





# August 2021 Board of Trustees Meeting

<b>Schedule</b>	Wednesday, August 25, 2021 1:30 PM — 3:00 PM CDT
<b>Venue</b>	Senate Chamber (UC 261) and Zoom Video Conference
<b>Organizer</b>	Sparkle Burns

## Agenda

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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 Meeting Minutes for June 2, 2021

For Approval

Presented by Doug Edwards

**THE UNIVERSITY OF MEMPHIS**  
**BOARD OF TRUSTEES MEETING MINUTES**  
**June 2, 2021**

The University of Memphis Board of Trustees convened at 1:30 p.m. CST, on Wednesday, June 2, 2021, in-person and virtually using the video conferencing system Zoom.

**I. CALL TO ORDER AND OPENING REMARKS**

Chairman Edwards called the meeting to order.

Chairman Edwards acknowledged and expressed his appreciation to the administrators, faculty, and staff for their hard work over the past fifteen months by continuing to address the needs of the students during the pandemic. Through their hard work and resourcefulness, the University has managed to increase graduation rates, stabilize enrollment, and contain cost at a time where many other institutions were struggling. The University has made significant progress on many fronts and should be particularly proud of the efforts of all involved in moving the University of Memphis toward Carnegie R1 Research status. Since the Board's last meeting Governor Lee and the State Legislator made a significant investment in the University's quest to R1 designation by committing \$5 million, which will help the University succeed with meeting the goal later this year and the University is grateful for their support.

Chairman Edwards mentioned that a presentation will be presented about the process to select the University's 13<sup>th</sup> President. Chairman Edwards recognized Vice-Chair Roberts for the magnificent job she has done with assembling the search committee that represents various constituencies at the University and we owe them all a debt of gratitude. The Committee has a responsibility of recommending to the Board of Trustees the candidates they deem best qualified to succeed President Rudd and he looks forward to hearing their recommendation in the coming months.

Chairman Edwards thanked everyone for their presence and participation and acknowledged the representatives from the Parker Executive Search firm in who will be introduced later by Vice-Chair Roberts.

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

Chairman Edwards recognized Secretary Murry.

Secretary Murry called the roll. Secretary Murry instructed those participating electronically to inform her if they were alone and if they could hear her. The following Trustees were present:

Chairman Edwards

Trustee Graf (attended virtually via Zoom and verified he could hear her, and he was alone.)

Trustee Johnson



Trustee Kemme

Trustee Martin (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Roberts

Trustee Springfield

Secretary Murry announced the presence of a quorum.

- Trustee Fong joined the meeting during the appointment of the student trustee.

### **III. APPROVAL OF MEETING MINUTES FOR MARCH 10, 2021, AND SPECIAL CALLED MEETING ON MARCH 10, 2021**

Chairman Edwards called for a motion to approve the March 10, 2021, and March 10, 2021, Special Call meeting minutes. The motion was made by Trustee Johnson, and properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

### **IV. PRESIDENT'S UPDATE**

Chairman Edwards recognized Dr. M. David Rudd to present the President's Update.

Dr. Rudd acknowledged that it was a challenging fifteen months at the University of Memphis, but it also has been a national challenge at every University across the country. The University has managed well as a University and as a community, and that is because of people on the University's campus.

Dr. Rudd discussed how amazed he was at the transition the faculty made to electronic delivery of the University's curriculum over the course of the past year so seamlessly in a period of two (2) weeks. Dr. Rudd acknowledged there were issues along the way, but they were minimal, and the faculty were remarkably responsible, and he believes this speaks to the history of the University's capacity to deliver quality education, which has been done for almost three decades. Dr. Rudd discussed the responsiveness of faculty when it came to student needs and demands. The faculty evaluations are at the highest they have ever been, and overall student support is being recognized by not just the quality of education but the support that was provided to students. Dr. Rudd discussed that the University of Memphis was one of only a handful of universities nationally that took on the challenge of academic integrity as a part of the process. Dr. Rudd asked Dr. Nenon how many faculty participated. Dr. Nenon responded by stating 280 faculty members completed the academic integrity and 600 faculty completed the workshops for the transition to remote learning.

