## March 2020 Board of Trustees Meeting

Schedule	Wednesday,	March 4,	2020	1:30	PM —	2:30	PM	<b>CST</b>
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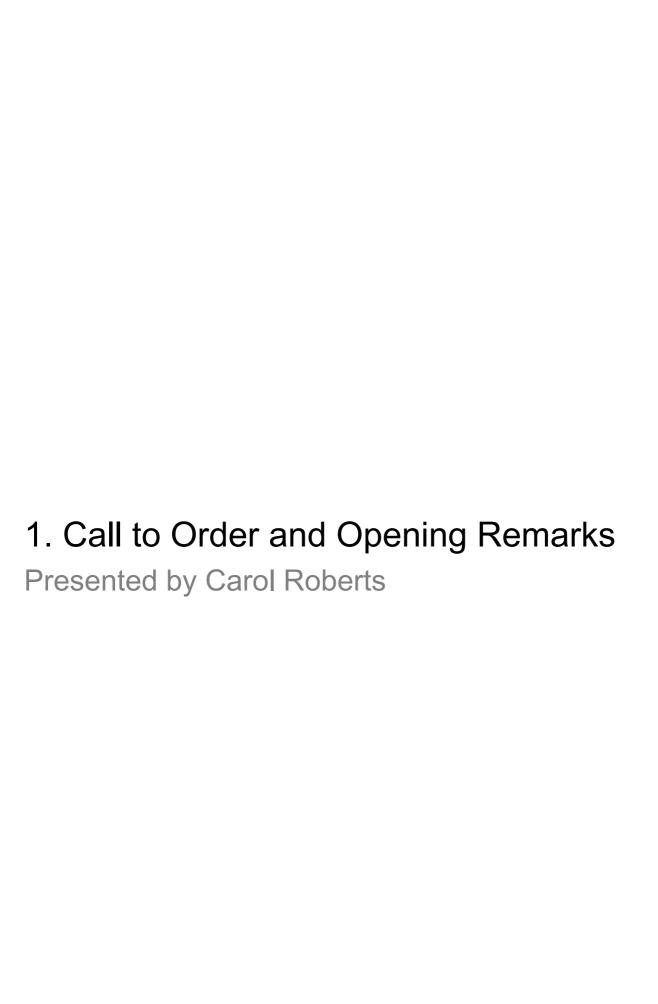
Venue University Center Ballroom - UC320

Organizer Jean Rakow

#### Agenda

1.	Call to Order and Opening Remarks Presented by Carol Roberts	1
2.	Roll Call and Declaration of Quorum Presented by Melanie Murry and Carol Roberts	2
3.	Approval of Minutes - December 4, 2019 For Approval - Presented by Carol Roberts	3
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4.	Comptroller's Presentation Presentation - Presented by Comptroller Justin Wilson	10
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5.	President's Update Presentation - Presented by M. David Rudd	28
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6.	Vice President for Student Academic Success Update Presentation - Presented by Karen Weddle-West	61
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7.	University Schools Initiatives Presentation - Presented by Sally Gates Parrish	72
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9.	Report and Recommendations of the Academic Research and Student Success Committee Report - Presented by David Kemmee	90
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10	Report and Recommendations of the Governance and Finance Committee Report - Presented by Cato Johnson	94
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11	Report and Recommendations of the Audit Committee Report - Presented by Carol Roberts	96
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# 3. Approval of Minutes - December 4,2019

For Approval

Presented by Carol Roberts

## THE UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES

## MINUTES OF THE FULL BOARD MEETING DECEMBER 4, 2019 JACKSON, TN

The Board of Trustees of the University of Memphis met at 1:30 p.m. CST, on Wednesday, December 4, 2019 on the University of Memphis Lambuth campus in Jackson, TN.

#### I. CALL TO ORDER

Trustee David North called the meeting to order.

#### II. ROLL CALL AND DECLARATION OF QUORUM

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

Trustee Agnew

**Trustee Edwards** 

**Trustee Graf** 

Trustee Johnson

Trustee Kemme

Trustee Martin

Trustee North

**Trustee Roberts** 

Trustee Springfield

Secretary Murry announce the presence of a quorum.

Trustee North thanked University administration, faculty and staff for their hospitality in hosting the day's meetings and announced the bestowing of the Honorary Doctor of Letters to Trustee Alan Graf and the December commencement.

#### III. APPROVAL OF MINUTES – SEPTEMBER 4, 2019

Trustee North called for a motion to approve the September 4, 2019 minutes. The motion was made by Trustee Graf and properly seconded. Trustee North called for discussion and none was provided. A voice vote was taken, and the motion was unanimously approved.

#### IV. PRESIDENT'S UPDATE

Dr. Rudd discussed "The President's Six Year Report," a compilation of many of the initiatives spearheaded by the leadership team to move the university and the city forward. Highlights include:

- Reporting of the U.S. News ranking of the University of Memphis as a top public
  university. The data related to the ranking improves over the next reporting cycle, so it
  is expected that we will have a higher ranking when next year's report is released. The
  number of ranked programs across the university (both undergraduate and graduate)
  are currently at an all-time high. The retention rate is improving and the graduation rate
  over the past six years has risen from 41% to 53.2%. The increase represents a
  magnitude of increase of 29%.
- Overall revenue has increased from \$464 million in the previous year to \$546 million in the current fiscal year. This is an \$83 million increase to the overall revenue even though we had the lowest increases in tuition for public institutions across the State of Tennessee. This is revenue increase is a function of improved metrics related to the funding formula and actual growth of the university.
- The University of Memphis has raised \$221 million over the past six years.
- The total build on campus either completed or underway totals approximately \$150 million.
- University of Memphis has been named the second largest public university in the State of Tennessee this past year.

President Rudd stated that the success of the University is a result of the decision-making of the leadership of the university as well as the dedication and commitment of the faculty and staff of the University of Memphis as we focus on the success of our students.

#### V. VICE PRESIDENT FOR STUDENT ACADEMIC SUCCESS UPDATE

Dr. Karen Weddle-West recognized Antonio Scott, President of the Student Government Association, to present university-wide citizenship initiatives called "To Lead a Nation."

Mr. Scott discussed the components of . "To Lead a Nation." The program is a student-led educational and engagement initiative, in collaboration with university and community partners, that promotes scholarship and participation in the democratic process. "To Lead a Nation" is a five-year plan that will focus on five themes: Democracy and Citizenship, Scholarship, Community and Civic Engagement, Activism and Discourse.

#### VI. KEMMONS WILSON CULINARY INSTITUTE

Dr. Radesh Palakurthi, Dean of the Kemmons Wilson Culinary Institute, presented a video related to the opening of the University's new culinary institute. The ribbon cutting ceremony for the Kemmons Wilson Culinary Institute was on November 14, 2019.

A brief video presentation representing the ribbon cutting was shown depicting the preparations, partners and inaugural ceremony.

The facility is approximately 32,000 square feet that will house teaching facilities (kitchens, bakeries, classrooms), a commercial restaurant which will be managed by an outside company and fully integrated into the curriculum.

Mr. Tim Flohr presented the information on the the following programs: a 24-hour culinary concentration within the Bachelor of Arts in hospitality, a minor concentration, a four-year degree program, and the Culinary Essentials undergraduate certificate, which was approved on October 11, 2019

The goal of the institute is to be one of the top culinary school nationally. The framework of the school is based on the American Culinary Federation standards with accreditation anticipated for September 2020.

The Kemmons Wilson Culinary Institute has partnered with Hope Works Foundation that is sponsored by Trustee Martin's Foundation which to allows intimates in the Shelby County Detention Center take culinary arts classes incarcerated and after release.

