








March 2023 Board of Trustees Meeting

Schedule	Wednesday, March 1, 2023 10:15 AM — 11:00 AM CST
Venue	Maxine A. Smith University Center - Bluff Room (304)
Organizer	Sparkle Burns

Agenda

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2. Roll Call and Declaration of Quorum Presented by Melanie Murry	2
3. Approval of December 9, 2022 Meeting Minutes For Approval - Presented by Doug Edwards	3
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5. Reports and Recommendations of the Academic, Research and Student Success Committee Presented by David Kemme	8
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1. Call to Order and Opening Remarks

Presented by Doug Edwards

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of December 9, 2022 Meeting Minutes

For Approval

Presented by Doug Edwards

**The University of Memphis Board of Trustees
Full Board Meeting Minutes
December 9, 2022**

I. CALL TO ORDER AND OPENING REMARKS

Chairman Edwards called the meeting to order and gave opening remarks.

II. ROLL CALL AND DECLARATION OF QUORUM

Chairman Edwards recognized Board Secretary Melanie Murry.

Secretary Murry called the roll. The following Trustees were in attendance:

Trustee Roberts
Trustee Johnson
Trustee Clark
Trustee Kemme
Trustee McKinney
Trustee North
Chairman Edwards
Trustee Springfield

III. APPROVAL OF SEPTEMBER 7, 2022 MEETING MINUTES

Chairman Edwards called for a motion to approve the September 7, 2022 meeting minutes. The motion was made by Trustee Johnson and properly seconded. A roll call vote was taken and unanimously approved.

Secretary Murry acknowledged Trustee Graf's attendance and asked him to verify if he was alone and could hear her. Trustee Graf verified he was alone and could hear her.

IV. REQUEST TO ADDRESS THE BOARD

Three members of the public addressed the Board.

V. PRESIDENT'S UPDATE

Chairman Edwards recognized President Bill Hardgrave.

Dr. Hardgrave informed the Board that the process for the strategic plan has begun. Colton Cockrum is the internal lead and Tim Becker with Priority Business Group is the external lead. Dr. Hardgrave explained what has been done to complete the strategic plan and what will be done. He anticipates the plan will be presented at the March meeting. Dr. Hardgrave discussed Commencement and informed the Board the speaker would be Justice Holly Kirby. Dr. Hardgrave informed the Board that the University is working on its list of agenda items for the next legislative session and that the University is requesting \$5.4 million for security expenses

and \$65 million for research renovations. Dr. Hardgrave also stated the University will support the City of Memphis' request for funding for the new stadium.

Dr. Hardgrave concluded his update.

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

Chairman Edwards recognized Trustee Kemme.

Trustee Kemme informed the Board the following informational items were presented:

- Dr. Abby Parrill presented the provost update.
- Dr. Jasbir Dhaliwal provided the Board materials for the research and innovation update.

There were no action items.

VII. REPORTS AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman Edwards presented the report of the Governance and Finance committee.

Chairman Edwards stated the following actions items were discussed:

- Housing increase recommendation of 3.5% effective Fall 2023
 - Chairman Edwards did not ask for a motion to approve the housing increase. Secretary Murry requested Chairman Edwards ask for a motion and second. Chairman Edwards acknowledged Secretary Murry and the motion was made by Trustee Roberts and properly seconded. A roll call vote was taken and unanimously approved.
- The revised operating budget for FY23
 - Chairman Edwards called for a motion. The motion was made by Trustee North and properly seconded. A roll call vote was taken and unanimously approved.

The following were informational:

- A new program called The Tigers SmartStart that helps students with their books

VIII. REPORTS AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Edwards recognized Trustee Roberts.

Trustee Roberts stated the following information items were presented:

- Chief Financial Officer, Raaj Kurapati presented the risk assessment update
- Chief Audit Executive, Vicki Deaton presented the following items:
 - Summary of audit reports issued
 - Audit issue follow up
 - External audit report – University of Memphis Research Foundation Financial Statements, 6/30/2022
- Chief Information Officer, Dr. Robert Jackson presented the information security update

There were no items for approval.

IX. ADDITIONAL BUSINESS

Chairman Edwards recognized Trustee North. Trustee North gave remarks and made a motion to extend Chairman Edward's term as Chair for one year to continue the continuity of the Strategic Plan effort. The motion was properly seconded by Trustee Graf. Chairman Edwards gave remarks.