Dr. Rudd expressed his appreciation to Dr. Dhaliwal and his team for their efforts with moving the University up in research productivity during the pandemic. Early in the pandemic it was discussed how to keep projects and grant applications moving for the University. Dr. Rudd expressed his appreciation to those that continue to be involved with the University community and he knows there are dozens of faculty and students who gave back to the University during

the pandemic. Dr. Rudd also expressed his appreciation to Chief Financial Officer, Raaj Kurapati for moving the University forward and making the conversation easier to discuss where the University is financially and strategically where the University needs to go financially by recognizing the limited resources the University has as an institution. Dr. Rudd stated the University has a lot of ground to cover because of the transition from the Tennessee Board of Regents (TBR) and the establishment of a new Board. There are a lot of strategies in place at the state and national level for enrollment stability for undergraduates and graduates, which is critical for the University moving forward.

Dr. Rudd discussed the compensation plan that was recommended, which is not ideal for anyone, but good for everyone. Dr. Rudd stated it is important to balance all needs and demands at the University. The University has a very significant number of demands with limited resources. The University is funded at 50 cents on the dollar contrasted with another institution from which the University competes. The University is receiving a remarkable performance out of the investment which is a function of some smart people working incredibly hard. Dr. Rudd reminded everyone about the marginal tuition increase which is to offset a reduction in tuition for online students which was no net gain for the University. He stated there has been no tuition increase in four out of the last eight years and commented that he does not know any other University in the state that has done this. Dr. Rudd stated that this speaks to the mission of the University in terms of access, which is a critical part of the University's mission. Moving forward the University will need to balance retaining the access portion of the mission as the University attains and achieves R1 status as that will become a challenge as the University continues.

Dr. Rudd expressed his appreciation to Vice President for Advancement, Joanna Curtis, and her team, as the University is having a very good year raising money. Dr. Rudd stated that the University was up Seventy-One percent year-over-year and will get back to levels prior to the pandemic, and he stated that says a lot about the community the University serves. As the University has grown the national brand, advancement work, development work, and fundraising work has gotten easier. Seventy-Five to Eighty percent of what the University is raising is academic and not athletic, and this is great for the students at the University.

Dr. Rudd expressed his appreciation to those that worked on the capital projects. The University is in the planning stages to break ground on the STEM building next year. The University also has a new wellness center, the R. Brad Martin Wellness Center. Dr. Rudd expressed his appreciation to the City of Memphis for approving the interim funding for a new tennis facility and the Leftwich Facility, which will be one of the better facilities in the Southeast national, which is a partnership with the City of Memphis and Tennis Memphis. The University of Memphis has two tennis teams that should consistently be in the Top 25 because they are near or around that level on a consistent basis. The new tennis facility will keep the team competitive, but it will also be a great community resource. Construction will start at the end of June. Dr. Rudd stated the Larry Finch Plaza is fully funded and the statue will be revealed in fall once a schedule of completion has been provided. The University will present a new proposal for a capital build this year, move forward an effort for the Fogelman College of Business and Economics, and renovate the Mynders facility into a research facility. Dr. Rudd stated anticipate this to occur in the coming months and that Dean Damon Fleming already established a team.

Dr. Rudd expressed his appreciation to the governor and the legislature for the allocation of \$5 million in support of the University's R1 initiative. Dr. Rudd is confident that the University will

achieve R1 status this coming Fall. The effort and challenge for the University is maintaining sustainability. Dr. Rudd expressed his appreciation to the Senior Leaders for their hard work. Dr. Rudd stated he will continue to present the case to legislature on why this is important to the state. The original charter speaks about University of Tennessee at Knoxville in the east and then Memphis State being an R1 university in the west. The University of Memphis has embraced that vision and will be successful in that vision and asks for support as the University seeks to sustain that vision. Dr. Rudd stated that maybe at the next Board meeting Chief Economic Development and Government Relations Officer, Ted Townsend and his team can present the economic impact as it relates to workforce development along with the economic impact for Memphis and West Tennessee. Dr. Rudd stated that he shared with Chairman Edwards earlier the graphic that separates higher education funding in investments in Tennessee across the three division in the state. The graphic can be found on the Tennessee Comptroller's website. The graphic articulates how much funding is allocated in East Tennessee, Middle Tennessee, and West Tennessee. The University of Memphis gets about half of what is allocated in Middle Tennessee and East Tennessee. Dr. Rudd stated that more money should be allocated in West Tennessee to help grow the economy and all Tennesseans and this is an effective way to do that.