The Kemmons Wilson Culinary Institute will launch a full day summer camp for children to participate in classes and have launched recreational cooking classes on weekends.

There will be a student run restaurant that will serve lunch and dinner. The restaurant will also prepare meals for special occasions.

#### VII. COLLEGE OF EDUCATION UPDATE

Dr. Kandi Hill-Clarke, Dean of the College of Education, presented the College of Education Update.

The College of Education enrollment increased by 4% in 2019. Graduate student enrollment has continued to increase the last 4 consecutive years increasing from 730 students in Fall 2015 to 930 student in Fall 2019.

The doctoral degree growth has increased by 52% since 2014-15. The Rehabilitation Counseling graduate program is now ranked 20<sup>th</sup> in the nation and the donor base for Fall 2017 to-Fall 2018 has increased by 58%.

The College of Education is working with the community and partners to change the narrative around the teaching profession, encouraging students to enter the profession rather than discouraging their professional choice to teach. Dr. Hill-Clarke provided statistics regarding the college's teacher education candidates: first generation, pell eligible, ACT scores, GPA, EdTPA pass rate, Teacher Performance Rates and those remaining in the community to teach. She also discussed changes related to the recruitment of students, redesigning the curriculum, emphasizing the urban education setting, and identifying and removing barriers to student success and diversifying teacher candidates and the teaching workforce.

The "Become a Tiger, Become a Teacher Initiative" was presented. The College of Education partners with Shelby County Schools other municipal districts and Charter Schools to reach out to their students and provide information related to the teaching profession and familiarize them with the College of Education. Additionally, Dr. Hill-Clarke has helped to establish the Shelby County Schools Educator Preparation Collaborative to discuss ways to better meet the needs of our communities.

The River City Teachers Scholars Program, also known as "Grown Your Own" partners with Shelby County Schools and Local Charters to prepare equity minded, culturally competent teachers who are well prepared and will not give up on their students enrolled in urban schools.

#### VIII. Carnegie R1 Research Goal Progress Update

Dr. Jasbir Dhaliwal presented the Carnegie R1 Research Goal Progress Update.

University of Memphis was ranked 125<sup>th</sup> in the Carnegie Classification based on 2017 data. The University of Memphis is six universities way from becoming a Tier 1 (Very High Research Activity) university.

Using the data points established by the Carnegie Foundation for Advancement of Teaching in evaluating a university's ranking in the area of research productivity, the University of Memphis would be ranked 139<sup>th</sup> in the Carnegie Classification if 2019 data was used. The next data collection will occur in 2020.

#### IX. Global/FedEx LiFE Update

Dr. Richard Irwin presented the Global/FedEx Life Update.

In Spring of 2007, the UofM Global brand - which represents the portfolio of online offerings by the University of Memphis - was established. The initiative sought to expand and centralize services for our online students. Global enrollment has increased 15% annually as there are over 3,400 students taking classes fully online and approximately 5,000 students are taking at least one online class. Contributors to the growth include increased marketing efforts and corporate partners that include FedEX and Methodist LeBonheur Heathcare.

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

Trustee Kemme presented the Academic, Research, and Student Success Committee update.

There were four information items presented to the board, including:

- Provost Nenon informed the committee that the Doctorate of Social Work and the Master of Engineering Management, previously approved by the Board, have been approve by the Tennessee Higher Education Commission (THEC) and are ready to receive students.
- CFO Kurapati reviewed the first-year residency requirement rule an indicated that
  the process is expected to be completed over the next 18 months and will ready to
  implement in 2021.
- Dr. Bill Akey, Vice Provost for Enrollment Services, gave a presentation about transfer students and undergraduate admissions and their importance to the student enrollment of the University.

 Dr. K.B. Turner, Chair of the Faculty Athletics Committee provided an overview of the role of the committee and indicated that the committee's focus for the upcoming year will include the mental health of student athletes.

Two motions were recommended the board by Trustee Kemme.

- A motion to approve a Major in American Sign Language was properly seconded. A voice vote was taken, and the motion received unanimous approval by the board members present.
- 2. A motion to approve to transfer the University of Memphis WUMR License to the partnership created by the Daily Memphian and Crosstown Partners. A motion was made Trustee Kemme and properly seconded. A voice vote was taken, and the motion received unanimous approval by the board members present.

#### XI. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Trustee Roberts summarized the reports presented to the committee, including audit reports, fraud waste and abuse reports, external audits for the University of Memphis Foundation, the University of Memphis Research Foundation, the University of Memphis Auxiliary Services Foundation, and the Herff Trust. Subsequently, the committee heard information related to the information security program and the ITS network upgrade for the University.

No items required approval by the board.

#### XII. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE MEETING

Chairman North presented four motions for approval and a brief summary of the presentations during the Governance and Finance Committee meeting.

Chairman North made a motion that the FY 2020 budget be approved. The motion was properly seconded, and a voice vote was taken. The motion was approved by all board members present.

Chairman North made a motion to to adjust the non-resident tuition for the law school as discussed in committee. The motion was properly seconded, and a voice vote was taken. The motion was approved by all members present.

Chairman North made a motion to adopt the policy related to Board Self-Assessment. The motion was properly seconded, and a voice vote was taken. All board members present approved the motion.

Chairman North made a motion to approve the revision to the rule related to the classification of in-state and out-of-state students and the Parking and Traffic Violations rule. The motion was properly seconded. A roll call vote was taken, and all board members present approved the motion.

Other issues discussed during the committee meeting included the capital funding included in the budget for the State of Tennessee

#### XIII. ADDITIONAL BUSINESS

No additional business was mentioned. Trustee North announced that the next meeting of the Board of Trustees is scheduled to be held on the Main Campus of the University of Memphis on March 4, 2020.

#### XIV. ADJOURNMENT

Trustee North adjourned the meeting.

### 4. Comptroller's Presentation

Presentation

Presented by Comptroller Justin Wilson

# University of Memphis Board of Trustees

Sunset Termination June 30, 2021



# Board Responsibility: Fiduciary Duty

#### What is a fiduciary?

A fiduciary is someone who has a special responsibility – <u>stewardship</u> – over the administration of an institution, including its property, its reputation, and its role in the community.

# A university board member has fiduciary duties of care, loyalty, and obedience to the institution. Board members should

- ➤ Be fully engaged
- > Attend meetings
- > Read and evaluate materials
- ➤ Ask questions and get answers
- ➤ Honor confidentiality

- ➤ Avoid conflicts of interest
- ➤ Demonstrate loyalty
- ➤ Understand and uphold the mission
- ➤ Ensure legal and ethical compliance



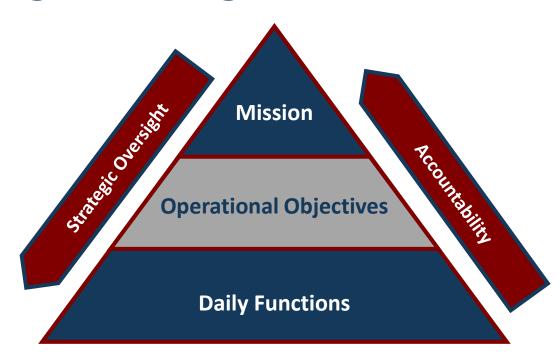
# Board Responsibility: Fiduciary Duty

#### Questions to Consider

- ➤ Does the board invite discussion and questions regarding matters before it?
- Does the board encourage full engagement by board members and enforce attendance requirements?
- Does the board involve experts to facilitate and enhance its understanding of matters before it?
- Does the board assess its own performance in fulfilling its fiduciary duties?