A roll call vote was taken and unanimously approved.

Chairman Edwards asked were there any other discussion. Chairman Edwards recognized Trustee McKinney and he gave remarks.

X. ADJOURNMENT

Chairman Edwards adjourned the meeting. Chairman Edwards announced the next Board meeting will be held on March 1, 2023 and the location is to be determined.

4. President's Update

Presentation

Presented by Bill Hardgrave

5. Reports and Recommendations of the Academic, Research and Student Success Committee

Presented by David Kemme

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 1, 2023

Committee: Academic, Research and Student Success Committee

Presentation: Institutional Mission Profile (approval)

Presented by: Dr. Abby Parrill, Interim Provost

Background:

Tennessee state law requires the Board of Trustees to approve and submit an annual institutional mission profile 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.

Committee Recommendation:

The Academic, Research and Student Success Committee recommends approval of the Institutional Mission statement.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 1, 2023

Committee: Academic, Research, and Student Success Committee

Presentation: Naming of Aquatics Center

Presented by: Joanna Curtis, Vice President for Advancement

Background:

The Rose Foundation made the lead gift and spearheaded fundraising to renovate the University of Memphis's Aquatics Center. In recognition of their commitment, the proposed name of the modernized aquatics center is the Mike Rose Aquatics Center. Mike was a long-time supporter of the University of Memphis and a champion for swim instruction in Memphis. He was passionate about helping more youth learn the lessons of hard work, resilience and leadership that swimming teaches while also seeing that more underserved children gain the lifesaving skill of being able to swim. In addition to being a facility for the University of Memphis, the Aquatics Center will continue to be the home for the community-based Memphis Tiger Swim program. The YMCA of Memphis and the Mid-South will offer swim lessons at the center.

Committee Recommendation: The Academic, Research and Student Success Committee recommends the Board approve to name the University of Memphis Aquatics Center the Mike Rose Aquatics Center.

6. Reports and Recommendations of the Governance and Finance Committee

Presented by Doug Edwards

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 1, 2023

Committee: Governance and Finance Committee

Presentation: Capital Budget Request for FY 24 / 25

Presented by: Raaj Kurapati, EVP & COO-CFO/ Tony Poteet, Chief Campus Planning Officer

Background:

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

Capital Outlay: In accordance with funding request guidelines annually disseminated by THEC staff, the Commission receives a prioritized list of capital outlay projects from each governing board for evaluation and scoring into a single prioritized list for the state. These projects either provide new space or major renovations (or a combination of both), and respond to: state goals for education, strategic plans, space guidelines, facility assessments, program plans, business plans, and/or external funding and the campus master plan. One project is requested from each LGI for 24 /25 along with a five-year plan for future projects. Match funding in the amount of 17% for new construction (of which 50% must be gift funds) or 6% for major renovations is required from the campus for each project.

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

Disclosed Projects: A project must be disclosed to the legislature through THEC if it is an improvement over \$ 100,000 or a maintenance project over \$ 500,000. Bonded projects, new construction, and major projects should be disclosed as part of the annual capital budget submittal. It is strongly recommended that projects over \$500,000 be submitted in initial budget, and not in the budget amendment or quarterly. Projects will be itemized as part of the annual state budget approved by the Legislature. Projects disclosed

in the annual capital budget process may be brought to the SBC in July. Smaller projects, or Capital Improvements between \$100,000 and \$500,000, may be disclosed in the Quarterly Disclosure. Additionally, maintenance projects that are needed due to system or equipment failures can be submitted for quarterly disclosure regardless of the cost. Gift projects may also be considered for quarterly disclosure regardless of the cost. These quarterly disclosures become part of disclosed projects of the fiscal year in which they are disclosed and remain in effect for the year it is disclosed, and the following year.

Projects that have received gift funds or grant funds that were not expected may be disclosed as part of the quarterly process but will be reviewed in the context of whether the project was foreseen and planned appropriately. It is recommended that projects for which there are fund raising efforts be disclosed as part of the annual budget process. A previous disclosure as part of the annual budget submittal will indicate that the project has been planned appropriately and is part of your long-range plans. The lack of previous disclosure may indicate that the project is not part of the long-range plans. However, a case may be made to go forward with a quarterly disclosure if gifts or grants are received that were not anticipated. These are called ‘special opportunity’ projects, but they are not formalized as part of the SBC or THEC Policy disclosure definitions.