Dr. Rudd discussed the limited safety data the University released to the Trustees. The University of Memphis continues to be one of the two safest campuses in the state by a long margin. Dr. Rudd expressed his appreciation to Athletic Director, Laird Veatch, and his team. The University is consistently in the bottom quartile funding and the top quartile in performance. Dr. Rudd congratulated Men's Basketball Coach, Penny Hardaway for winning the NIT Championship during a challenging year and Dr. Rudd commented that he has had three really good years, and we should step up to support and celebrate that success. Dr. Rudd also congratulated Men's Football Coach, Ryan Silverfield for the Bowl win. The team had a great year. Dr. Rudd stated that Coach Silverfield has one of the most successful seasons in Memphis history for his first year. Dr. Rudd welcome Women's Basketball Coach, Katrina Merriweather.

Dr. Rudd concluded his presentation.

Secretary Murry wanted Dr. Rudd to acknowledge Chief Advancement Officer, Joanna Curtis' comment in the chat that the fundraising data is 78 percent instead of 73 percent.

Chairman Edwards thanked Dr. Rudd for his comments. Chairman Edwards commented that the University has had amazing accomplishments and progress with limited resources, and it is because of the amazing personnel at the University because they are resourceful, nimble, and clever enough to figure out how to make  $1 + 1 = 3$ . Chairman Edwards applauded everyone for their efforts. Chairman Edwards commented on how he thinks it is the job of the Trustees to give more resources so the University can continue to their progress.

## **V. APPOINTMENT OF STUDENT TRUSTEE**

Chairman Edwards gave comments about the outgoing Student Trustee, Danielle Fong. Chairman Edwards stated he think it is their lost that they did not get an opportunity to spend time with Trustee Fong. Chairman Edwards thanked Trustee Fong for participating as the Student Trustee and hopes she comes back and sees the Trustees again. Trustee Fong expressed

her appreciation and gave comments about her experience being the Student Trustee and welcomed the incoming Student Trustee and talked about transitioning her into the role.

Chairman Edwards recognized Dr. Rudd.

Dr. Rudd made comments about Trustee Fong and the discussion they had about her role as the Student Trustee.

Dr. Rudd presented the incoming Student Trustee, Celeste Riley for recommendation to the Board. Dr. Rudd asked Dean of Students and Chief Health and Safety Officer, Dr. Justin Lawhead if he wanted to make any comments about Ms. Riley. Dr. Lawhead commented on the interviewing process for the Student Trustee and why Ms. Riley was selected as the new Student Trustee.

Dr. Rudd commented that Ms. Riley brings a very informed prospective to the University. The University is going to launch a new student services initiatives and he has discussed this with Ms. Riley, and he thinks she will have some meaningful input.

Dr. Rudd nominated Celeste D. Riley as the new student Trustee. Secretary Melanie Murry asked that one of the Trustees restate the motion. Trustee Johnson restated the motion to have Celeste D. Riley as the new Student Trustee, and the motion was properly seconded.

A roll call vote was taken and unanimously approved.

## **VI. PRESIDENTIAL SEARCH QUALIFICATIONS, PROCESS, AND TIMELINE REVIEW**

Chairman Edwards recognized Trustee Roberts and the representatives from Parker Executive Search to present the Presidential Search Qualifications, Process and Timeline Approval.

Trustee Roberts presented the members of the Presidential Search Committee and discussed the make-up of the committee. Parker Executive Search was hired to work with University in searching for the new University of Memphis president. Trustee Roberts gave background on Parker Executive Search and their experience. Trustee Roberts recognized President of Parker Executive Search Laurie Wilder.