## Strategic Oversight & Accountability







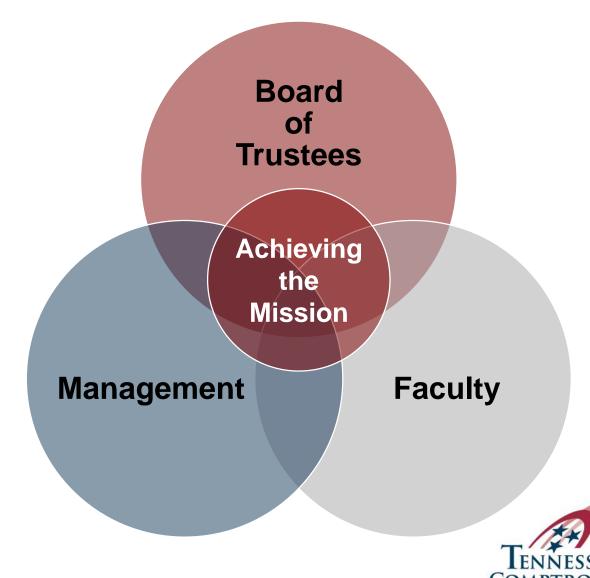
#### Shared Governance

**Shared Governance** in a university is typically composed of three groups:

- ➤ Boards of Governance
- > Presidents and Chancellors
- > Faculty Members

Effective shared governance enables thoughtful decisions to enhance

- > Student Success,
- > Institutional Health, and
- > Innovation





OF THE TREASURY

# The Board and President Partnership

# The Board should expect the President to

- Provide relevant, accurate, and understandable information
- Be forthcoming about problems and issues and be prepared to suggest solutions
- Make effective use of the Board's time

# The President should expect the Board to

- Be engaged and participate at the appropriate strategic level
- Be open, candid, and forthright
- Understand the president works for the board, not for individuals



# Board and Committee Meetings

#### Board work directly impacts the university

- Direction
- Reputation

#### The Board and its Committees conduct work in meetings

- Models of good governance and decorum
- Focus on consequential matters

#### Board work should be grounded in the work of its Committees

- Align work with vision and strategy
- Monitor strategic progress



## Open Meetings

- **All public policy and public business decisions must be made in meetings open to the public.** 
  - ➤ Prohibits multiple members of a governing body from meeting privately to deliberate towards or make decisions on public business.
- **3** Adequate Public Notice
  - ➤ Sufficient notice under the circumstances that would fairly inform the public of the meeting



## Conflict-of-Interest Policies

#### **Conflicts of interest** represent

- Undue influence on the work of the board
- The appearance of such influence

The board's **Conflict-of-Interest Policy** should **define** potential conflicts of interest and provide a process to:

- **Identify** conflicts of interest;
- Disclose conflicts of interest; and
- Address conflicts of interest.



## Conflict-of-Interest Policies

#### **Questions to Consider**

- Has the board defined in writing what is considered a conflict of interest?
- How are governing board members informed of the existence of the policy?
- What are the expectations of board members if there is a conflict of interest on a board issue?
- Does the governing board consistently apply its conflict-of-interest policy?
- How does the policy protect the integrity of the institution?



## Sunset Statute

## **Purpose**

"It is the intent of the general assembly . . . to provide a responsible method to review state governmental entities to ensure that state governmental regulation is beneficial rather than detrimental to the public interest of the citizens of Tennessee."

4-29-102(b), Tennessee Code Annotated (TCA)

#### **Entity Review**

> TCA 4-29-101 through 122

#### **Termination of Entities**

> TCA 4-29-201 et seq. currently lists entities with termination dates through June 30, 2027

#### TENNESSEE COMPTROLLER OF THE TREASURY

OF THE TREASURY

# Comptroller's Role

**®** Provide information through Performance Audits or Questions & Answers

"The comptroller of the treasury shall perform limited program review audits to aid the review of the evaluation committee and shall, from time to time, counsel and consult with the committee on its informational requirements on the governmental entities being reviewed."

*TCA* 4-29-111(b)



## Criteria for Review

- **®** Federal and state law
- **®** Federal and state regulations
- **®** Entity internal policies and procedures
- **3** Other possible criteria:
  - ➤ Industry standards
  - ➤ Best practices
  - > Contract or grant requirements



# Audit Stages

#### Planning

- ➤ Obtain an understanding of
  - Processes and management controls
  - Board operations and oversight or university operations

#### **©** Detailed Audit

- > Reviewing supporting documentation
- Sampling or testing of full data populations
- Surveying employees or students
- > Assessing data reliability

Audit conclusions: based on facts and evidence in our audit work.

# The Audit Report

### Draft Report

- Communicate findings, observations, and related recommendations
- ➤ Management submits written responses to findings

#### **®** Public Report

- ➤ Provided to the Government Operations Committee members
- ➤ Publicly available on the Comptroller's website



# Public Hearing

- **③** Prior to termination, continuation, or restructuring of any governmental entity, the evaluation committee must
  - ➤ Publish newspaper notice
  - ➤ Hold at least one public hearing
  - > Review performance audit
  - Receive testimony from the administrative head of the governmental entity demonstrating the public need for its continued existence
  - Receive testimony from the public

TCA 4-29-104



# Thank you

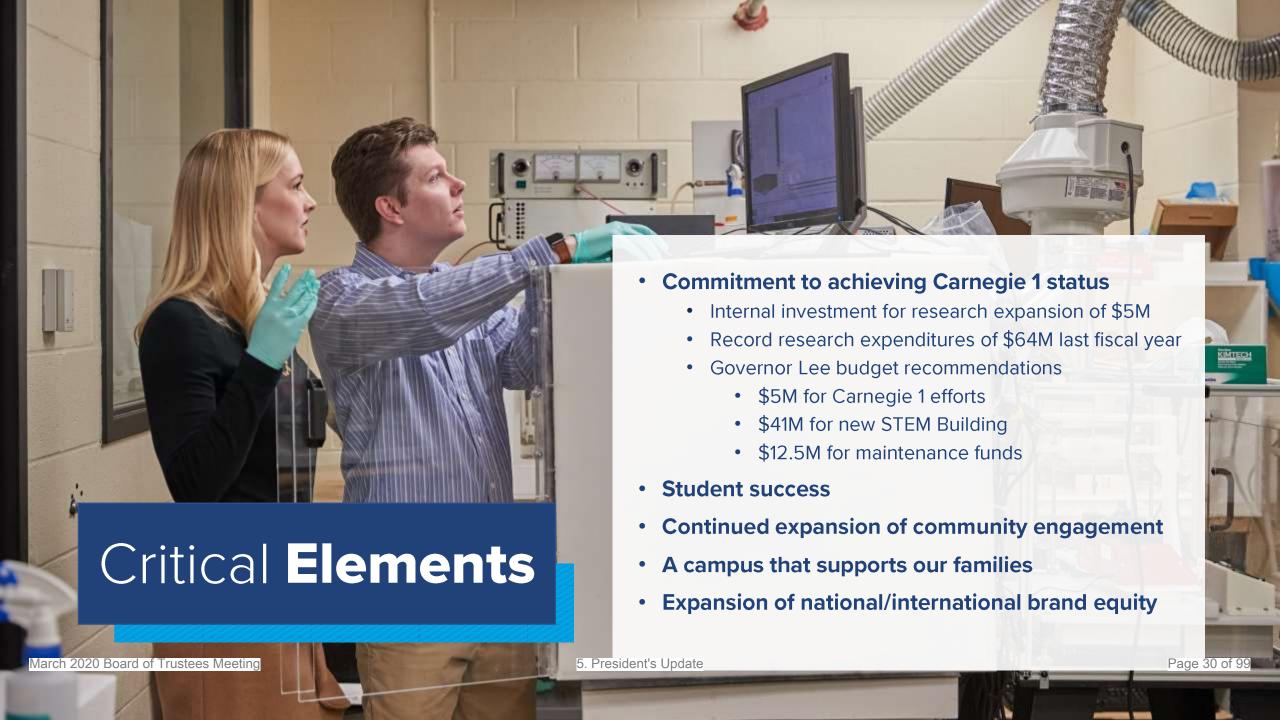


## 5. President's Update

Presentation

Presented by M. David Rudd







# Our Values

Accountability
Collaboration
Diversity and Inclusion
Innovation
Service
Student Success

