2020

Non-Resident Tuition Guarantee

Academic Year	2019-20	2020-21	2021-22	2022-23	Total Cost of Degree
Variable Rate Tuition*	\$15,060	\$15,300	\$15,570	\$15,840	\$61,770
Tuition Guarantee	\$15,120	\$15,120	\$15,120	\$15,120	\$60,480
Difference between Variable Rate and Guaranteed After 4 Years					(\$1,290)

*Based on 30 annual credit hours and variable rate estimated at 2.5% per annum

International Tuition Guarantee

Academic Year	2019-20	2020-21	2021-22	2022-23	Total Cost of Degree
Variable Rate Tuition*	\$19,860	\$20,100	\$20,370	\$20,640	\$80,970
Tuition Guarantee	\$19,920	\$19,920	\$19,920	\$19,920	\$79,680
Difference between Variable Rate and Guaranteed After 4 Years					(\$1,290)

*Based on 30 annual credit hours and variable rate estimated at 2.5% per annum

Global Tuition Guarantee

Academic Year	2019-20	2020-21	2021-22	2022-23	Total Cost of Degree
Variable Rate Tuition*	\$10,608	\$10,800	\$11,016	\$11,232	\$43,656
Tuition Guarantee	\$10,656	\$10,656	\$10,656	\$10,656	\$42,624
Difference between Variable Rate and Guaranteed After 4 Years					(\$1,032)

*Based on 12 or more credit hours per semester (fall & spring) and a variable rate estimated at 2.5% per annum

Ensuing Academic Years (Fall 2020 and after)

- A new guaranteed tuition rate will be established for each fall cohort of new first-time, first-year undergraduate students: resident, non-resident, international, and UofM Global.
- The new cohort rate will be available for eight (8) consecutive regular semesters for the undergraduate first-time, first-year students of each ensuing fall semester.

**In order to implement a guaranteed plan,
we must:**

Create Uniform Tuition Rates

Financial Impact to Students Enrolled in Traditional & Online Courses

Currently, a resident student taking 12 traditional credit hours and 3 online credit hours is charged 19% more for 15 credit hours than a student taking 15 traditional credit hours.

	Onground Enrollment	Blended Enrollment	Diff	%
Tuition 1-12	3,840	3,840		
Tuition 13-15*	192	960		
Per Semester	4,032	4,800	768	19%

- When the online tuition/fee structure was first implemented, it was modeled after the RODP/TNeCampus structure.
- Tuition/fees for all online courses are assessed separately from the traditional courses.
- Undergraduate resident students taking a blend of traditional and online courses are not able to take advantage of the 80% discount rate offered for traditional courses over the 12 hour cap.

Uniform Tuition Rates: What does this mean for our students?

Proposal to rectify this issue and further simplify our tuition structure

- Set undergraduate per credit hour tuition assessment cap at 12 hours for traditional and online credit hours for residents. Credit hours above 12 are free of charge.
- Graduate traditional and online hours 1-10 will be assessed a flat per credit hour charge for residents. Credit hours above 10 are free of charge.
- Setting the tuition assessment cap at 12 & 10 credit hours for undergraduate and graduate residents, respectively, should encourage degree completion.

Simplified Tuition Rates: Financial Impact

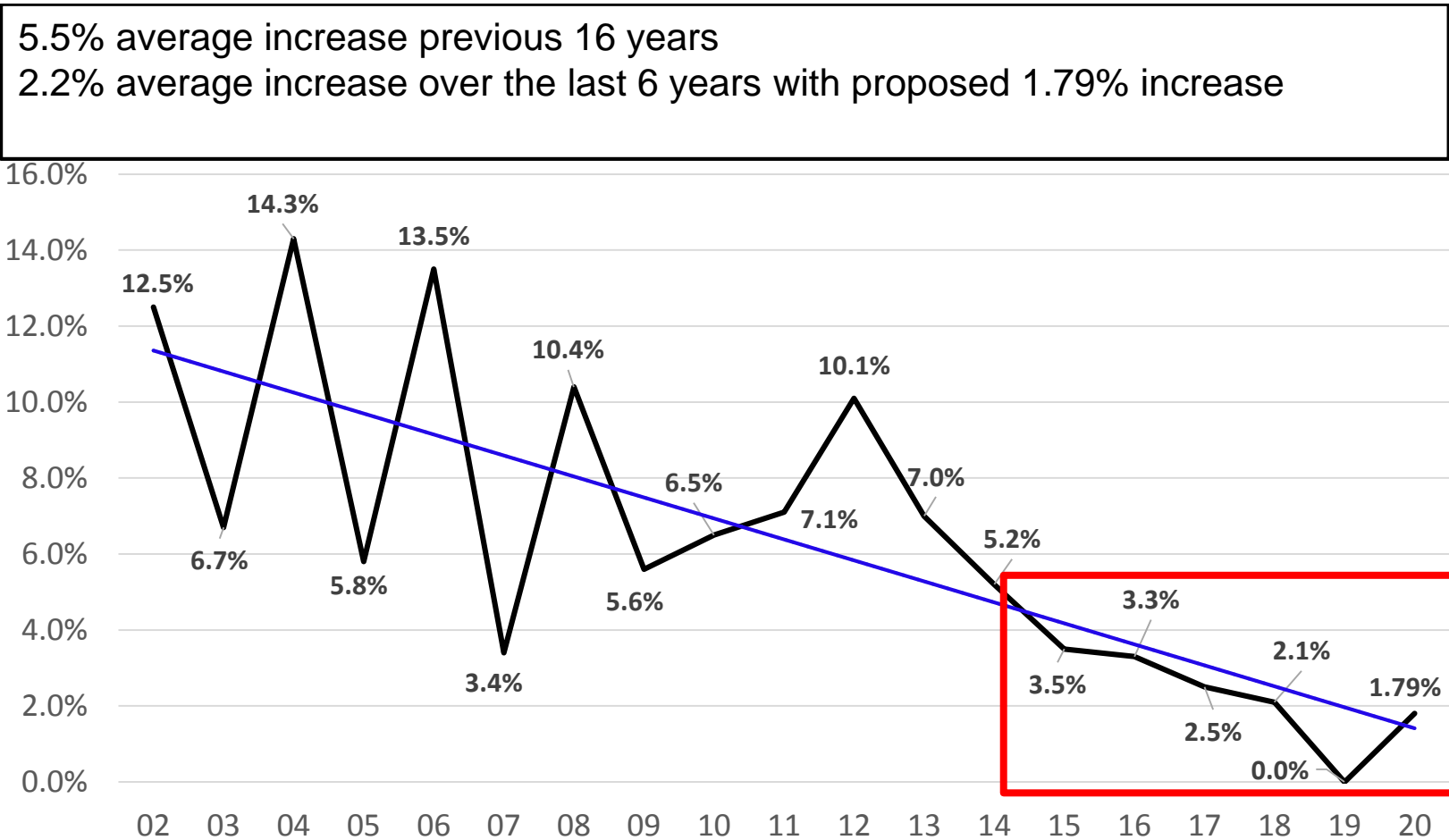
In order to implement this initiative and remain revenue neutral (i.e. minimal gain or loss in tuition revenue), the University is proposing a tuition adjustment which translates to a 1.79% tuition increase for undergraduate resident students taking 15 student credit hours*.

2019-20 Revenue Impact	
Four-Tiered Tuition Structure (approved by BOT in September 2018)	(2,300,000)
Guaranteed Tuition Rate	123,500
Tuition Restructure **	(181,000)
Total FY19-20 Revenue Change	(2,357,500)

**1.79% increase per credit hour for non-resident, international, and UofM Global is calculated at: UG – 15 credit hours, GR – 10 credit hours, LW – 11 credit hours, Global – 12 credit hours*

***Remove premium above cap & increase resident rate per credit hour to \$342 (UG) / \$512 (GR) / \$821 (LW) / \$442 (Global)*

FY20 - Historical Tuition and Mandatory Fee % Change



Questions?

10. Improving Access & Affordability for Course Materials

For Discussion

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Information
For Discussion

Date: March 6, 2019

Committee: Governance and Finance Committee

Topic: Improving Access & Affordability for Course Materials

Presented by: Raaj Kurapati, Chief Financial Officer

This presentation provides an update on our progress towards providing more affordable course materials for our students.