Ms. Wilder presented the community feedback and input that was received from the listening sessions conducted for the faculty, staff, and students. Parker Executive Search posed three questions which were:

1. What are you looking for in the next leader?
2. What are the challenges facing the President?
3. Where are those opportunities facing the Presidency?

Ms. Wilder discussed the themes received from the listening sessions.

Ms. Wilder discussed and presented how the white paper that was created by Vice President of External Relations, Tammy Hedges, and her team for the next President of the University of

Memphis, which is composed of flashpoints of the University and things that are important to Memphis.

Ms. Wilder presented the timeline for the selection of the University President. Ms. Wilder concluded her presentation and Secretary Murry presented the statutory requirements. Secretary Murry acknowledged that the representatives from Parker Search were invited to the Board meeting and that members of the Presential Search Committee were attending the Board meeting virtually outside of those physically there in-person.

Secretary Murry presented the statutory requirement for the selection of the University President, which is statue T.C.A. §49-7-154. Secretary Murry stated that the Board members have a more extensive timeline in their packets and in the meeting materials there is a whitepaper that gives an overview of the statement of qualifications process. Secretary Murry stated that the statue is not specific as to if the timeline needs to be approved but it has to be established so she has interpreted the statue as needing approval from the Board. Secretary Murry stated any questions can be directed to Vice-Chair Roberts, Ms. Wilder, and Vice-president of Executive Search Porsha Williams.

Trustee Roberts asked if there were any question or concerns, none were provided.

Chairman Edwards commented on the remarkable job Trustee Roberts has done and thinks the timeline is reasonable. Trustee Roberts commented that the University has something special to sell and by sell she did not want to diminish the value, but she means this is something great to market, and it is because the University has been on an upswing for some time now thank to the incredible hard work of Dr. Rudd, his team, and everyone here at the University. Trustee Johnson agreed with Chairman Edwards about the great job Trustee Robert has done and how he has enjoyed working with Trustee Springfield and the Search Committee as well. Trustee Johnson stated Trustee Roberts has done a tremendous job and offered comments about the search firm by saying this is one of the best firms he has ever seen, and the process has been tremendous.

Trustee Roberts made the motion for the Board to approve the statement of qualifications, process, and the timeline as detailed in the meeting materials, it was and properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

## **VII. UNIVERSITY OF MEMPHIS PARTNERSHIP WITH JED FOUNDATION**

Chairman Edwards recognized Dean of Students and Chief Health and Safety Officer, Dr. Justin Lawhead.

Dr. Lawhead presented the University of Memphis partnership with the JED foundation. Dr. Lawhead gave an overview about the JED Foundation and how the University of Memphis and JED Foundation partnership occurred. The University is focused on becoming a JED Campus and being a JED Campus means evaluating everything that promotes mental health and supports students in an environmental way.

Dr. Lawhead presented and discussed the campus assessment team that was developed. Dr. Lawhead discussed the categories of strategic planning for the comprehensive approach as well as the University's strengths.

Dr. Lawhead presented and discussed the considerations moving forward.

Dr. Lawhead presented the next strategic steps.

Dr. Lawhead stated this is an important subject that has grown through higher education nationally and it will drive the University's efforts as they move into the academic area.

Dr. Lawhead concluded his presentation.

Chairman Edwards asked if there was any discussion, none was provided.

Chairman Edwards commented this an important step for the University given the stress college can be and applauded Dr. Lawhead's willingness to work with the JED Foundation. Dr. Lawhead commented that academic success cannot be achieved without personal success and those all effect the classroom experience. From conversations Dr. Lawhead and Vice-President for Student Academic Success, Dr. Karen Weddle-West have had there are concerns about basic needs whether it is food insecurities or emergency funds, and this fits into the collaborative partnership their offices created.

Chairman Edwards asked if there was any further discussion, none was provided.

#### **VIII. UPDATE ON RESEARCH EFFORTS: PATENTS-TO-PRODUCTS SCIENTRPRENUER PROGRAM**

Chairman Edwards recognized Executive Vice-President for Research and Innovation, Dr. Jasbir Dhaliwal.