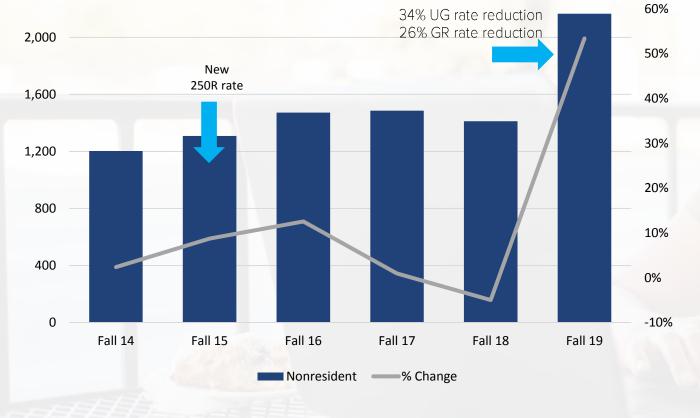


# **Dramatic Improvement in Outcomes**



- Graduation rate improved from 41% to 53.1% over past six years
  - Goal of 61%
- Magnitude of increase of 29.5%
- Overall growth over past 6 years: 2.7% despite regional and national contraction
  - Again 2nd largest public university in TN
  - Significant OOS growth secondary to OOS tuition reduction
  - Graduation numbers continue to be 4,000+
    - Continue to bring in strong freshman and transfer classes annually
- UofM Global most significant growth across university
- Lowest cost increases in the State of TN by significant margin

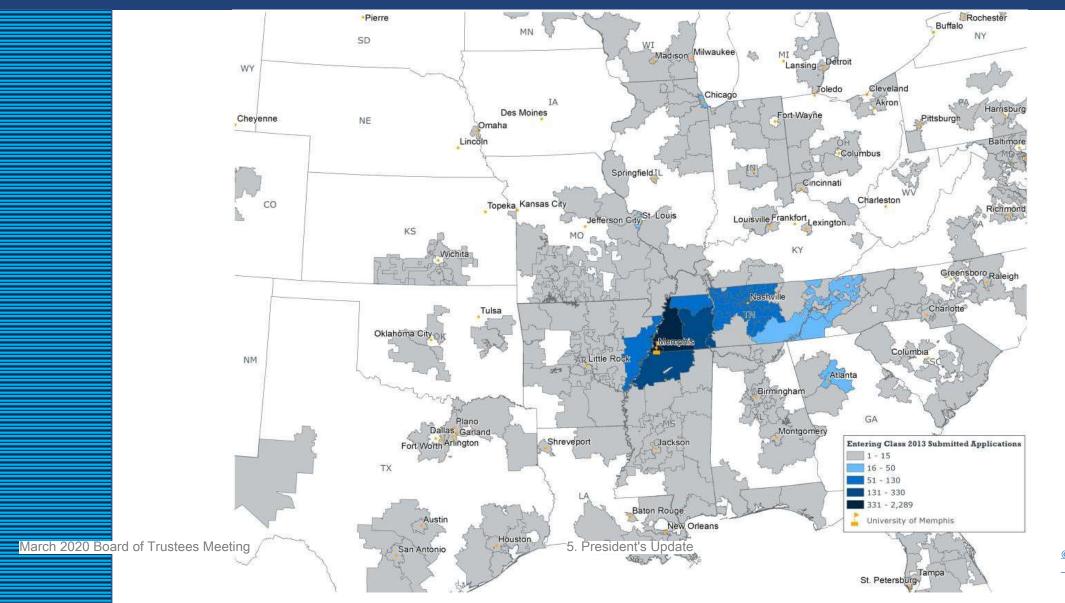
#### **Nonresident Enrollment Trends**





Reduction in the nonresident tuition rate has resulted in a 53% nonresident enrollment increase for FY20

# ENTERING CLASS 2013 – Freshman Applications

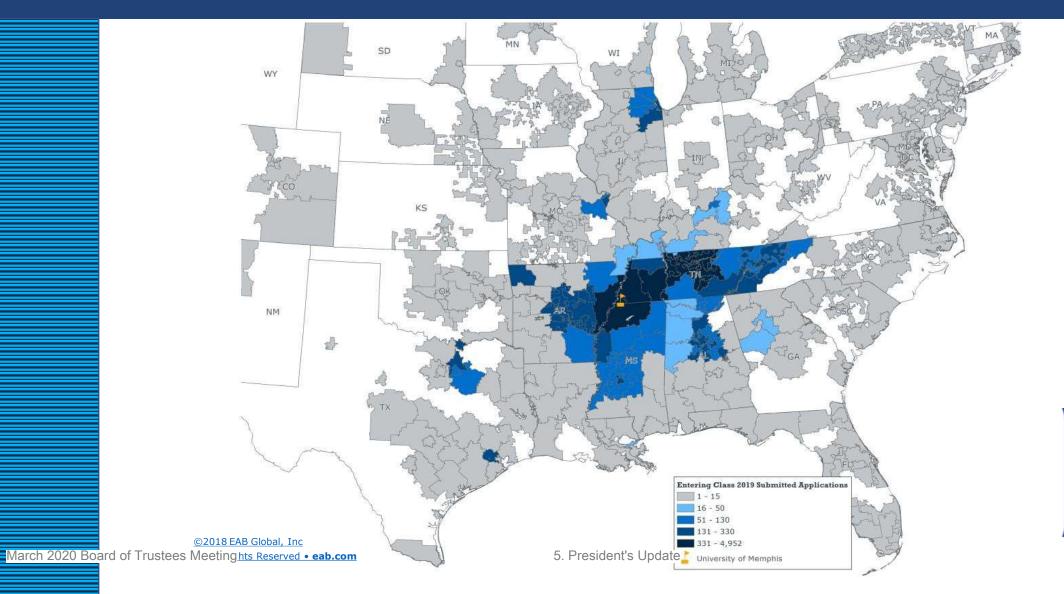




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#### **ENTERING CLASS 2019** — Freshman Applications





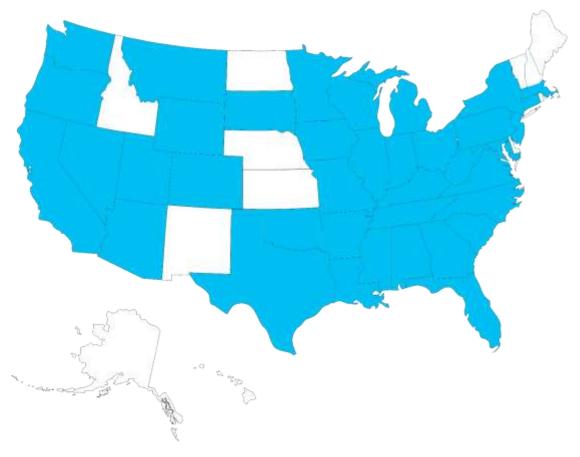
# **UofM Global Spring 2020 Enrollments**