Improving Access & Affordability for Course Materials

Governance and Finance Committee

Raaj Kurapati
Chief Financial Officer

March 6, 2019

University Center



**Board of
Trustees**

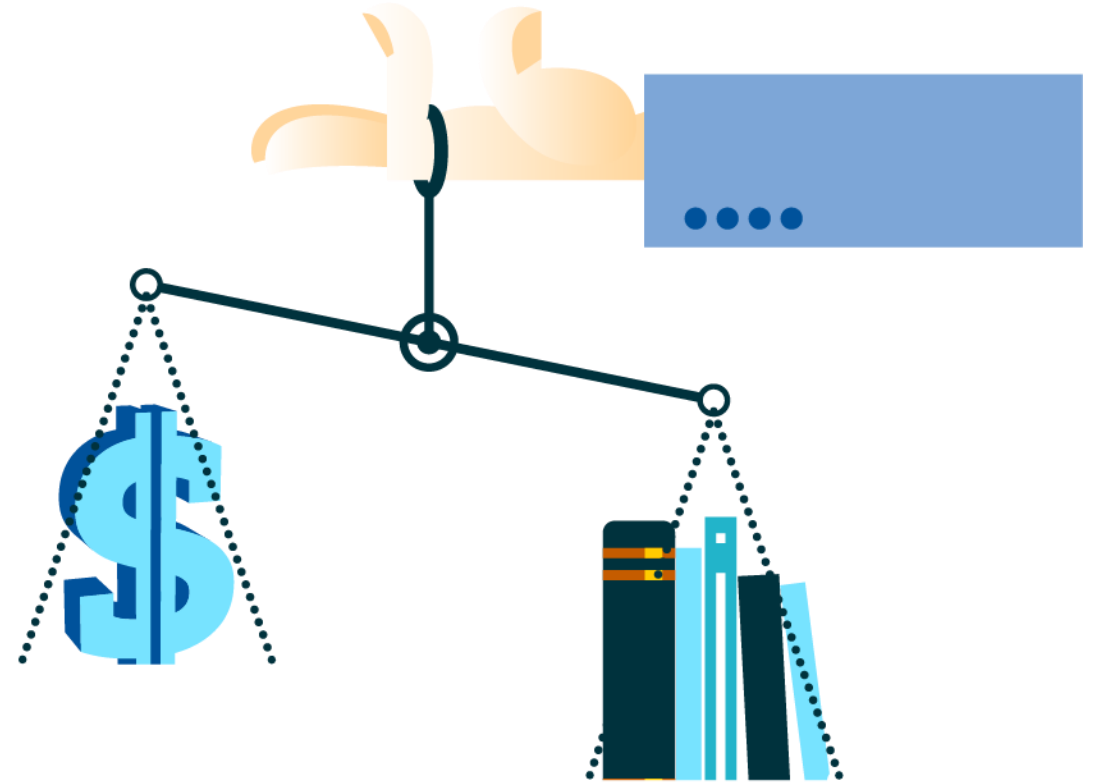
Affordability Challenge



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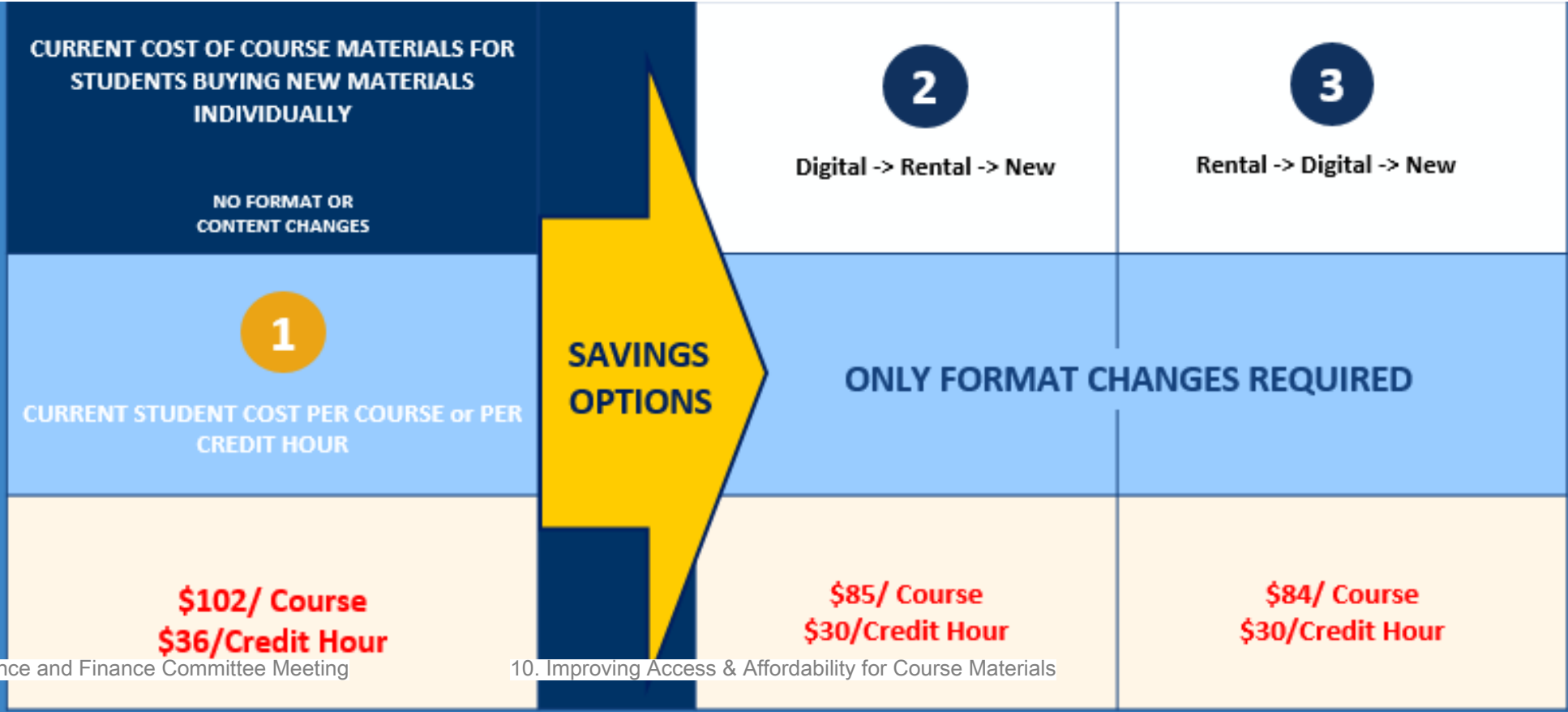
- In the past decade, the average cost of textbooks has gone up **4X faster** than the rate of inflation.
- Average college students spend **more than \$1,200** on textbooks and supplies a year.
- Nearly **1 in 5 students** have opted not to get at least 1 required course material because of cost.
- **2 out of 5 students** who did not get at least 1 course material reported receiving a lower than expected grade in the course.
- Nearly **3/4 of students** agree that having their own course materials helps them earn better grades.



- Met with Follett representatives to understand programmatic and financial models to reduce the cost of course materials
- Evaluated course offerings for freshman class to ensure the model would address the needs of these first time students
 - Assess a flat course materials fee for all 1000 and 2000 level courses
- Met with faculty to discuss opportunities to improve course material consistency and affordability
- Evaluating a bundle pack (Chromebook, backpack, t-shirt) that would be provided to all first-time, full-time freshman. This is an effort to ensure students have access to digital content.

UofM's Proposal to Address Affordability – Fall 2019

Utilize Follett’s IncludED program. Assess a flat course materials fee for all 1000 and 2000 level courses.



Follett's IncludED Program

Student Benefits

- IncludED is an inclusive access program that delivers all required print or digital course materials to students as part of their tuition or fees
- Follett has delivered an estimated **70% in average savings** to students on the **150+ campuses** where includED is currently implemented.
- **Removes uncertainty and stress** of acquiring course materials at the best price
- **Levels playing field** to ensure all students have the correct materials on or before the first day of class
- **Graduation rates will reflect an uptick** as students complete courses and perform better with improved grades.

Faculty Benefits

- Faculty have the **academic freedom to choose the materials** that best meet the goals of course curriculum
- Everyone is also guaranteed to be using the **same edition of the materials**
- Pre-work can be **more easily assigned** to hit the ground running on the first day of classes.

11. Athletics 3 Year Plan

For Discussion

Presented by Tom Bowen

The University of Memphis Board of Trustees

Information
For Discussion

Date: March 6, 2019

Committee: Governance and Finance Committee

Topic: Athletics 3 Year Financial and Capital Strategies

Presented by: Tom Bowen, Athletic Director

This presentation provides information on Athletics' financial and capital strategies for the next three (3) years.

March 6th, 2019
Board of Trustees
Supplemental Documents

Athletics 3yr Projection with Conference Media Revenue Distribution & Capital Outlay

Revenue	FY18	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Athletics	\$ 36,679,962	\$ 40,063,000	\$ 40,969,100	\$ 44,779,100	\$ 43,889,100	\$ 43,949,100
Univ. Base Subsidy	\$ 1,111,997	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691
	\$ 37,791,959	\$ 40,714,691	\$ 41,620,791	\$ 45,430,791	\$ 44,540,791	\$ 44,600,791

Expenses	FY18 Spend	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Payroll	\$ 15,564,237	\$ 14,529,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022
Benefits	\$ 4,084,701	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387
Travel	\$ 4,261,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000
Recruiting	\$ 787,000	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300
Ops	\$ 15,173,000	\$ 17,193,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519
Scholarships	\$ 9,596,631	\$ 9,149,000	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431
	\$ 49,466,569	\$ 50,387,228	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659

Surplus/Loss	\$ (11,674,611)	\$ (9,672,537)	\$ (7,464,868)	\$ (3,654,868)	\$ (4,544,868)	\$ (4,484,868)
One-Time Univ. Funding less Tuition Savings	\$ 7,000,000	\$ 7,000,000	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431
Additional Funding/Athletic Goal	\$ (4,674,611)	\$ (2,672,537)	\$ (1,584,437)	\$ 2,225,563	\$ 1,335,563	\$ 1,395,563

Capital Outlay	Total Project Cost	Term	FY19	FY20	FY21	FY22	FY23	FY24+
Football Phase II	\$ 11,300,000	10yr	\$ -	\$ 5,298,241	\$ 848,242	\$ 848,242	\$ 848,242	\$ 5,089,446
Leftwich Tennis	\$ 3,000,000	5yr		\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Elma Roane Fieldhouse	\$ 2,800,000	5yr		\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000
Finch Center Renovation	\$ 1,000,000	5yr		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Track & Soccer Stadium	\$ 7,000,000	5yr			\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 2,800,000
Soccer & Track Lights	\$ 250,000	5yr	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
			\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242	\$ 9,249,446

Available Funds:	\$ (2,672,537)	\$ (1,584,437)	\$ 2,225,563	\$ 1,335,563	\$ 1,395,563
Less Capital Projects:	\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242
Remaining:	\$ (2,722,537)	\$ (8,292,678)	\$ (1,432,679)	\$ (2,322,679)	\$ (2,262,679)
Gifts pledged to Capital Projects:	\$50,000	\$ 4,500,000	\$ -	\$ -	\$ -

Notes:

Football Phase I - TSSBA Loan included in current Ops expense projections (\$1.067M/yr)

T. Smith Payout included in current Ops expense projections (\$1.621M/yr)

Gifts Pledged to Capital Projects include \$100K Commitment to Lights, \$4.45M in remaining Time to Shine Pledges for Football Phase II

Assumes no other Gifts Pledged to Capital Projects (Track & Soccer Stadium Campaign to begin in FY19)

March 6th, 2019
Board of Trustees
Supplemental Documents

Athletics 3yr Projection with Conference Media Revenue Distribution & Capital Outlay - Scenario 1 (Student Fee Increase)

Revenue	FY18	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Athletics	\$ 36,679,962	\$ 40,063,000	\$ 42,738,576	\$ 46,548,576	\$ 45,658,576	\$ 45,718,576
Univ. Base Subsidy	\$ 1,111,997	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691
	\$ 37,791,959	\$ 40,714,691	\$ 43,390,267	\$ 47,200,267	\$ 46,310,267	\$ 46,370,267

Expenses	FY18 Spend	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY22 Projected
Payroll	\$ 15,564,237	\$ 14,529,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022
Benefits	\$ 4,084,701	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387
Travel	\$ 4,261,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000
Recruiting	\$ 787,000	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300
Ops	\$ 15,173,000	\$ 17,193,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519
Scholarships	\$ 9,596,631	\$ 9,149,000	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431
	\$ 49,466,569	\$ 50,387,228	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659

Surplus/Loss	\$ (11,674,611)	\$ (9,672,537)	\$ (5,695,392)	\$ (1,885,392)	\$ (2,775,392)	\$ (2,715,392)
One-Time Univ. Funding less Tuition Savings	\$ 7,000,000	\$ 7,000,000	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431
Additional Funding/Athletic Goal	\$ (4,674,611)	\$ (2,672,537)	\$ 185,039	\$ 3,995,039	\$ 3,105,039	\$ 3,165,039

Student Fees
\$ 9,079,176

Difference in FY20-23
\$ 1,769,476

Capital Outlay	Total Project Cost	Term	FY19	FY20	FY21	FY22	FY23	FY24+
Football Phase II	\$ 11,300,000	10yr	\$ -	\$ 5,298,241	\$ 848,242	\$ 848,242	\$ 848,242	\$ 5,089,446
Leftwich Tennis	\$ 3,000,000	5yr		\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Elma Roane Fieldhouse	\$ 2,800,000	5yr		\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000
Finch Center Renovation	\$ 1,000,000	5yr		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Track & Soccer Stadium	\$ 7,000,000	5yr			\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 2,800,000
Soccer & Track Lights	\$ 250,000	5yr	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
			\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242	\$ 9,249,446

Available Funds:	\$ (2,672,537)	\$ 185,039	\$ 3,995,039	\$ 3,105,039	\$ 3,165,039
Less Capital Projects:	\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242
Remaining:	\$ (2,722,537)	\$ (6,523,202)	\$ 336,797	\$ (553,203)	\$ (493,203)
Gifts pledged to Capital Projects:	\$50,000	\$ 4,500,000	\$ -	\$ -	\$ -