Committee Recommendation: Motion to approve the Capital Budget Request for Fiscal Year 2024 / 25 as detailed in the meeting materials.

7. Reports and Recommendations of the Audit Committee

Presented by Carol Roberts

8. Strategic Plan

For Approval

Presented by Bill Hardgrave

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 1, 2023

Presentation: Strategic Plan

Presented by: Dr. Bill Hardgrave, President

Background:

Please see the attached Strategic Planning document that provides an overview of the Strategic Planning Process.

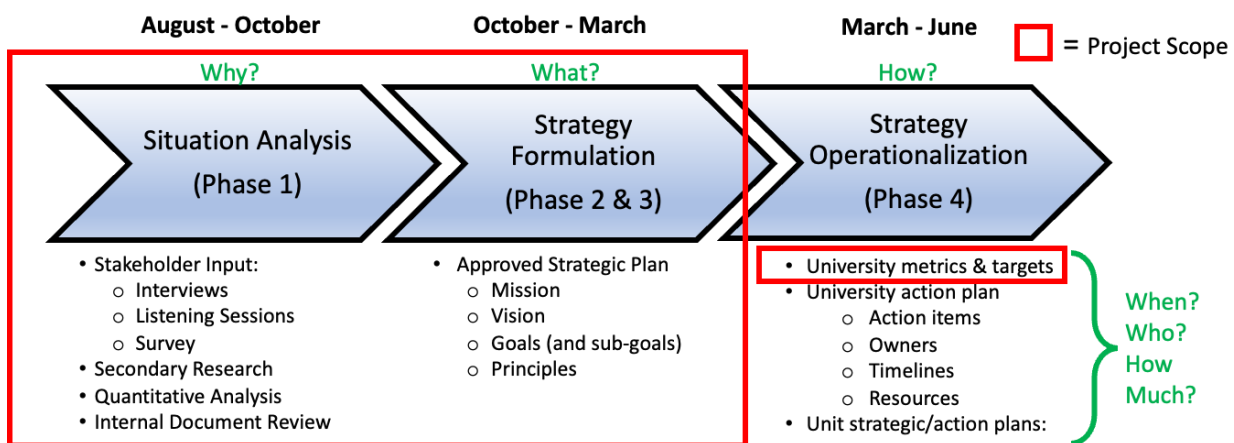
Recommendation: The Board recommends approval of the Strategic Plan as presented in the meeting materials.

STRATEGIC PLANNING PROCESS

The University of Memphis followed a rigorous and inclusive approach to develop its Strategic Plan. Tim Becker of Probity Business Group facilitated the process. Becker was formerly a partner with the global management consulting firm Accenture. A team, comprised of 11 representatives of our constituencies, led the strategic planning effort, which was launched with the following charter:

To develop a compelling, bold, stakeholder-driven, 5-year Strategic Plan that builds on our current strengths and focuses on areas where we are best positioned to advance resulting in multi-dimensional approaches to achieving transformational goals in areas vital to our future.

The seven-month process consisted of three overlapping phases:



Phase 1: Situation Analysis (August – October 2022). The Situation Analysis is an in-depth assessment of our university that provided a well-researched, fact-driven foundation for strategic planning. Six methods were employed to provide input to the Situation Analysis:

- Interviews.** Fifty-one in-depth interviews, averaging an hour and 20 minutes, were conducted with leaders of the university's constituencies.
- Listening Sessions.** Nineteen listening sessions were conducted with university constituencies. More than 250 constituents participated.
- Survey.** A survey was disseminated to allow any constituent to provide input; 575 constituents participated.
- Quantitative Analysis.** Extensive quantitative analysis--mostly benchmarking against comparison groups--was performed; 90+ graphs were developed and analyzed.
- Document Review.** Over 100 documents were reviewed for content relevant to assessing the university and to writing our strategic plan.
- Secondary Research** was conducted in selected other areas. This included collecting and analyzing other universities' strategic plans, researching Tennessee's funding formulas, and assessing Advancement's "giving market."

Inputs were synthesized into findings and conclusions, using the SWOT (Strengths, Weakness, Opportunities, Threats) framework, and were incorporated into a comprehensive Situation Analysis describing the university's current situation.