- 6,800 students in online courses
- 3,500+ fully online students (+50% since 2017)
- 1000+ Global applications = 500 new students
- Students from 39 states & several foreign countries
- Average credit hour load
  - 8.9 credit hours undergrad
  - 6.2 credit hours grad
- Target: 6,000 fully online students by 2023









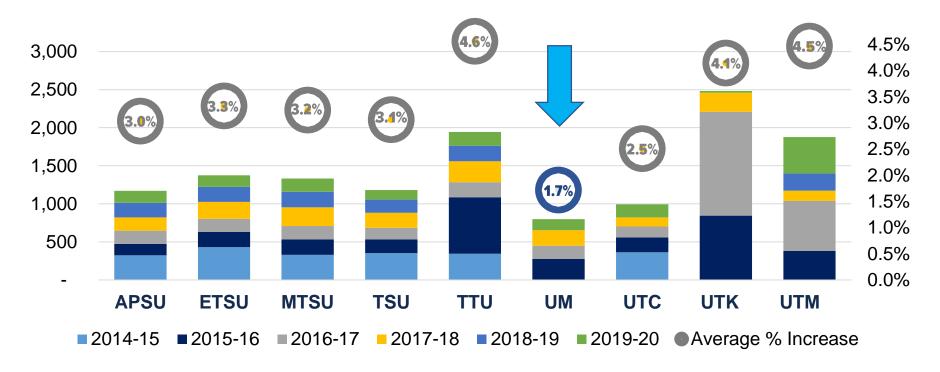
March 2020 Board of Trustees Meeting

5. President's Update

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#### **TOTAL TUITION INCREASE**

## **OVER 6 YEAR**



#### A COMMITMENT TO AFFORDABILITY & ACCESSIBILITY



- Total budget has grown to \$545M from \$467M over past six years
- Gain of \$78M in annual budget, with average annual growth of \$12.57M
- Composite financial index of 3.2, 2nd only to UTK in TN
- The result of strategic decision-making re: tuition structure
  - Dramatically reduced OOS tuition
  - Significant improvement in-state affordability relative to competition
- UofM Global growth
- Growth in strategic community partnerships
- Significant gains in fundraising
  - Raised \$206M, average of \$33.4M over past six years
  - Previous ten year average of \$23M
  - Majority of funds raised are for academic initiatives.

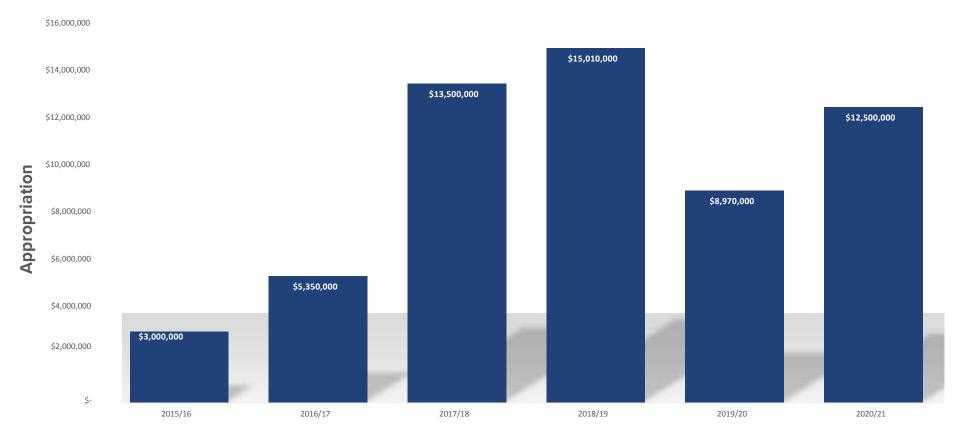
## FY21 Governor's Budget - State Appropriations

Recurring State Appropriations	FY21
State Appropriation - Operating Increase	\$4,054,000
State share - 2.5% Salary Pool	3,455,100
Health Insurance Increases	668,100
Outcomes Formula Adjustment	(243,600)
Net Recurring State Appropriation Amount	7,933,600

Non-Recurring State Appropriations	FY21
One-time allocation for R1 Carnegie Classification	\$5,000,000
Capital Maintenance - One-time State Appropriations	12,500,000
STEM Research and Classroom Building	41,000,000
Total Non-Recurring State Appropriations	58,500,000
LOCOLD LITT I MILE	E D (1 11 1 4

Increase of \$7.9M base budget funding and \$58.5M non-recurring toward march to Carnegie R1 and capital projects

#### **Capital Maintenance - Historical Funding**



Fiscal Year

#### **2018 HERD Data Research Expenditures**

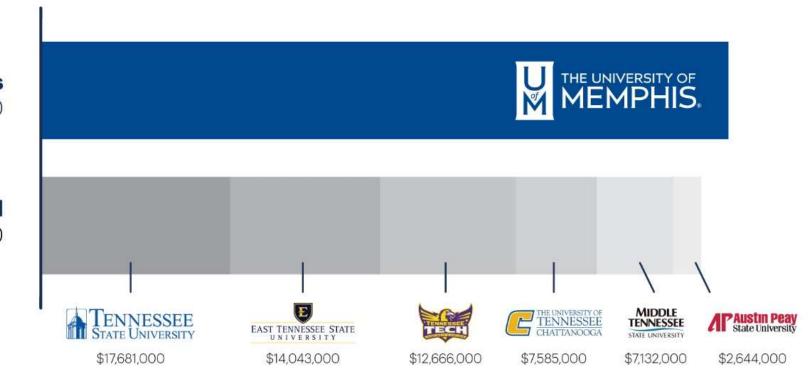
**University of Memphis** 

\$64,297,000

**Others Combined** 

\$61,850,000

**Source:** 2018 National Science Foundations' Higher Education Research & Development (HERD) survey







A Commitment to Recruiting High-Achieving Students

March 2020 Board of Trustees Meeting

5. President's Update

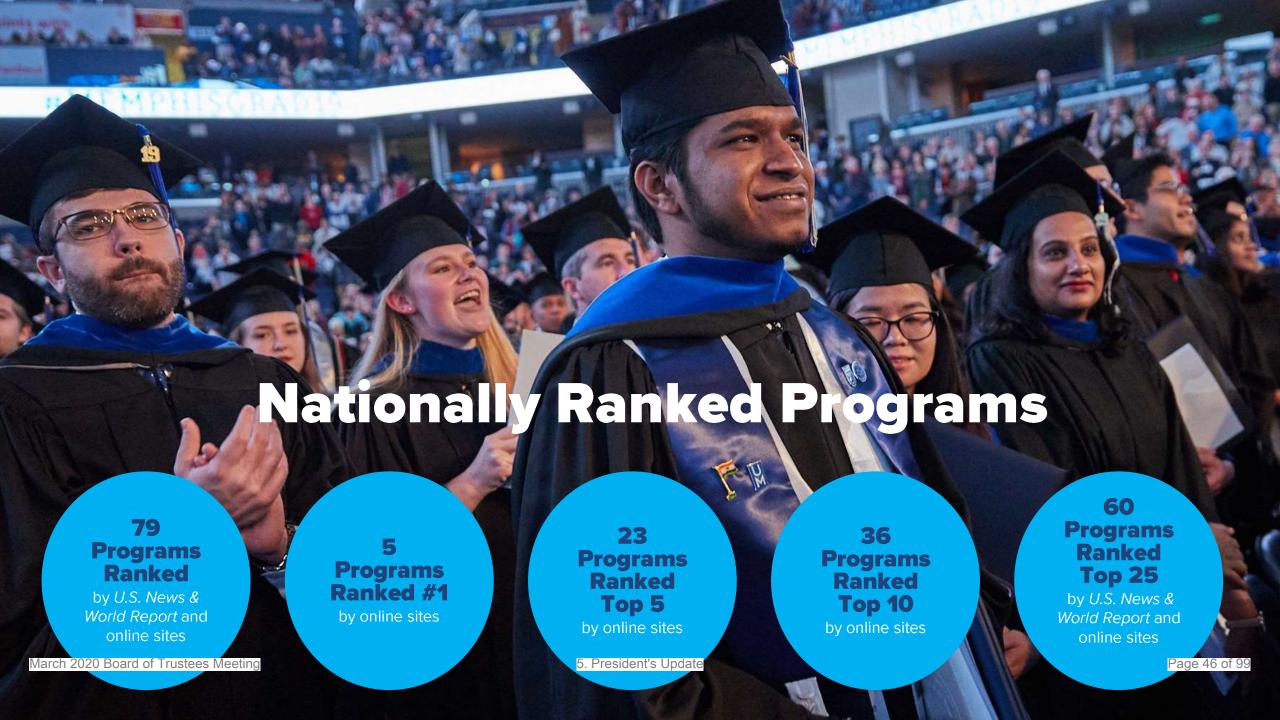
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#### Strongest Freshman Classes in our History