Notes:

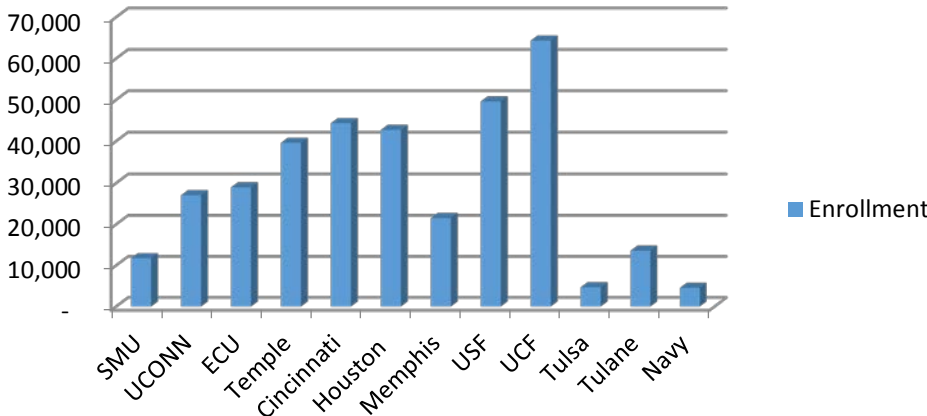
Football Phase I - TSSBA Loan included in current Ops expense projections (\$1.067M/yr)
T. Smith Payout included in current Ops expense projections (\$1.621M/yr)
Gifts Pledged to Capital Projects include \$100K Commitment to Lights, \$4.45M in remaining Time to Shine Pledges for Football Phase II
Assumes no other Gifts Pledged to Capital Projects (Track & Soccer Stadium Campaign to begin in FY19)

March 6th, 2019
Board of Trustees
Supplemental Documents

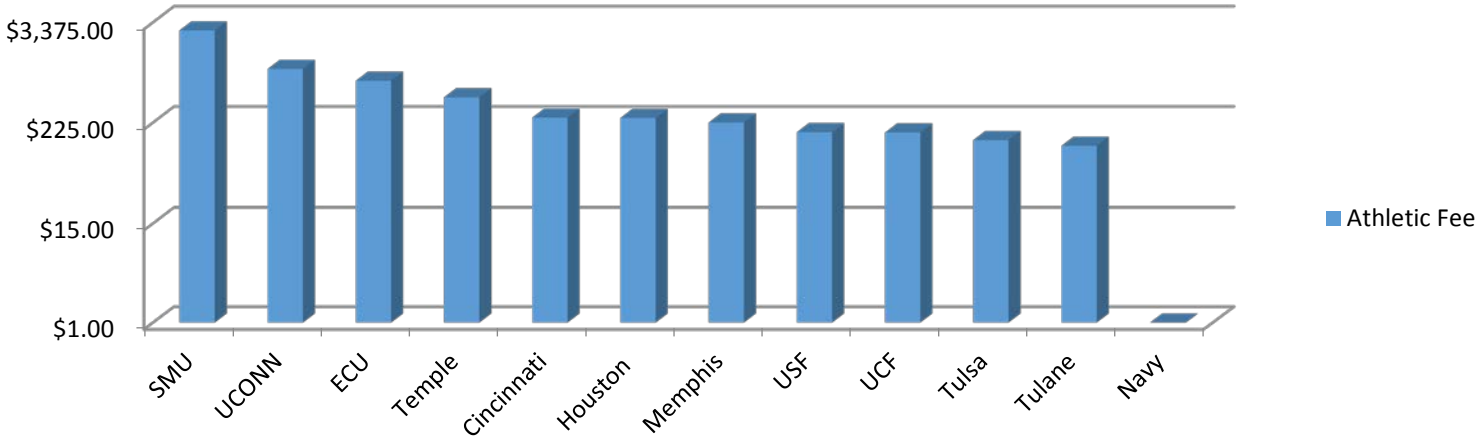
Student Fees

	School	Enrollment	1 Hour	2 Hour	3 Hour	4 Hour	5 Hour	6 - 8 hours	9 - 11 hours	12+	FB Tickets Student Price - (Student Guests)	MBB Tickets Student Price - (Student Guests)	Other Sports - (Student Guests)
1	SMU	11,739	\$ 318.00	\$ 546.00	\$ 774.00	\$ 1,002.00	\$ 1,230.00	\$ 1,914.00	\$ 2,598.00	\$ 2,710.00	Included	\$79 (Point System)	N/A
2	UCONN	27,043	\$ 239.00	\$ 239.00	\$ 239.00	\$ 239.00	\$ 239.00	\$ 479.00	\$ 957.00	\$ 957.00	\$48.00	Lottery System	N/A
3	ECU	28,962	\$ 696.00	\$ 696.00	\$ 696.00	\$ 696.00	\$ 696.00	\$ 696.00	\$ 696.00	\$ 696.00	(\$40 to \$65)	(\$10 to \$15)	Baseball = \$7
4	Temple	39,581	\$ 163.00	\$ 163.00	\$ 163.00	\$ 163.00	\$ 319.00	\$ 319.00	\$ 445.00	\$ 445.00	N/A	N/A	\$10.00
5	Cincinnati	44,338	\$ 22.00	\$ 44.00	\$ 66.00	\$ 88.00	\$ 110.00	\$ 176.00	\$ 244.00	\$ 257.00	\$70.00	N/A	N/A
6	Houston	42,704	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	\$ 255.00	Included (\$20)	Included (\$8)	Included (\$5)
7	Memphis	21,521	\$ 16.00	\$ 32.00	\$ 48.00	\$ 64.00	\$ 80.00	\$ 225.00	\$ 225.00	\$ 225.00	Included	Included	\$10.00
8	USF	49,591	\$ 14.46	\$ 28.92	\$ 43.38	\$ 57.87	\$ 72.30	\$ 115.68	\$ 159.06	\$ 173.52	Included	Included	\$10.00
9	UCF	64,318	\$ 14.32	\$ 28.64	\$ 42.96	\$ 57.28	\$ 71.60	\$ 114.56	\$ 157.52	\$ 171.84	Lowest Priced Ticket	Included	N/A
10	Tulsa	4,671	\$ 140.00	\$ 140.00	\$ 140.00	\$ 140.00	\$ 140.00	\$ 140.00	\$ 140.00	\$ 140.00	Half Price Ticket	Half Price Ticket	Half Price Ticket
11	Tulane	13,581	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00	\$ 120.00	N/A	N/A	N/A
12	Navy	4,526	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

AAC - Student Enrollment



AAC - Athletic Fee per Semester



Student Athletic Fee

Number of Students (F,S, SU)

Current

Proposal 1

Proposal 2

	1 Hour	2 Hour	3 Hour	4 Hour	5 Hour	6 - 8 hours	9 - 11 hours	12+
	706	140	5,005	1,007	445	7,555	6,172	25,391
Current	\$ 16.00	\$ 32.00	\$ 48.00	\$ 64.00	\$ 80.00	\$ 225.00	\$ 225.00	\$ 225.00
Proposal 1	\$ 23.00	\$ 46.00	\$ 69.00	\$ 92.00	\$ 115.00	\$ 190.00	\$ 265.00	\$ 340.00
Proposal 2	\$ 23.00	\$ 46.00	\$ 69.00	\$ 92.00	\$ 115.00	\$ 265.00	\$ 265.00	\$ 265.00

Revenue

\$ 7,643,200

\$ 10,195,657

\$ 9,079,176

Football - Endzone

Basketball - Terrace Level

Lowest Price

Student Section

\$ 100.00	\$ 210.00
\$ 240.00	\$ 715.00

March 6th, 2019
Board of Trustees
Supplemental Documents

Athletics 3yr Projection with Conference Media Revenue Distribution & Capital Outlay - Scenario 2 (Ticket Pricing Increase)

Revenue	FY18	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected
Athletics	\$ 36,679,962	\$ 40,063,000	\$ 41,952,783	\$ 45,562,783	\$ 44,872,783	\$ 45,132,783
Univ. Base Subsidy	\$ 1,111,997	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691	\$ 651,691
	\$ 37,791,959	\$ 40,714,691	\$ 42,604,474	\$ 46,214,474	\$ 45,524,474	\$ 45,784,474

Expenses	FY18 Spend	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY22 Projected
Payroll	\$ 15,564,237	\$ 14,529,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022	\$ 14,667,022
Benefits	\$ 4,084,701	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387	\$ 3,900,387
Travel	\$ 4,261,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000	\$ 4,780,000
Recruiting	\$ 787,000	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300	\$ 835,300
Ops	\$ 15,173,000	\$ 17,193,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519	\$ 16,873,519
Scholarships	\$ 9,596,631	\$ 9,149,000	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431	\$ 8,029,431
	\$ 49,466,569	\$ 50,387,228	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659	\$ 49,085,659

Surplus/Loss	\$ (11,674,611)	\$ (9,672,537)	\$ (6,481,185)	\$ (2,871,185)	\$ (3,561,185)	\$ (3,301,185)
One-Time Univ. Funding less Tuition Savings	\$ 7,000,000	\$ 7,000,000	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431	\$ 5,880,431
Additional Funding/Athletic Goal	\$ (4,674,611)	\$ (2,672,537)	\$ (600,754)	\$ 3,009,246	\$ 2,319,246	\$ 2,579,246

Capital Outlay	Total Project Cost	Term	FY19	FY20	FY21	FY22	FY23	FY24+
Football Phase II	\$ 11,300,000	10yr	\$ -	\$ 5,298,241	\$ 848,242	\$ 848,242	\$ 848,242	\$ 5,089,446
Leftwich Tennis	\$ 3,000,000	5yr		\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000	\$ 600,000
Elma Roane Fieldhouse	\$ 2,800,000	5yr		\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 560,000
Finch Center Renovation	\$ 1,000,000	5yr		\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
Track & Soccer Stadium	\$ 7,000,000	5yr			\$ 1,400,000	\$ 1,400,000	\$ 1,400,000	\$ 2,800,000
Soccer & Track Lights	\$ 250,000	5yr	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ -
			\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242	\$ 9,249,446

Available Funds:	\$ (2,672,537)	\$ (600,754)	\$ 3,009,246	\$ 2,319,246	\$ 2,579,246
Less Capital Projects:	\$ 50,000	\$ 6,708,241	\$ 3,658,242	\$ 3,658,242	\$ 3,658,242
Remaining:	\$ (2,722,537)	\$ (7,308,995)	\$ (648,996)	\$ (1,338,996)	\$ (1,078,996)
Gifts pledged to Capital Projects:	\$50,000	\$ 4,500,000	\$ -	\$ -	\$ -

Notes:

Football Phase I - TSSBA Loan included in current Ops expense projections (\$1.067M/yr)

T. Smith Payout included in current Ops expense projections (\$1.621M/yr)

Gifts Pledged to Capital Projects include \$100K Commitment to Lights, \$4.45M in remaining Time to Shine Pledges for Football Phase II

Assumes no other Gifts Pledged to Capital Projects (Track & Soccer Stadium Campaign to begin in FY19)