Phase 2: Development of Mission, Vision, Goals, and Principles (October – November 2022). Using the Situation Analysis as a reference, the Strategic Planning team was led through a series of exercises and workshops to develop the mission, vision, goals, and principles (MVGP) that provided the framework for writing the strategic plan. The team also provided input on 1) the sub-goals and actions required to implement the strategic plan's goals and 2) explanatory elements of the strategic plan's principles. A survey seeking feedback on the Mission, Vision, Goals and Principles (MVGP) was disseminated to our constituents. Over 1100 constituents responded. Based on their input, the MVGP was revised.

Phase 3: Strategic Plan Development (November 2022 – March 2023). Using the MVGP, the Situation Analysis and other input, drafts of the strategic plan were written and disseminated to stakeholders for their review and feedback. Four review cycles were completed. The following groups (70+ individual reviewers in total) reviewed the Strategic Plan and provided feedback: the Strategic Planning Team (11 members); the President's Council (23 members), the Deans (14) of the colleges and schools; the Faculty Senate Executive Committee; the Staff Executive Committee; and the Board of Trustees (BOT - 9 directors), who performed the final review. This stakeholder input was considered, reconciled, and incorporated, resulting in a finalized Strategic Plan and Key Performance Indicators (KPIs).



University of Memphis

Strategic Plan: 2023 – 2028

Ascend

(verb) to move upward; to rise to a higher level

January 31, 2023

Mission

Produce well-rounded, successful graduates and cutting-edge research for the enrichment of our ever-changing society.

Vision

To become a nationally recognized public research university.

Goals

Goal 1: Aggressively Provide Access. Grow enrollment while simultaneously improving student preparedness by pursuing a diversified and far-reaching recruiting strategy that emphasizes our university's compelling value proposition.

Goal 2: Create Opportunities to Succeed. Foster an exciting, all-encompassing student experience, that encourages students to persevere, grow, and thrive while laying the foundations for future success and creating an enriching lifelong bond with the university.

Goal 3: Outcomes-focused Academics: Deliver a rigorous, practical, well-rounded, and supportive academic experience through innovative programs and teaching methods that focus on student success and prepare our students for the workforce and graduate education.

Goal 4: Strengthen Research Enterprise. Perform life-changing, interdisciplinary research and scholarship that is supported by world-class infrastructure and conducted by highly motivated researchers addressing the community and society's greatest challenges.

Goal 5: Recruit, Retain, Reward, and Recognize our People. Cultivate a respectful, supportive culture for our exceptional faculty and staff that recognizes and rewards excellence and success and that provides ample opportunities for personal growth, professional development, promotion, and leadership.

Goal 6: Exemplify Operational Excellence. Optimize operational efficiency and effectiveness through the establishment of high standards and expectations to maximize resource utilization and to uphold accountability.

Goal 7: Generate and Steward Financial Resources. Increase funding and improve resource allocation to fuel growth through better alignment of internal priorities and external funding opportunities, through funding diversification, and through application of financial best practices.

Principles

Enhanced Safety and Security. Provide a safe and secure environment by investing in infrastructure and programs that focus on community well-being and on enhancing the complete campus experience.

Whole-Person Student Success and Support. Walk alongside students in their academic, social, and emotional journey by offering excellent and engaging programs, experiences, opportunities, and facilities that maximize student success.

Improved Access and Affordability. Improve access and affordability for students that meet our admissions standards through intentional efforts that focus on unmet financial need and minimize postgraduation debt burdens.

Intentional UofM-Community Partnership. Maximize and leverage the strong bond between the University and the community so that we remain forever a source of pride in the region and the state.

Next-Generation Diversity & Inclusion. Support an inclusive campus environment that reflects cultural competency, societal dynamics, and social opportunities, so that we serve the public good.

Increased Collaboration. Encourage and incent an institutional collaborative spirit to expand workforce development opportunities, our research portfolio, and our community engagement.

Strict Accountability. Personify accountability, trustworthiness, and transparency by establishing high standards, by developing rigorous processes, and by closely monitoring progress so that an expectation of excellence is instilled in our campus community.

Distinct Organizational Culture and Identity. Cultivate organizational identity around pillars of resilience, pride in our achievements, innovation & entrepreneurship, technology-savviness, responsiveness, and excellent communications.

9. Additional Business

Presented by Doug Edwards

10. Adjournment

Presented by Doug Edwards