- Average ACT improved over each of the past three years to 22.8
- Mean GPA improved each of past three years to 3.52
  - Best predictor of retention and graduation
- One out of four of last year's class was admitted to the Honors College
- No internal financial pressure to increase class size
  - Provides unique opportunity to increase selectivity
  - Will always maintain access and affordability
- Consistently improving national programmatic rankings each year









# Ranked in 9 New Categories

March 2020 Board of Trustees Meeting

5. President's Update

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# UofM Global

- More than 1/3 of programs are nationally ranked
- Program volume has doubled in 3 years
  - (100+ programs offered)

1257 | Undergrad Students 752 | Grad Students Since 2017
inception

March 2020 Board of Trustees Meeting

5. President's Update

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# UMRF VENTURES Mission

- Create good-paying part-time jobs for UofM students on their campus, so that they can meet their financial obligations, stay in school and graduate on time
- Prepare students with excellent work experience and create pathways to future employment opportunities with our business partners
- Become a sustainably profitable, growing enterprise
- Profits returned to the University's Research Foundation





# **UMRF Since August 2017**



Revenue has grown from \$800,000 in year 1

Paid more than \$4,000,000 in student wages

more than
400
students

Paid \$300,000+ in rent and fees to the University Anticipates \$5,000,000 Revenue in 3 years

Paid \$50,000 of Dividends to UofM Research Foundation

Helped place 20 students into full-time

5. President's Update positions with partner companies

# **Expanding Student Opportunities**



- Operations now in FedEx Institute, on South Campus and on Lambuth Campus
- Four separate Ventures with FedEx
- Expanding to other partner companies
  - Memphis Symphony Orchestra
  - Northstar Partners
  - Sedgwick Claims Management (new partnership)
- Plans to build out and expand onto the rest of the Student Ventures Building

# **Key Community Partnerships**

- Peer Power is a nonprofit organization that recruits and trains high-performing college students to tutor in public school classrooms and mentor high school students
- Peer Power Institute at the UofM has employed more than 600 students as **Success Coaches since its launch**
- Currently employs more than 150 UofM students in positions that allow them to serve, learn and earn



## **Key Community Partnerships**



RIVER CITY

March 2020 Board of Trustees Meeting)

- Partners: Shelby County Schools and local charter schools
- River City Partnership is an urban education-focused program to prepare local future educators to practice and promote social justice, equity and inclusion
- More than \$6 million raised for student scholarships, programming and support
- 18 undergraduate students and 33 graduate students in the first cohort

5. President's Update Page 57 of 99

# A Campus that Supports our Families



- Parental leave enacted
- ELRC expanded
  - Providing full-time services for students, faculty, staff with children
  - Expanded scholarships for students
- Kindergarten classes added to Campus School
- University Middle opened
- Partnered with Porter-Leath to open a 0-3 childcare facility
  - · Fully funded, groundbreaking will be in summer
  - UofM raised \$3.5M for our portion
- Exploration of University High
- Madison Academic Dual Enrollment HS Lambuth to break ground in April
  - Fully funded through City of Jackson

# **Key Community Partnerships**



- Collaborating to launch a state-of-theart childcare facility close to the UofM for children 6-weeks through Pre-K
- Expands the University Schools educational compendium to infants and toddlers
- Porter-Leath serves over 10,000 children and families each year through its programs to meet developmental, health and social needs at the earliest opportunity
- January 2022 target open date
- Spaces reserved for UofM students, faculty and staff



5. President's Update Page 59 of 99

#### **Initiatives for AY 2020-2021**

- Student Service, Personnel Management
- Health and Safety
- TIF Expansion, grow external economic investment
- Internal leadership identification/training/retention
- Annual campus-wide survey re: strategic priorities



# 6. Vice President for Student Academic Success Update

Presentation

Presented by Karen Weddle-West

# CENTER FOR ATHLETIC ACADEMIC SERVICES (CAAS)

KAREN WEDDLE-WEST, PH.D.
VICE PRESIDENT FOR STUDENT ACADEMIC SUCCESS
DIRECTOR OF DIVERSITY INITIATIVES

FERNANDEZ WEST
ASSOCIATE ATHLETIC DIRECTOR, ACADEMIC SERVICES



# Fall 2019 Highlights

- Department GPA: 3.171
  - 13<sup>th</sup> consecutive term with a 3.0 or higher
  - Tiger 3.0 GPA Club: 259 (63%)
  - Dean's List: 159 (39%)
  - 4.0 GPA Club 50 (12%)
  - Highest Male GPA: Men's Golf: 3.48
  - Highest Female GPA: Women's Golf: 3.72
  - All-time high/GPA record broken
    - Men's Basketball GPA: 3.02
    - Freshmen: 3.415
    - Freshmen Women: 3.622
  - 19 Graduates (11 different majors)
    - 3 Summa Cum Laude (3.8-4.00): Evan Bell (MBA), Adam Neely (MTR), Jessica Lamb (WSB)
    - 3 Magna Cum Laude (3.50-3.79): Tyler Webb (MBA), Rodij Vlasveld (MGO), Isabel Youree (WGO)
    - 3 Cum Laude (3.25-3.49): Patrick Taylor (MFB), Dustin Woodard (MFB), Elizabeth Moberg (WSO)

# Spring 2019 Academic Highlights

• The following teams posted all-time high GPA's in 2018-2019:

• Women's Basketball:	3.251	Spring 2019
• Softball:	3.546	Spring 2019
• Rifle:	3.695	Spring 2019
• Football:	2.88	Spring 2019
• Women's XC:	3.772	Spring 2019

- Memphis Women's Teams have posted a 3.0 combined GPA in 35 of the last 36 semesters.
- 70 Graduated
  - 25 different majors
  - 20 different states
  - 10 different countries

## American Athletic Conference Academic Awards

- 202 Student-Athletes received <u>All-Academic Team Honors</u>, 3<sup>rd</sup> season that Memphis Athletics has had over 200 student-athletes receive this recognition.
- Team Academic Excellence Award-Men's Golf and Men's Soccer earned the top academic team award for the AAC.
  - This marks the second consecutive year Men's Soccer has earned the top spot for the AAC.
- AAC Scholar-Athlete Award
  - Ashley Pryke, WTO
  - Lizzie Woerner, WSO
  - Olushola Olojo, MTO
  - David Zalzman, MSO
- Tied for second highest GSR in the AAC with 92% for 2019
  - 100% GSR -Women's Golf, Men's Golf, Women's Tennis, Men's Tennis, Rifle, Softball

# Center for Athletic Academic Services (CAAS) Survey

- My CAAS Counselor showed sincere interest in me as a person, not just a student-athlete.
  - 105 (92%) agree
- My CAAS Counselor was helpful in giving me needed advice regarding major selection.
  - 99 (86%) agree
- "CAAS Counselor took the time to ask me about my day and truly cares about my overall well-being which is quite evident in the time they put in with me and all their student-athletes."
- "The CAAS Counselors do a great job of working with you with scheduling and are always available as a resource."