March 6th, 2019
Board of Trustees
Supplemental Documents

Ticket Sales

	FY8	FY9	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 (As of 1/14/19)	FY20	FY21	FY22	FY23
FB Seas	\$ 2,197,731.16	\$ 1,797,179.32	\$ 1,705,118.20	\$ 1,740,621.00	\$ 1,338,475.00	\$ 1,226,416.00	\$ 1,332,373.00	\$ 1,004,365.00	\$ 2,163,909.00	\$ 2,484,419.00	\$ 2,932,982.00	\$ 3,351,808.00	\$ 3,600,000.00	\$ 3,900,000.00	\$ 4,100,000.00	\$ 4,300,000.00
FB IND	\$ 815,648.00	\$ 256,434.00	\$ 1,113,255.00	\$ 890,342.00	\$ 361,520.00	\$ 394,678.00	\$ 305,048.00	\$ 409,471.00	\$ 2,101,616.00	\$ 573,265.00	\$ 700,264.00	\$ 552,219.00	\$ 1,000,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
MBB Seas	\$ 4,667,093.00	\$ 5,122,106.85	\$ 5,039,466.00	\$ 5,610,437.00	\$ 5,558,294.00	\$ 5,348,752.00	\$ 5,518,810.00	\$ 4,888,721.00	\$ 3,895,159.00	\$ 3,544,269.00	\$ 2,606,192.00	\$ 4,595,203.00	\$ 4,943,050.00	\$ 4,943,050.00	\$ 4,943,050.00	\$ 4,943,050.00
MBB IND	\$ 253,914.66	\$ 136,523.94	\$ 293,196.17	\$ 202,799.00	\$ 233,333.00	\$ 275,495.00	\$ 372,252.00	\$ 232,534.00	\$ 314,780.00	\$ 154,981.00	\$ 128,052.00	\$ 310,137.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00	\$ 250,000.00
	\$ 7,934,386.82	\$ 7,312,244.11	\$ 8,151,035.37	\$ 8,444,199.00	\$ 7,491,622.00	\$ 7,245,341.00	\$ 7,528,483.00	\$ 6,535,091.00	\$ 8,475,464.00	\$ 6,756,934.00	\$ 6,367,490.00	\$ 8,809,367.00	\$ 9,793,050.00	\$ 9,593,050.00	\$ 9,793,050.00	\$ 9,993,050.00
Annual Difference		\$ (622,142.71)	\$ 838,791.26	\$ 293,163.63	\$ (952,577.00)	\$ (246,281.00)	\$ 283,142.00	\$ (993,392.00)	\$ 1,940,373.00	\$ (1,718,530.00)	\$ (389,444.00)	\$ 2,441,877.00	\$ 983,683.00	\$ (200,000.00)	\$ 200,000.00	\$ 200,000.00
Cummulative		\$ (622,142.71)	\$ 216,648.55	\$ 509,812.18	\$ (442,764.82)	\$ (689,045.82)	\$ (405,903.82)	\$ (1,399,295.82)	\$ 541,077.18	\$ (1,177,452.82)	\$ (1,566,896.82)	\$ 874,980.18	\$ 1,858,663.18	\$ 1,658,663.18	\$ 1,858,663.18	\$ 2,058,663.18

Comp Tickets

	FY8	FY9	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19 - Budgeted	FY20	FY21	FY22	FY23
FB Season	\$ 501,690.00	\$ 431,570.00	\$ 461,550.00	\$ 471,130.00	\$ 657,700.00	\$ 551,455.00	\$ 611,543.00	\$ 289,922.00	\$ 500,756.00	\$ 502,725.00	\$ 552,310.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
FB IND	\$ 306,510.00	\$ 150,250.00	\$ 270,960.00	\$ 151,100.00	\$ 83,040.00	\$ 320,275.00	\$ 203,078.00	\$ 280,582.00	\$ 253,832.00	\$ 275,789.00	\$ 346,630.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
MBB Season	\$ 597,738.00	\$ 111,535.00	\$ 587,920.00	\$ 642,325.00	\$ 607,768.00	\$ 544,305.00	\$ 571,538.00	\$ 611,830.00	\$ 642,729.00	\$ 690,405.00	\$ 780,770.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00	\$ 700,000.00
MBB IND	\$ 102,570.00	\$ 329,568.00	\$ 164,700.00	\$ 143,912.00	\$ 25,367.00	\$ 165,206.00	\$ 262,709.00	\$ 155,837.00	\$ 878,284.00	\$ 1,102,589.00	\$ 1,735,015.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00	\$ 1,000,000.00
	\$ 1,508,508.00	\$ 1,022,923.00	\$ 1,485,130.00	\$ 1,408,467.00	\$ 1,373,875.00	\$ 1,581,241.00	\$ 1,648,868.00	\$ 1,338,171.00	\$ 2,275,601.00	\$ 2,571,508.00	\$ 3,414,725.00	\$ 2,700,000.00	\$ 2,700,000.00	\$ 2,700,000.00	\$ 2,700,000.00	\$ 2,700,000.00

Football Pricing Increase	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Chairback - TSF Only	\$ 250	\$ 275	\$ 300	\$ 300	\$ 325	\$ 350	\$ 375
Lower Sideline	\$ 210	\$ 250	\$ 300	\$ 300	\$ 325	\$ 350	\$ 375
Upper Sideline	\$ 140	\$ 190	\$ 235	\$ 235	\$ 275	\$ 300	\$ 325
Endzone	\$ 100	\$ 130	\$ 150	\$ 150	\$ 175	\$ 200	\$ 225
Family Zone (4 seats)	\$ 300	\$ 350	\$ 400	\$ 400	\$ 450	\$ 475	\$ 500
Total Revenue:	\$ 2,484,419	\$ 2,932,982	\$ 3,351,808	\$ 3,600,000	\$ 3,900,000	\$ 4,100,000	\$ 4,300,000

Basketball Pricing Increase	FY19	FY20	FY21	FY22	FY23
Terrace - Avg. Pricing	\$ 221	\$ 363	\$ 363	\$ 363	\$ 363
Total Revenue:	\$ 813,900	\$ 1,256,950	\$ 1,256,950	\$ 1,256,950	\$ 1,256,950
Difference:		\$ 443,050			

March 6th, 2019

Board of Trustees

Supplemental Documents

Org	Org	Acct	Revenue	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Athletic Director	700000	57012	Cash Gift Individual	100,000	70,000	100,000	100,000	100,000	100,000	100,000	
Ticket Office	710010	58012	Sales Tax Paid - Athletics	(7,401)	(19,052)	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	
Ticket Office	710010	58250	Postage Handling Charges	87,408	224,956	200,000	200,000	200,000	200,000	200,000	
Business Office	711100	57013	Cash Gifts Foundations	5,616,949	(237,241)	-	-	-	-	-	
Business Office	711100	57015	Cash Gifts Other Sources	6,292	0	-	-	-	-	-	
Business Office	711100	57504	GIK Corporations	1,481,082	1,500,106	2,025,000	2,050,000	2,100,000	2,150,000	2,200,000	New Nike contract, stair step each FY
Business Office	711100	58150	Conference Distributions	3,372,800	3,320,785	3,341,900	5,000,000	8,500,000	8,500,000	8,500,000	Includes Media or additional conference revenue distributions
Business Office	711100	58152	NCAA Proceeds	2,100,249	1,000,857	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	Grant-in-Aid, Sport Sponsorship, Supplemental Dist
Business Office	711100	58205	Athletic Other Sponsorships	225,000	220,000	220,000	220,000	220,000	220,000	220,000	Pepsi Agreement
Business Office	711100	58260	Athletics Licensing Revenue	380,187	391,073	400,000	400,000	400,000	400,000	400,000	LRG, Tiger Bookstore, XOS, Aramark, Shorts Travel
Business Office	711100	58349	Student Athletic Fees	7,488,847	7,293,270	7,309,700	7,309,700	7,309,700	7,309,700	7,309,700	
Business Office	711110			334,987	638	-	-	-	-	-	
AAC Tournament	711120	58101	Post Season Guarantees	0	91,042	750,000	-	-	-	-	
Equipment Ops	712020	58004	Other Taxable Services	927	10,540	20,000	20,000	20,000	20,000	20,000	
Athletic Trainer	712030	57013	Cash Gifts Foundations	1,213	1,106	-	-	-	-	-	
Facilities	712040	58865	Univ Facilities Rental Non Taxable	8,070	47,920	10,000	40,000	50,000	60,000	70,000	Facility Rental & Camp rentals
External Affairs	720000	57013	Cash Gifts Foundations	16,980	7,225,522	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	TSF - Foundation Transfer
External Affairs	720000	57015	Cash Gifts Other Sources	136,296	650,794	600,000	600,000	600,000	600,000	600,000	TSF - Ticket Office Donations
External Affairs	720000	57504	GIK Corporations	422,749	108,353	500,000	500,000	500,000	500,000	500,000	GIK - Courtesy Cars, Vendor Report
External Affairs	720000	58056	Other Sales A - Non Taxable	4,000	44,440	40,000	40,000	40,000	40,000	40,000	
External Affairs	720000	58057	Other Sales B - Non Taxable	21,673	3,190	20,000	20,000	20,000	20,000	20,000	
External Affairs	720000	58058	Other Sales C - Non Taxable	114,195	19,334	50,000	50,000	50,000	50,000	50,000	
Marketing	740020	58260	Athletics Licensing Revenue	2,361,343	2,202,588	2,200,000	2,200,000	2,200,000	2,200,000	2,200,000	Learfield Guarantee, less Contractual Sponsorship
Mclub	740030	58010	Athletics M Club	25,495	36,503	-	-	-	-	-	
Men's Basketball	750000	57015	Cash Gifts Other Sources	0	0	-	-	-	-	-	
Men's Basketball	750010	57012	Basketball_Men	5,914,020	5,262,437	65,400	65,400	65,400	65,400	65,400	MBB Game Guarantees (58100)
Men's Basketball	750010	58000	Season Ticket Sales Taxable	3,573,279	2,670,600	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	
Men's Basketball	750010	58001	Individual Ticket Sales Taxable	154,981	145,513	250,000	250,000	250,000	250,000	250,000	
Men's Basketball	750010	58003	Parking Permits	267,647	218,860	300,000	300,000	300,000	300,000	300,000	
Men's Basketball	750010	58010	Sales Tax Paid - Athletics	(338,636)	(387,290)	(350,000)	(350,000)	(350,000)	(350,000)	(350,000)	
Men's Basketball	750010	58051	Season Ticket Comps Non Taxable	690,405	780,770	700,000	700,000	700,000	700,000	700,000	
Men's Basketball	750010	58052	Individual Game Comps	1,102,589	1,735,015	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Men's Basketball	750010	58053	Individual Event Comps	0	0	-	-	-	-	-	
Men's Basketball	750010	58260	Athletics Licensing Revenue	368,449	3,938	400,000	400,000	400,000	400,000	400,000	FedexForum Minimum Attendance Guarantee
Football	751010	58000	Season Ticket Sales Taxable	2,486,034	3,074,121	3,600,000	3,600,000	3,600,000	3,600,000	3,600,000	
Football	751010	58001	Individual Ticket Sales Taxable	575,865	742,394	1,000,000	1,000,000	500,000	500,000	500,000	7 games in FY19, Ole Miss Game in FY20
Football	751010	58003	Parking Permits	555,938	557,262	600,000	600,000	600,000	600,000	600,000	FB Parking Sales
Football	751010	58010	Sales Tax Paid - Athletics	(258,564)	(370,349)	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)	
Football	751010	58051	Season Ticket Comps Non Taxable	502,725	552,310	500,000	500,000	500,000	500,000	500,000	
Football	751010	58052	Individual Game Comps	275,789	846,630	500,000	500,000	500,000	500,000	500,000	
Football	751010	58100	Game Guarantees	200,000	0	250,000	200,000	950,000	-	-	
Football	751010	58865	Univ Facilities Rental Non Taxable	0	25,882	-	-	-	-	-	
Football Bowl	751011	58050	Individual Event Non Taxable	57,493	518,565	50,000	50,000	50,000	50,000	50,000	
Football Bowl	751011	58150	Conference Distributions	687,114	600,000	750,000	750,000	750,000	750,000	750,000	
Football Aux	751012	57012	Cash Gifts Other Individuals	0	418,308	300,000	300,000	300,000	300,000	300,000	Football Suite Donations
Baseball	752000	58000	Season Ticket Sales Taxable	7,245	3,770	5,000	5,000	5,000	5,000	5,000	
Baseball	752000	58001	Individual Ticket Sales Taxable	60,700	48,336	50,000	50,000	50,000	50,000	50,000	
Baseball	752000	58010	Sales Tax Paid - Athletics	(6,105)	(4,458)	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
Baseball	752000	58100	Game Guarantees	0	9,500	-	-	-	-	-	
Men's Soccer	756000	58100	Game Guarantees	0	5,000	7,000	-	-	-	-	
Women's Basketball	770000	57015	Cash Gifts Other Sources	0	0	-	-	-	-	-	
Women's Basketball	770010	58000	Season Ticket Sales Taxable	18,984	10,970	15,000	15,000	15,000	15,000	15,000	
Women's Basketball	770010	58001	Individual Ticket Sales Taxable	3,260	8,247	5,000	5,000	5,000	5,000	5,000	
Women's Basketball	770010	58003	Parking Permits	2,275	2,340	2,000	2,000	2,000	2,000	2,000	
Women's Basketball	770010	58010	Sales Tax Paid - Athletics	(2,293)	(1,994)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	
Women's Basketball	770010	58054	Post Season Tickets	2,296	1,996	2,000	2,000	2,000	2,000	2,000	
Grand Total				36,529,765	36,679,962	40,063,000	40,969,100	44,779,100	43,889,100	43,949,100	
					1,111,997	651,691	651,691	651,691	651,691	651,691	Univ. Subsidy less Marketing Transfer (459,350)
					37,791,959	40,714,691	41,620,791	45,430,791	44,540,791	44,600,791	