Student Academic Success (SAS)

Karen Weddle-West, Ph.D. Vice President, SAS

Scott Sundvall, Ph.D.

Director, CWC

Assistant Professor, Department of English



### CWC Methodology and Outcomes



### **METHODOLOGY:**

- Assists with any writing or speech at any stage of development.
- Uses a dialogic approach (consultation) that improves process rather than mere product.
- Works with students one-on-one.
- Employs non-evaluative methodology.
- Utilizes synchronous consulting (in-person and online)



### **OUTCOMES:**

- Effectively communicate information, concepts, and arguments with clarity, coherence, and logical organization.
- Develop revision strategies that improve composing practices writ large.
- Identify intended audience and adhere to the form of the appropriate, corresponding genre.
- Improve literacy practices, including grammar, syntax, sentence structure, and citations; language acquisition; and

### **CWC Statistics**



- 1,731 consultations provided 2018-2019 academic year (13% increase from previous year).\*
- 15% of clients identify as ESL/ELL/EFL students.
- 36% of clients are first-year students; 15% of students are graduate students.
- 90%+ feedback on all surveys.\*\*
- 80-85% utilization



<sup>\*</sup>Does not include summer semester.

<sup>\*\*</sup> See hand-out document for more information.

### CWC Services, Activity, and Outreach



- Compose Yourself! workshops with the Benjamin L. Hooks Central Library.
- Prison outreach with Shelby County Department of Corrections.
- No Stress Success workshops with University of Memphis (UofM) library.
- Plagiarism workshops.
- Dissertation Writing Retreats with Graduate College and UofM library.
- "Right to Own Language" workshops in first-year writing courses.
- Grant activity.
- National and international conference activity.
- Senior capstone thesis workshops.
- Curricular development.

### CWC Future & Return on Investment



### **RETURN ON INVESTMENT (ROI):**

- Retention
- Rate to graduation
- Academic success and excellence
- Job placement (for graduate students)
- Research production
- Curricular innovation

### **SURVEY RESULTS**

- My consultant and I discussed objectives and goals for my session
- Strongly Agree 79% (187) Agree – 20% (48)
- At the end of my session, I had a plan for completing my assignment
- Strongly Agree 83% (99) Agree – 15% (36)
- How likely are you to return to the CWC?
- Extremely Likely 95% Somewhat Likely – 5%
- Would you recommend the CWC to a classmate?
- Yes 100%









### 7. University Schools Initiatives

Presentation

Presented by Sally Gates Parrish

#### Recommendation

#### Presentation

**Date:** March 4, 2020

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

**Topic:** University Schools Initiatives

**Presented by:** Sally G. Parrish, Associate Vice President for Educational Initiatives

This is a presentation of the university schools initiatives. The presentation will highlight the successes of the Barbara K. Lipman Early Learning and Research Center (ELRC), the Campus School, and University Middle. The upcoming plans for the university schools will also be presented.



Sally G. Parish

Associate Vice President for Educational Initiatives

March 4, 2020 University Center



MARCH 2020

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# **University Schools**



History & recent reorganization under Educational Initiatives

- The mission of University Schools is to provide the children of our community with educational experiences that enhance their development from birth to graduation and promote dynamic research, collaborative partnerships and innovative practices.
- Our University Schools provide **laboratory** learning, practice, research & observation opportunities for faculty, staff, and students while meeting a critical community need for teacher & practitioner preparation and providing a faculty/staff recruitment & retention benefit to the UofM.

### TCA 49-8-105



- a) Any state college or university under the direction of the board of regents or a **state university board** is authorized to maintain a training school for grades pre-kindergarten through twelve (pre-K-12), or any combination of grades pre-kindergarten through twelve (pre-K-12), for the purpose of providing practice teaching experience for teachers in training, and the students enrolled in the school shall be taught the same course of study as prescribed by the state board of education for the public school system in grades prekindergarten through twelve (pre-K-12), or the grades appropriate for the particular school.
- b) Each institution, acting through its governing board, is authorized to **contract with the county or city board of education** in the county or city in which the college or university is located to provide for the teaching of the children of public school age in the training school, whereby the training school shall **receive** all state and federal funds received by the county or city board of education as a result of this contract for the operation of the school, including per capita allocations, equalization funds, capital outlay funds, textbook funds, and any other funds that may be allocated for the operation of public schools of this state. The control of the training school shall be wholly under the direction of the respective institution.

# **University Schools**



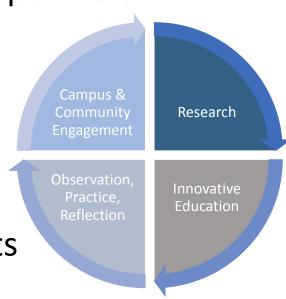
- Early Learning & Research Center
- Campus School
- University Middle
- Summer Programs
- University Schools Research Consortium



## Snapshot of our Schools



- Partnership with Shelby County Schools
- Partnerships with all academic colleges, 50+ community partners
- Over 500 students ages 2-13
  - > Growing to 1,300 by 2021; 1,800 by 2025
- 30 supervising teachers
- 10 full time staff positions
- 35 teacher residents, student interns, graduate assistants
- Over 100 student observations
- 9 active research projects
- \$4.4 million budget- mostly funded through tuition & BEP dollars



### Key Successes-ELRC



- Only NAEYC accredited US lab school with three demonstrations
- Increase in enrollment; serving over 100 children aged 2-6
  - Including children from 20+ UofM students
- Full-day model with enrichment experiences
- Full summer camp
- Sustained entirely by tuition & grant revenue which increased by \$500,000 in 19/20.
  - Department of Education Grant
  - Keep TN Beautiful/Keep America Beautiful Grant
- Hire of new Director, Brooke Willis



## Key Successes-Campus School





### **National Blue Ribbon School**

### Top 5% academic performance in the state

- Campus School State Report Card Data
  - 4 out of 4 overall, on academic achievement, attendance
  - 76% at or above grade level (compared to 23% in the district, 36% in state)
  - Demonstrated "high absolute achievement" for Black, Hispanic, Native American
    - & combined student groups
- Applications double availability
- Adding Kindergarten in 20/21
- Projected enrollment in 20/21- 400, increase of 100
- Sustained entirely by BEP revenue
  - Increasing by \$1.6 million for next FY
- Hire of new Director, Dr. Rebecca Scott larch 2020 Board of Trustees Meeting



### Key Successes-University Middle



- Project Based Learning Model
- PBL Explore
- Diversity of student enrollment
- Academic achievement despite no academic requirement for entry
- Mid-year program review
  - High engagement
  - High quality of instruction and curriculum
  - High quality university partnerships
  - Positive school culture
  - Evidence of student learning
  - Innovation & excellence





### On the Horizon



- Harwood Partnership
  - Laboratory learning for children with special needs, with an emphasis on autism
- Porter-Leath Partnership
  - \$3.5 million grant to create a new laboratory infant/toddler program
- University High School
  - Dual enrollment, entrepreneurship themed laboratory high school
- Dual Enrollment High School Partnership in Jackson
  - Located on our University of Memphis Lambuth Campus



# 8. AY19-20 Tuition and Fee Payment Initiatives Update

Presentation

Presented by Raajkumar Kurapati

Report

For Discussion

**Date:** March 4, 2020

**Committee:** Governance and Finance Committee

**Topic:** Tuition and Fee Payment Initiatives

Presented by: Raaj Kurapati, Chief Financial Officer

#### **Background:**

Through our continued commitment to address affordability issues for our students, we re-examined our timetable and outreach for assessment and payment of tuition and fees. A new process was implemented for Academic Year 2019-20 which demonstrates a positive impact on enrollment and retention. This report will detail the outcomes of this new approach.