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Board of Trustees
Supplemental Documents

	Org	Acct	Payroll	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Ath Finance	710000			86,340	88,379	87,349	87,349	87,349	87,349	87,349	
Athletic Ticket Office	710010			166,717	160,504	200,000	200,000	200,000	200,000	200,000	
Athletic Business Office	711100			969,454	1,017,159	970,000	970,000	970,000	970,000	970,000	
Video Ops	712010			57,700	75,595	80,000	80,000	80,000	80,000	80,000	
Equipment Ops	712020			128,895	133,672	140,000	140,000	140,000	140,000	140,000	
Athletic Trainer	712030			306,619	316,843	390,000	390,000	390,000	390,000	390,000	
Facilities	712040			157,859	171,388	205,000	205,000	205,000	205,000	205,000	
Weight Room Ops	712050			333,728	367,085	360,000	360,000	360,000	360,000	360,000	
Weight Room Ops	712050	61635	Assistant Coaches	60,000	60,000	-	-	-	-	-	
External Affairs	720000			392,860	341,931	440,000	440,000	440,000	440,000	440,000	
Fundraising	720020			178,953	151,322	-	-	-	-	-	
Athletic Compliance	730000			80,600	81,677	84,000	84,000	84,000	84,000	84,000	
Compliance	730010			112,034	116,933	165,000	165,000	165,000	165,000	165,000	
Media	740010			342,558	360,770	340,000	340,000	340,000	340,000	340,000	
Marketing	740020			184,064	179,790	-	-	-	-	-	
Mclub	740030			96,145	94,419	30,000	30,000	30,000	30,000	30,000	
Spirit Activities	740050			33,386	34,385	42,900	42,900	42,900	42,900	42,900	
Men's Basketball	750000			2,470,105	3,586,748	2,800,000	2,800,000	2,800,000	2,800,000	2,800,000	
Football	751000			4,217,688	5,799,659	5,672,000	5,810,000	5,810,000	5,810,000	5,810,000	
Football	751010			300	600	-	-	-	-	-	
Baseball	752000			267,635	269,217	270,000	270,000	270,000	270,000	270,000	
Men's Golf	753000			83,097	109,238	110,000	110,000	110,000	110,000	110,000	
Rifle	755000			16,514	72,822	70,600	70,600	70,600	70,600	70,600	
Men's Soccer	756000			133,717	129,639	142,000	142,000	142,000	142,000	142,000	
Men's Tennis	757000			90,206	81,243	112,000	112,000	112,000	112,000	112,000	
Men's Track	758000			131,475	163,530	165,000	165,000	165,000	165,000	165,000	
Women's Basketball	770000			686,744	770,097	750,000	750,000	750,000	750,000	750,000	
Women's Basketball	770010			0	0	-	-	-	-	-	
Women's Golf	771000			77,235	78,689	117,000	117,000	117,000	117,000	117,000	
Women's Socer	772000			232,661	259,932	235,000	235,000	235,000	235,000	235,000	
Softball	773000			182,827	186,056	190,000	190,000	190,000	190,000	190,000	
Women's Tennis	774000			85,383	87,392	93,000	93,000	93,000	93,000	93,000	
Women's Track	775000			101,905	71,373	81,173	81,173	81,173	81,173	81,173	
Volleyball	776000			186,630	180,191	187,000	187,000	187,000	187,000	187,000	
Grand Total				12,612,035	15,564,327	14,529,022	14,667,022	14,667,022	14,667,022	14,667,022	

March 6th, 2019
Board of Trustees
Supplemental Documents

	Org	Acct	Benefits	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Ath Finance	710000			30,991	32,344	26,204	26,204	26,204	26,204	26,204	
Athletic Ticket Office	710010			57,331	58,446	57,183	57,183	57,183	57,183	57,183	
Athletic Business Office	711100			359,158	376,708	265,000	265,000	265,000	265,000	265,000	
Video Ops	712010			8,939	12,791	24,000	24,000	24,000	24,000	24,000	
Equipment Ops	712020			46,281	41,953	42,000	42,000	42,000	42,000	42,000	
Athletic Trainer	712030			109,589	116,213	117,000	117,000	117,000	117,000	117,000	
Facilities	712040			55,568	63,108	62,000	62,000	62,000	62,000	62,000	
Weight Room Ops	712050			117,136	126,454	88,000	88,000	88,000	88,000	88,000	
External Affairs	720000			140,124	115,840	140,000	140,000	140,000	140,000	140,000	
Fundraising	720020			61,919	56,011	-	-	-	-	-	
Athletic Compliance	730000			29,120	26,472	25,000	25,000	25,000	25,000	25,000	
Compliance	730010			39,911	42,937	49,000	49,000	49,000	49,000	49,000	
Media	740010			128,101	122,970	110,000	110,000	110,000	110,000	110,000	
Marketing	740020			55,109	62,934	-	-	-	-	-	
Mclub	740030			24,878	20,076	9,000	9,000	9,000	9,000	9,000	
Spirit Activities	740050			2,429	2,009	2,000	2,000	2,000	2,000	2,000	
Men's Basketball	750000			416,753	574,619	574,000	574,000	574,000	574,000	574,000	
Football	751000			1,217,190	1,396,375	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	
Football	751010			1,309	5,539	-	-	-	-	-	
FB Bowl	751011			0	9,665	-	-	-	-	-	
Baseball	752000			101,668	104,056	100,000	100,000	100,000	100,000	100,000	
Men's Golf	753000			28,167	33,073	35,000	35,000	35,000	35,000	35,000	
Rifle	755000			2,015	24,939	24,000	24,000	24,000	24,000	24,000	
Men's Soccer	756000			43,629	41,208	42,000	42,000	42,000	42,000	42,000	
Men's Tennis	757000			28,886	29,919	30,000	30,000	30,000	30,000	30,000	
Men's Track	758000			44,036	53,360	46,000	46,000	46,000	46,000	46,000	
Women's Basketball	770000			224,039	232,814	230,000	230,000	230,000	230,000	230,000	
Women's Golf	771000			32,031	33,432	35,000	35,000	35,000	35,000	35,000	
Women's Socer	772000			76,812	86,028	85,000	85,000	85,000	85,000	85,000	
Softball	773000			64,084	67,450	68,000	68,000	68,000	68,000	68,000	
Women's Tennis	774000			24,804	25,433	26,000	26,000	26,000	26,000	26,000	
Women's Track	775000			27,017	26,034	26,000	26,000	26,000	26,000	26,000	
Volleyball	776000			67,278	63,491	63,000	63,000	63,000	63,000	63,000	
Grand Total				3,673,582	4,084,701	3,900,387	3,900,387	3,900,387	3,900,387	3,900,387	

March 6th, 2019
Board of Trustees
Supplemental Documents

	Org	Acct	Travel	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Athletic Ticket Office	710010			0	280	3,500	3,500	3,500	3,500	3,500	
Athletic Business Office	711100			9,386	3,008	10,000	10,000	10,000	10,000	10,000	
Video Ops	712000			20,679	14,198	20,000	20,000	20,000	20,000	20,000	
Equipment Ops	712020			714	1,016	1,500	1,500	1,500	1,500	1,500	
Athletic Trainer	712030			5,332	3,380	8,000	8,000	8,000	8,000	8,000	
Facilities	712040	4200		2,780	449	3,500	3,500	3,500	3,500	3,500	
Grounds	712040	5200		1,372	0	2,500	2,500	2,500	2,500	2,500	
Weight Room Ops	712050			6,212	7,548	8,000	8,000	8,000	8,000	8,000	
Fundraising	720000			17,265	8,461	15,000	15,000	15,000	15,000	15,000	
Compliance	730010			1,712	3,502	6,000	6,000	6,000	6,000	6,000	
Media	740010			5,390	2,656	6,000	6,000	6,000	6,000	6,000	
Marketing	740020			6,012	390	-	-	-	-	-	
Mclub	740030			0	0	1,000	1,000	1,000	1,000	1,000	
Spirit Activities	740050			20,274	(9,952)	25,000	25,000	25,000	25,000	25,000	
Men's Basketball	750000		Ops Travel	127,033	130,639	150,000	150,000	150,000	150,000	150,000	
Men's Basketball	750010		Gen - Team Travel	786,241	1,091,211	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	
Football	751000		Ops Travel	260,651	258,227	250,000	250,000	250,000	250,000	250,000	
Football Gen	751010		Gen-Team Travel	569,968	624,098	885,000	885,000	885,000	885,000	885,000	
Football Bowl	751011			436,991	246,433	500,000	500,000	500,000	500,000	500,000	
Baseball	752000			218,150	172,366	210,000	210,000	210,000	210,000	210,000	
Men's Golf	753000			36,180	45,060	45,000	45,000	45,000	45,000	45,000	
Rifle	755000			15,931	18,759	20,000	20,000	20,000	20,000	20,000	
Men's Soccer	756000			80,127	89,485	110,000	110,000	110,000	110,000	110,000	
Men's Tennis	757000			75,119	74,331	70,000	70,000	70,000	70,000	70,000	
Men's Track	758000			185,057	208,087	220,000	220,000	220,000	220,000	220,000	
Women's Basketball	770000		Ops Travel	8,395	15,076	15,000	15,000	15,000	15,000	15,000	
Women's Basketball	770010		Gen-Team Travel	557,233	615,681	620,000	620,000	620,000	620,000	620,000	
Women's Golf	771000			46,407	45,749	45,000	45,000	45,000	45,000	45,000	
Women's Socer	772000			139,156	148,114	130,000	130,000	130,000	130,000	130,000	
Softball	773000			187,610	196,925	210,000	210,000	210,000	210,000	210,000	
Women's Tennis	774000			43,813	52,271	60,000	60,000	60,000	60,000	60,000	
Volleyball	776000			121,548	137,195	130,000	130,000	130,000	130,000	130,000	
Grand Total				4,009,862	4,261,664	4,780,000	4,780,000	4,780,000	4,780,000	4,780,000	

	Org	Acct	Recruiting	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Men's Basketball	750000			151,091	138,587	160,000	160,000	160,000	160,000	160,000	
Football	751000			337,107	411,452	400,000	400,000	400,000	400,000	400,000	
Baseball	752000			20,738	21,062	22,500	22,500	22,500	22,500	22,500	
Men's Golf	753000			7,747	6,405	10,000	10,000	10,000	10,000	10,000	
Rifle	755000			838	3,165	7,000	7,000	7,000	7,000	7,000	
Men's Soccer	756000			17,127	16,226	17,500	17,500	17,500	17,500	17,500	
Men's Tennis	757000			4,387	4,522	7,000	7,000	7,000	7,000	7,000	
Men's Track	758000			14,096	11,965	16,200	16,200	16,200	16,200	16,200	
Women's Basketball	770000			112,913	94,022	110,000	110,000	110,000	110,000	110,000	
Women's Golf	771000			4,331	4,849	10,000	10,000	10,000	10,000	10,000	
Women's Socer	772000			20,018	21,049	21,600	21,600	21,600	21,600	21,600	
Softball	773000			20,863	25,481	22,500	22,500	22,500	22,500	22,500	
Women's Tennis	774000			4,895	5,782	7,000	7,000	7,000	7,000	7,000	
Volleyball	776000			27,020	22,623	24,000	24,000	24,000	24,000	24,000	
Grand Total				743,171	787,190	835,300	835,300	835,300	835,300	835,300	

March 6th, 2019
Board of Trustees
Supplemental Documents

Org	Acct	Ops	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Athletic Director	700000		0	0	-	-	-	-	-	
Ath Finance	710000		0	10,577	-	-	-	-	-	
Ath Finance	710000	81 Capital Expenses	0	259,567	1,067,400	1,067,400	1,067,400	1,067,400	1,067,400	FB Capital Debt - Phase I
Athletic Ticket Office	710010		2,723,140	4,387,063	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000	Comp Tickets/Offset by Rev (Subsidy Adjustment)
Athletic Ticket Office	710010		0	0	800,000	900,000	900,000	900,000	900,000	
Athletic Business Office	711100		556,539	332,857	200,000	250,000	250,000	250,000	250,000	
AAC Tournament	711120		0	23,147	600,000	-	-	-	-	Hosting of 2019 Tournament
Ath Admin	712000		58,910	102,992	40,000	40,000	40,000	40,000	40,000	
Equipment Ops	712020		908,805	26,136	25,000	25,000	25,000	25,000	25,000	
Athletic Trainer	712030		643,110	673,059	650,000	650,000	650,000	650,000	650,000	
Facilities	712040	4200	40,544	67,583	40,000	40,000	40,000	40,000	40,000	
Grounds	712040	5200	91,314	73,850	80,000	80,000	80,000	80,000	80,000	
Weight Room Ops	712050		29,843	26,844	26,000	26,000	26,000	26,000	26,000	
External Affairs	720000		738,873	362,220	250,000	250,000	250,000	250,000	250,000	
Fundraising	720020		0	0	2,525,000	2,525,000	2,525,000	2,525,000	2,525,000	GIK - Nike (\$2.025), Vendor/Courtesy (\$500K)
Compliance	730010		35,066	36,120	35,000	40,000	40,000	40,000	40,000	
Media	740010		145,527	150,950	145,000	145,000	145,000	145,000	145,000	
Marketing	740020		264,813	238,944	-	-	-	-	-	Budget transferred to Univ.; Subsidy reduced
Mclub	740030		7,448	13,811	5,000	5,000	5,000	5,000	5,000	
Spirit Activities	740050		44,568	44,355	16,000	16,000	16,000	16,000	16,000	
Men's Basketball	750000		503,338	897,710	300,000	300,000	300,000	300,000	300,000	
Men's Basketball	750000	81	0	405,280	1,621,119	1,621,119	1,621,119	1,621,119	1,621,119	T.Smith Buyout
Men's Basketball	750010		2,839,498	1,796,339	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000	
Football	751000		1,286,275	1,161,897	900,000	1,000,000	1,000,000	1,000,000	1,000,000	
Football Gen	751010		2,664,684	2,220,672	2,250,000	2,250,000	2,250,000	2,250,000	2,250,000	
Football Bowl	751011		190,671	261,407	200,000	200,000	200,000	200,000	200,000	
FB Aux	751012		3,071	352,368	250,000	250,000	250,000	250,000	250,000	
Baseball	752000		255,677	272,425	155,000	155,000	155,000	155,000	155,000	
Men's Golf	753000		55,118	65,374	18,000	18,000	18,000	18,000	18,000	
Rifle	755000		62,810	39,971	35,000	35,000	35,000	35,000	35,000	
Men's Soccer	756000		112,192	115,532	50,000	50,000	50,000	50,000	50,000	
Men's Tennis	757000		58,778	72,861	35,000	35,000	35,000	35,000	35,000	
Men's Track	758000		232,736	239,995	55,000	55,000	55,000	55,000	55,000	
Women's Basketball	770000		213,763	212,295	125,000	150,000	150,000	150,000	150,000	
Women's Basketball	770010		129,030	97,109	150,000	150,000	150,000	150,000	150,000	
Women's Golf	771000		68,786	69,615	18,000	18,000	18,000	18,000	18,000	
Women's Socer	772000		116,434	127,147	55,000	55,000	55,000	55,000	55,000	
Softball	773000		170,365	190,535	90,000	90,000	90,000	90,000	90,000	
Women's Tennis	774000		48,567	52,722	27,000	27,000	27,000	27,000	27,000	
Volleyball	776000		103,577	95,819	55,000	55,000	55,000	55,000	55,000	
Grand Total			7,314,207	7,062,832	17,193,519	16,873,519	16,873,519	16,873,519	16,873,519	

March 6th, 2019
Board of Trustees
Supplemental Documents

	Org	Acct	Scholarships	FY17 YTD	FY18 YTD	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	Notes
Business Office	711100			(67,972)	57,919	58,000	58,000	58,000	58,000	58,000	
Video Ops	712010			10,000	11,500	11,000	11,000	11,000	11,000	11,000	
Equipment Ops	712020			162,755	153,373	160,000	160,000	160,000	160,000	160,000	
Athletic Trainer	712030			317,690	346,429	325,000	325,000	325,000	325,000	325,000	
Facilities	712040			11,000	11,228	11,000	11,000	11,000	11,000	11,000	
Compliance	730010			10,433	10,255	12,000	12,000	12,000	12,000	12,000	
Men's Basketball	750000			22,006	46,780	12,000	12,000	12,000	12,000	12,000	
Men's Basketball	750010			333,141	479,678	460,000	420,640	420,640	420,640	420,640	
Football	751000			74,882	73,033	75,000	75,000	75,000	75,000	75,000	
Football Gen	751010			2,771,545	3,397,031	3,160,000	2,768,128	2,768,128	2,768,128	2,768,128	
Baseball	752000			368,044	406,028	400,000	353,104	353,104	353,104	353,104	
Men's Golf	753000			142,758	163,210	160,000	135,616	135,616	135,616	135,616	
Rifle	755000			118,702	138,068	120,000	104,256	104,256	104,256	104,256	
Men's Soccer	756000			377,911	357,564	360,000	328,512	328,512	328,512	328,512	
Men's Tennis	757000			180,194	179,641	180,000	125,498	125,498	125,498	125,498	
Men's Track	758000			486,539	468,797	475,000	388,408	388,408	388,408	388,408	
Women's Basketball	770000			0	2,120	-	-	-	-	-	
Women's Basketball	770010			389,269	517,380	490,000	446,320	446,320	446,320	446,320	
Women's Golf	771000			237,121	233,657	230,000	196,352	196,352	196,352	196,352	
Women's Socer	772000			501,712	644,083	590,000	542,768	542,768	542,768	542,768	
Softball	773000			407,476	429,642	420,000	344,832	344,832	344,832	344,832	
Women's Tennis	774000			271,343	307,694	300,000	244,896	244,896	244,896	244,896	
Women's Track	775000			684,985	670,743	680,000	576,949	576,949	576,949	576,949	
Volleyball	776000			365,258	490,733	460,000	389,152	389,152	389,152	389,152	
Grand Total				8,176,907	9,596,631	9,149,000	8,029,431	8,029,431	8,029,431	8,029,431	
					(368,368)						
					9,228,263						

	FY18	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY23 Projected	
Revenue	36,679,962	40,063,000	40,969,100	44,779,100	43,889,100	43,949,100	
Univ. Base Subsidy	1,111,997	651,691	651,691	651,691	651,691	651,691	
	37,791,959	40,714,691	41,620,791	45,430,791	44,540,791	44,600,791	
	FY18 Spend	FY19 Budget	FY20 Projected	FY21 Projected	FY22 Projected	FY22 Projected	
Payroll	15,564,237	14,529,022	14,667,022	14,667,022	14,667,022	14,667,022	
Benefits	4,084,701	3,900,387	3,900,387	3,900,387	3,900,387	3,900,387	
Travel	4,261,000	4,780,000	4,780,000	4,780,000	4,780,000	4,780,000	
Recruiting	787,000	835,300	835,300	835,300	835,300	835,300	
Ops	15,173,000	17,193,519	16,873,519	16,873,519	16,873,519	16,873,519	
Scholarships	9,596,631	9,149,000	8,029,431	8,029,431	8,029,431	8,029,431	
	49,466,569	50,387,228	49,085,659	49,085,659	49,085,659	49,085,659	
	(11,674,611)	(9,672,537)	(7,464,868)	(3,654,868)	(4,544,868)	(4,484,868)	Surplus/Loss
	7,000,000	7,000,000	5,880,431	5,880,431	5,880,431	5,880,431	One-Time Univ. Funding less tuition savings
	(4,674,611)	(2,672,537)	(1,584,437)	2,225,563	1,335,563	1,395,563	Additional Funding/Athletic Goal