### Purpose



Provide the appropriate resources and increase planning time for our students and parents to manage their financial obligations to the University.

- Reduce the number of students canceled (dropped for non-payment) as of date of census
- Positively impact graduation and retention rates
- Increase student credit hour and tuition revenue generation
- Reduce the potential financial impact of the bad debt expense and write-offs

### New Actions for AY19-20



- 1. Generated billing statements and posted charges to student accounts 3.5 weeks earlier.
- 2. Moved to a single payment plan option for all balances vs. separate payment plans for tuition & fees and housing/dining.
  - Offered 50% off payment plan fee for early enrollees.
- 3. Moved initial drop for non-payment date from the Friday prior to the first day of class to the Monday prior the first day of class (4 days earlier)
  - Reduced stress on students of dealing with being cancelled from classes the day before the first day of class.
  - Enabled University personnel to provide four (4) additional business days of outreach to students
- 4. Collaborative outreach effort amongst all student support areas.

### Outcome



	Fall 2018	Fall 2019	% Change	Spring 2019	Spring 2020	% Change
Total Installment Payment Plans*	3875	4104	5.50%	3244	3659	11.34%
Late Fees Assessments	860	761	-13.00%	820	492	-66.70%
Initial Drop for Non-Payment (DNP) - # of students	1236	381	-224.40%	1033	445	-132.10%
Final Drop for Non-Payment (DNP)** - # of students	150	205	26.80%	164	140	-17.14%
Enrollment as of Census Date	21,458	21,658	0.50%	19,714	20,245	2.62%
Credit hours as of Census Date	235,630	238,122	1.05%	212,713	216,491	1.75%

<sup>\*</sup>Early Payment Plan Enrollment (50% savings): Fall 2019 - 507; Spring 2020 - 449

<sup>\*\*</sup>Over 2/3 of the final DNP were dropped in the initial DNP



# Questions?

 Report and Recommendations of the Academic Research and Student Success Committee

Report

Presented by David Kemmee

Agenda Item

For Approval

**Date:** March 4, 2020

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

**Recommendation:** Approval of Tenure upon Appointment

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

#### **Background:**

Dr. Lisa Onega is the incoming Associate Dean for Academic Programs for the Loewenberg College of Nursing. She brings a wealth of experience teaching undergraduate, graduate and doctoral students, extensive publications and funded research, and progressive leadership roles as a director, department chair and associate dean. Dr. Onega has been a tenured full professor since 2007 from other universities. She has fulfilled the current tenure-track probationary period performance requirements in teaching, research and service at the University of Memphis.

#### **Committee Recommendation:**

The Academic, Research, & Student Success Committee recommends approval of tenure upon appointment for Dr. Onega.

Agenda Item - Institutional Mission

For Approval

**Date:** March 4, 2020

**Item:** Institutional Mission

**Recommendation:** Approval of Institutional Mission

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

#### **Background:**

Tennessee state law requires the Board of Trustees to approve and submit an annual mission statement to THEC that contains the following information:

- Characterize distinctiveness in degree offerings by level, focus, and student characteristics, including, but not limited to, nontraditional students and part-time students; and
- Address institutional accountability for the quality of instruction, student learning, and, when applicable, research and public service to benefit Tennessee citizens.

#### **Recommendation:**

The Academic Research and Student Success Committee recommends approval of the institutional mission as outlined in the meeting materials.

Agenda Item

For Approval

**Date:** March 4, 2020

Item: Name Change from School of Health Studies to College of Health Sciences

Recommendation: Approval of Name Change from School of Health Studies to College of Health Sciences

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

#### **Background:**

The School of Health Studies (SHS) was formed in the summer of 2015, with approximately 30 full time faculty and staff members and a student population of 803 majors. In fewer than five years, the SHS now employs 52 full time faculty and staff members, and has more than 1700 declared majors.

The increase in student number has been fueled by increased program offerings, namely the undergraduate program in *Health Sciences*, which is now home to approximately 700 students. Significant growth in the online *Healthcare Leadership* program has also helped, in addition to new programs in *Nutrition Science* and *Medical Assisting*. Plans to begin both a *Doctorate in Physical Therapy* and a *PhD in Applied Physiology & Neuromechanics* in the near future will further add to the already outstanding portfolio. Finally, a partnership with Methodist LeBonheur Healthcare has been developed that involves the creation and delivery of a future program in *Surgical Technology*, which has received tremendous interest and will expand the health science offerings.

In addition to academic expansion, the research program has also grown significantly. Several excellent young scientists have been hired the laboratories have been expanded considerably. A strong research focus has been developed in health science-specific inquiry, at both the cellular and applied levels.

Considering the growth and reach, it is appropriate at this time to change the status from that of a school to a college. Specifically, a name change to the *College of Health Sciences* is requested to better reflect both the size and focus of what is currently being done.

#### Recommendation (if for approval):

The Academic Research and Student Success Committee recommends approval of the name change of the School of Health Studies to the College of Health Sciences.

# 10. Report and Recommendations of the Governance and Finance Committee

Report

Presented by Cato Johnson

Recommendation

For Approval

**Date:** March 4, 2020

**Committee:** Governance and Finance Committee

**Topic:** Tax Exempt Reimbursement Agreement

Presented by: Raaj Kurapati, Chief Financial Officer

#### **Background:**

The University would like to enter into a tax-exempt reimbursement agreement to recapture costs the University may incur on capital projects where there may be opportunity to pursue tax exempt bond financing before the bonds are issued. In accordance with University and the State of Tennessee protocols any actual plan to pursue such financing shall be subject to specific approval by the BOT and review and approval by the Tennessee State School Bond Authority (TSSBA) and other appropriate State entities.

#### Recommendation:

The Governance and Finance Committee recommends approval of the tax exempt reimbursement agreement.

# 11. Report and Recommendations of the Audit Committee

Report

Presented by Carol Roberts

Recommendation

For Approval

**Date:** March 4, 2020

**Committee:** Audit Committee

Recommendation: FY 2020 Risk Assessment

Presented by: Raaj Kurapati, Chief Financial Officer

#### **Background:**

This presentation provides details on the completed FY 2020 risk assessment.

In accordance with the Tennessee Financial Integrity Act, University management is responsible for establishing adequate internal controls to achieve the objectives of the organization and execute an annual risk assessment (TCA-9-8-102). Management's risk assessment process was established in 2006 and is currently facilitated by the Division of Business and Finance. The risk assessment process identifies business risks and measures, their potential impact to the university and their probability of occurrence. The assessment produces a risk heat map, called Risk Footprint that ranks the risks by impact and probability. Management then inventories mitigating actions that are designed to reduce the impact or probability of the risk. If management determines a risk is not being appropriately managed, a corrective action plan may be developed. TCA 9-18-104 requires an annual report to the Commissioner of Finance and Administration and the Comptroller of the Treasury from the President on management's risk assessment.

#### **Committee Recommendation:**

The Audit Committee recommends approval of the FY 2020 risk assessment.

12. Additional Business	

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