Media Rights		FY18	FY19 Budgeted	FY20 Projected	FY21 Projected	FY22 Projected	FY22 Projected
ESPN	\$	20,360,000	\$ 21,220,000	\$ 41,360,580	\$ 83,360,580	\$ 83,360,580	\$ 83,360,580
CBS	\$	850,000	\$ 580,000				
Per School	\$	1,767,500	\$ 1,816,667	\$ 3,446,715	\$ 6,946,715	\$ 6,946,715	\$ 6,946,715
Other	\$	1,553,285	\$ 1,525,233	\$ 1,553,285	\$ 1,553,285	\$ 1,553,285	\$ 1,553,285
Total Conf Dist.		3,320,785	3,341,900	5,000,000	8,500,000	8,500,000	8,500,000

Athletics 3yr Financial and Capital Strategies

Finance Committee

Tom Bowen
Athletic Director

March 6, 2019
University Center



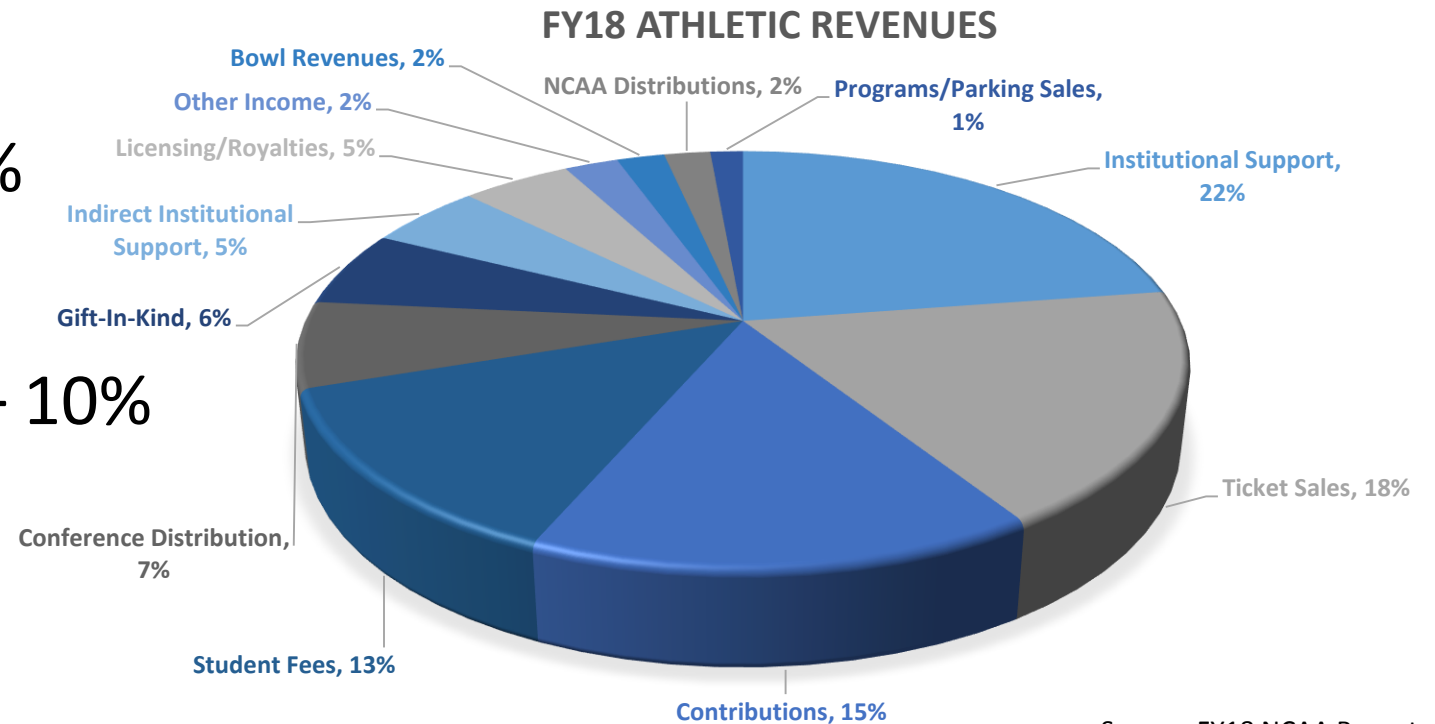
**Board of
Trustees**

3yr Financial Outlay

- American Athletic Conference negotiations are ongoing for Media Rights and impact to Conference Distribution Revenue is currently unknown.
- Primary 3yr Financial Outlay is based on an estimated \$5M in Total Conference Distribution for FY20 and \$8.5M for FY21-23
- Taking into account the additional conference distribution, contractual guarantees for royalties & licensing, game contracts and conservative estimates in student athletic fees and ticket sales, a new AAC Media Rights Distribution could result in reduced Institutional Support needed for Athletics and a Surplus of Revenue to be allocated towards Capital Projects
- Capital Project Outlay would include 5-10yr financing of necessary improvements to Women's Athletic and Olympic Facilities at an additional expense of \$2.5M to \$3.9M per year (including Football Phase II)

3yr Primary Revenue Indicators

- Institutional Support – 16%
- Student Athletic Fees – 15%
- Cash Gifts/Contributions – 13%
- Conference Distribution – 12%
- Men’s Basketball Ticket Sales – 10%
- Football Ticket Sales – 9%
- Licensing/Royalties – 6%
- NCAA Distribution – 2%



Source: FY18 NCAA Reports

- Student Athletic Fees are within the Median of the Conference, but not proportionate for size of enrollment and ticket prices
- Student Athletic Fees are capped at 6+ hours and not applicable to Online/Global Students
- Proposed Student Athletic Fee increases would result in minimal increases for additional hours above 6 hours and result in potential revenue gain between \$1.4M-\$2.6M
- Athletics requests additional evaluation of potential Student Athletic Fee increases

- Ticket Prices for Football remain within the Median of the Conference and increased minimally over previous years of success
- Continued pricing increases at current season ticket numbers will result in additional \$300K per year of Revenue
- Basketball pricing has remained steady over last five seasons and minimal adjustments to Terrace Level pricing would result in additional \$400K of Revenue
- Additional initiatives for new Premium Seating Areas including Party Decks and On-Field Cabanas are being explored to begin in 2019 Football Season
- Additional in-game experiences are being explored for Men's Basketball Games and Other Sports

Current Capital Projects

Soccer & Track Lighting System:

New construction of Musco lights for South Campus Soccer Field & Track. Design completed and currently in bid process for estimated construction to begin in March 2019.

Total Cost: \$500,000

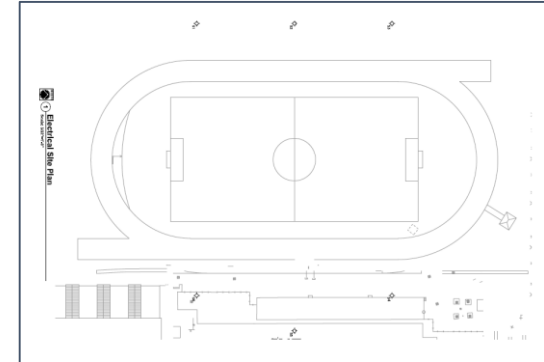
Rifle Exhaust System:

To upgrade current HVAC and exhaust system in Fogelman Rifle Range to meet or exceed OSHA standards and provide an adequate environment for NCAA Men's & Women's Rifle. \$100K gift received, project is currently in design phase with estimated completion by Summer 2019.

Total Cost: \$150,000

Football Phase II:

Indoor Practice Field, to be connected to current Phase I Office Building project. SBC and BOT approved, in final design & contracting phase, Construction estimated to begin in May 2019 with completion by April 2020.



Future Capital Projects

Elma Roane Field House re-model:

We created a series of renderings for Women's basketball to use for recruiting in the re-design of the seating and configuration of the actual court appearance and a center scoreboard. This project is of first priority because of the need to finish the facility to provide a first class Division-I facility for women's basketball.

Total cost: \$ 2.8 million



Finch Center re-configuration for Women's Volleyball practice & competition:

Finish the re-configuration of the Finch center from a men's basketball facility to a women's volleyball practice and competition facility. Current timeline is to complete this by the spring of 2020.

Total cost: \$ 750,000



Leftwich Tennis Center Renovations and New Courts :

Partnering with the City of Memphis to renovate the current outdoor and indoor courts, as well as construction of a new clubhouse, locker rooms, lounge area, and training rooms. Additional 6 outdoor courts dedicated for Men's and Women's Tennis use.



Future Capital Projects

New Soccer & Track Facility & Grandstand Press Box :

Construct a state of the art facility to house the men's & women's soccer programs and the men's & women's track program, and create brand new grandstand and press box for conducting home contests and NCAA sponsored events on the Park Avenue campus.

Total cost : \$ 7 million

Baseball field repair & video scoreboard upgrade:

Current center field area of the baseball diamond is off grade by 15 % and is causing massive flooding in the outfield at every major rain storm. Project to level the center field area, replace infield with turf and upgrade the current scoreboard tower with a state of the art LED Video scoreboard.

Total cost: \$ 875,000

Olympic weight room upgrade:

To upgrade all of the current equipment and floor area for Olympic lifting, to build out a better core work out area, and to replace all of the windows, lighting and the current HVAC system for a better climate during the summer lifting peak times.



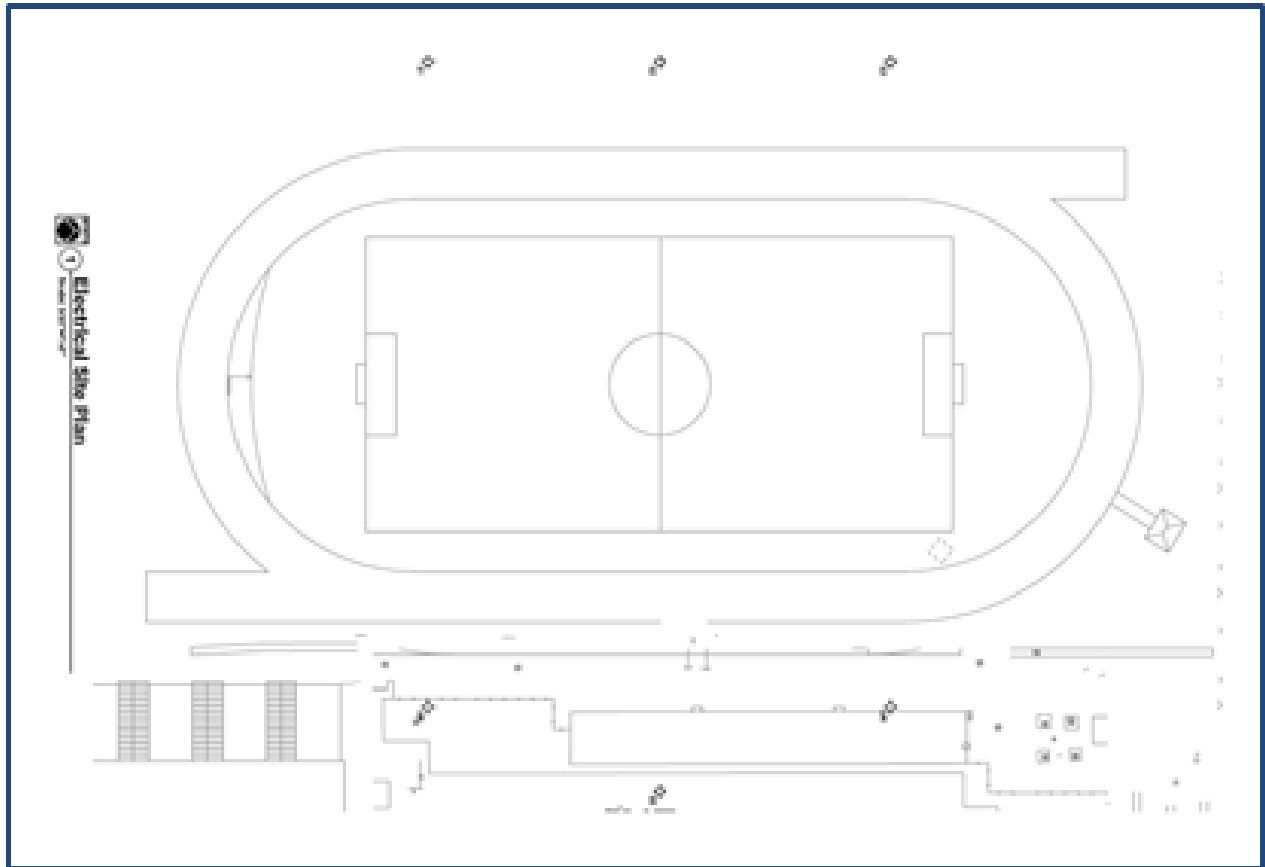
Questions?

March 6, 2019

Board of Trustees

**University of Memphis Athletics – Capital Strategy Supplemental Document
3- 5 year Capital Project Priorities for the Athletic Department**

Current Projects:



Soccer & Track Lighting System:

New construction of Musco lights for South Campus Soccer Field & Track. Design completed and currently in bid process for estimated construction to begin in March 2019.

Total cost: \$500,000



Rifle Exhaust System:

To upgrade current HVAC and exhaust system in Fogelman Rifle Range to meet or exceed OSHA standards and provide an adequate environment for NCAA Men's & Women's Rifle. \$100K gift received, project is currently in design phase with estimated completion by Summer 2019.

Total Cost: \$150,000



Football Phase II:

\$11.3M Indoor Practice Field, to be connected to current Phase I Office Building project. SBC and BOT approved, in final design & contracting phase, Construction estimated to begin in May 2019 with completion by April 2020.

Total Cost: \$11.3 million

Future Capital Projects:



Elma Roane Field House re-model:

We created a series of renderings for Women's basketball to use for recruiting in the re-design of the seating and configuration of the actual court appearance and a center scoreboard. This project is of first priority because of the need to finish the facility to provide a first class Division-I facility for women's basketball.

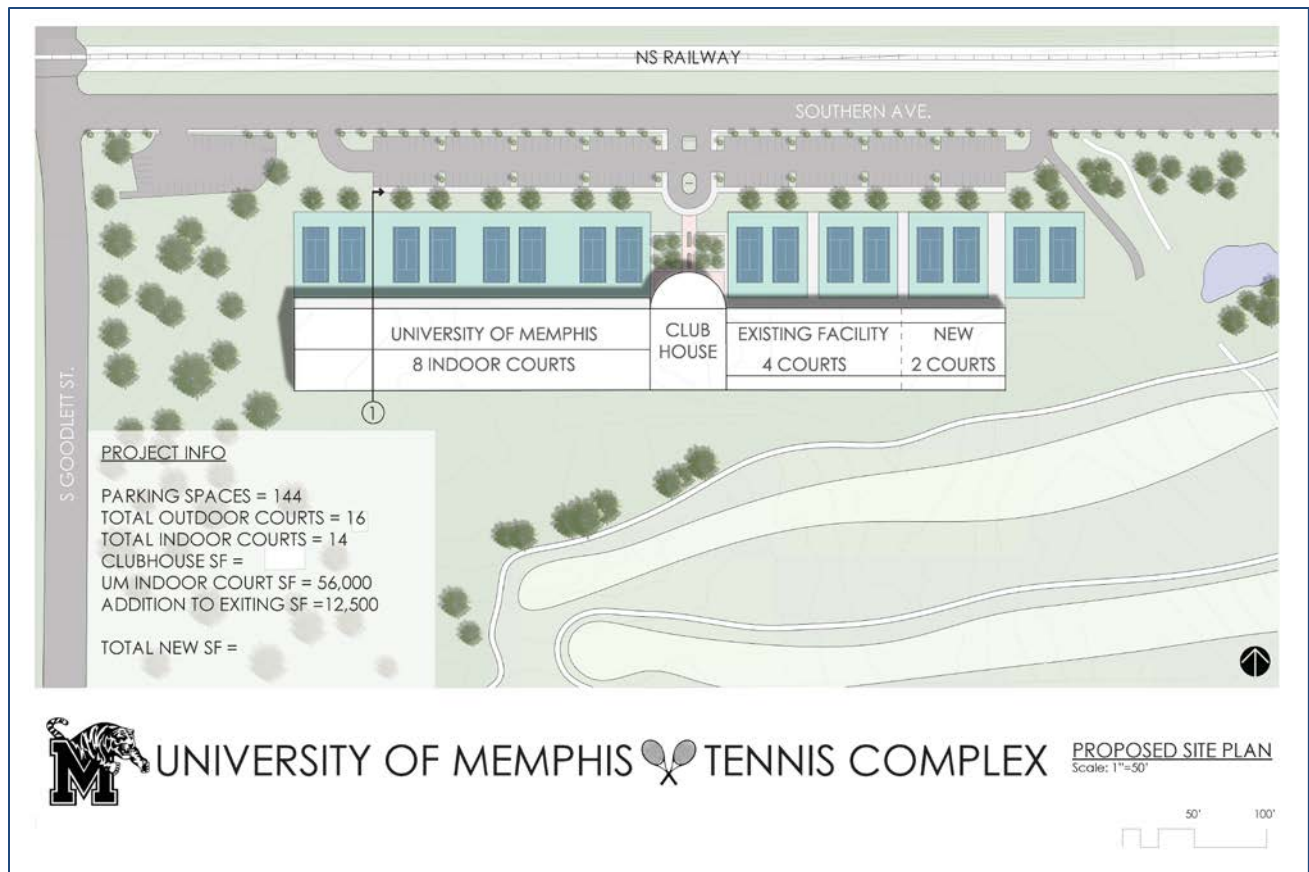
Total cost: \$ 2.8 million



Finch Center re-configuration for Women's Volleyball practice & competition:

Finish the re-configuration of the Finch center from a men's basketball facility to a women's volleyball practice and competition facility. Current timeline is to complete this by the spring of 2020.

Total cost: \$ 750,000



Leftwich Tennis Center Renovations and New Courts :

Partnering with the City of Memphis to renovate the current outdoor and indoor courts, as well as construction of a new clubhouse, locker rooms, lounge area, and training rooms. Additional 6 outdoor courts dedicated for Men's and Women's Tennis use.

Total cost : \$ 3 million (University/Athletics portion)



New Soccer & Track Facility & Grandstand Press Box :

Construct a state of the art facility to house the men's & women's soccer programs and the men's & women's track program, and create brand new grandstand and press box for conducting home contests and NCAA sponsored events on the Park Avenue campus.

Total cost : \$ 7 million



Baseball field repair & video scoreboard upgrade:

Current center field area of the baseball diamond is off grade by 15 % and is causing massive flooding in the outfield at every major rain storm. Project to level the center field area, replace infield with turf and upgrade the current scoreboard tower with a state of the art LED Video scoreboard.

Total cost: \$ 875,000



Olympic weight room upgrade:

To upgrade all of the current equipment and floor area for Olympic lifting, to build out a better core work out area, and to replace all of the windows, lighting and the current HVAC system for a better climate during the summer lifting peak times.

Total cost: \$ 550,000

12. Presidential Evaluation

For Discussion

The University of Memphis Board of Trustees

Date: March 6, 2019

Committee: **Governance & Finance Committee**

Item: **Presidential Review and Evaluation**

Presented by: Melanie Murry, University Counsel and Board Secretary

Background:

The Board of Trustees is responsible for the selection and supervision of the President. SACSCOC, the University's governing body, also requires periodic review of the president at least every three years. A formal evaluation also provides the Board an opportunity for reflection on the health of the University and the leadership demonstrated by the President.

Sample Documentation

- Governing board bylaws, policy manuals, orientation materials, or other formal documents that can demonstrate that this distinction exists in writing.
- Administrative or faculty handbooks that demonstrate the distinction.
- Governing board minutes that reflect practice.
- Administrative minutes (e.g., CEO's cabinet).
- Faculty meeting minutes.

Reference to SACSCOC Documents, If Applicable

None noted.

Cross-References to Other Related Standards/Requirements, If Applicable

CR 4.1 (*Governing board characteristics*)
Standard 4.2.g (*Board self-evaluation*)
Standard 5.2.a (*CEO control*)
Standard 5.2.b (*Control of intercollegiate athletics*)
Standard 5.2.c (*Control of fund-raising activities*)
Standard 10.4 (*Academic governance*)
Standard 13.4 (*Control of finances*)

4.2.c **The governing board selects and regularly evaluates the institution's chief executive officer.** (*CEO evaluation/selection*)

Rationale and Notes

One of the key responsibilities of the governing board is to select the institution's chief executive officer and to evaluate the CEO's performance. Few trustee activities are as consequential to the institution's future and wellbeing as selecting the best possible CEO, and few activities provide a better opportunity for assessing the institution's present condition and future needs. While some aspects of this responsibility may be delegated within a complex system of higher education institutions, the board retains its obligation for knowledge of CEO effectiveness, overseeing these processes, and ultimately making decisions regarding CEO retention, contract renewal, and dismissal.

NOTE

The Commission expects that a reasonable periodic evaluation would occur at least every three years.

Questions to Consider

- Is there a formal process or outline of a process for selection of a CEO? If so, was that process followed in prior CEO searches?
- Is the process for evaluation of the CEO published? If so, is that process followed?
- If processes for selecting and evaluating the CEO are not formalized, how does the governing board manage these obligations?
- If aspects of these processes are delegated to others (e.g., within a system of institutions), how does the governing board ensure they are carried out, and what is the governing board's oversight role?

Sample Documentation

- Governing board documents that outline the CEO selection and evaluation role of the board.
- The two most recent evaluations of the CEO, or evidence of their completion (e.g., board minutes).
- If a recent presidential search has occurred, details on the process used for the selection.
- Board minutes dealing with selection of the CEO.

Reference to SACSCOC Documents, If Applicable

None noted.

Cross-References to Other Related Standards/Requirements, If Applicable

CR 4.1 (*Governing board characteristics*)

4.2.d The governing board defines and addresses potential conflict of interest for its members. (*Conflict of interest*)

Rationale and Notes

To maintain the integrity of the educational enterprise, the governing board—responsible for establishing broad institutional policies—should be free of inappropriate influence. Although potential conflicts cannot be eliminated, they should be effectively managed to avoid even the appearance of any conflict of interest as board members carry out their duties. This standard assumes publication and consistent implementation of a conflict of interest policy for board members. There is an expectation of some structure and *a priori* thought about what constitutes a conflict of interest (note the term “defines” in the standard).

13. Additional Business

Presented by Alan Graf

14. Adjournment