Dr. Dhaliwal discussed two challenges which were increasing the number of post-docs on campus for R1 status, and the patents being issued and how to get those patents to the marketplace. To do so the University has partnered with the Epicenter, and they have given half a million dollars to the University. Dr. Dhaliwal discussed introduced the four post-docs fellows that have developed companies at the University of Memphis.

Dr Dhaliwal recognized Dr. Letta Nutt to present her company Nutt Bio. Dr. Nutt presented an overview of the animal overpopulation and sterilization issues because of the small number of veterinarians. Dr. Nutt presented her product TriSteris, which is a non-surgical option for neutering dogs and cats. Dr. Nutt discussed how the Patens-to-Products program has been an amazing opportunity for her and discussed how she is developing a second sterilant for pigs and she will be filing a patent for the product soon.

Dr. Nutt stated the Patents-to-Products program has allowed her to combine her scientific creative experience with her newly developed entrepreneurial skills to start a company and realize her passion to end animal suffering through science.

Dr. Dhaliwal recognized Dr. Cong Van to provide a presentation of his company Makescope and his product Super-Resolution Microscope for Medical Diagnosis. Dr. Van discussed the current problem of Malaria and Tuberculosis (TB) increasing year-by-year. The disease is diagnosed by using a microscope and Dr. Van explained the current diagnosis process.

Dr. Van explained that he created a portable diagnosis microscope to allow people to check their own blood for the Malaria and Tuberculosis (TB) disease. Dr. Van discussed the technology used in his super-resolution microscope and the milestones he has made. Dr. Van stated despite the pandemic he was able to get the prototype for the super resolution technology and this year and he is going to try to test the microscope with real samples and raise initial funds to continue the companies through the next few years. Dr. Van expressed his appreciation to the University of Memphis and the Epicenter.

Dr. Dhaliwal recognized Dr. Ryan Hughes to present his company and product, Nuvelus.

Dr. Hughes discussed the problem of skin diseases and explained how people deal with their skin problem by using topical corticosteroids but because their conditions are chronic long-term steroid use can have detrimental side effects especially in children. Dr. Hughes has created a topical lotion by using orphaned FDA approved drugs. Dr. Hughes stated that Nuvelus received a \$25,000 research and innovation grant, which allowed Nuvelus to generate enormous amounts of scientific data and Nuvelus has partnered with Silconard labs, which is another Memphis start-up in the cosmetic space to co-create a cosmetic product that conceals and heals damaged skin. Dr. Hughes stated the big reason for their success is not only the generous amount of resources and support received from the University of Memphis and Epicenter but also the collective support of the entire Patents-to-Products (P2P) Cohort.

Dr. Dhaliwal recognized Dr. Erika Dillard to present her company and product, POPCHECK Technologies.

Dr. Dillard discussed that her company's mission is to create AI Driven remote monitoring technology to help patients recover from surgery stress free. Dr. Dillard discussed the effects of patients having venous blood clots and her development of the novel device will not only more efficiently prevent clots but predict the development of blood clots through detections of abnormal patterns in clot biomarkers. Dr. Dillard explained how the device will work.

Dr. Dillard stated that through the P2P Program the company has been able to achieve significant traction over the past two years. Dr. Dillard discussed the awards the company has received, and the company has been selected to participate in the 2021 Cohort of the University City Science Center Launch Lane Accelerator Program based in Philadelphia, which provides up to \$50,000 towards commercialization.

Dr. Dillard discussed the goals the company wants to achieve in the next few years and that the company has completed preliminary proof of concept studies in a small cohort of volunteers and is planning a larger scale animal study utilizing the company's early prototype as the company prepares its utility patent in the United States. The data will allow the company to iterate its prototype to achieve a minimal buyable product that will be critical as the company develops a regulatory strategy for subsequent FDA clearance. Dr. Dillard expressed her appreciation to the University of Memphis community and Epicenter.

Dr. Dhaliwal commented that he hopes the presentations showed everyone the actual impact research has and that a person does not have to obtain a PhD to become a professor because now the industries only require a PhD in sophisticated science in order to tackle challenges of the future.

Dr. Dhaliwal concluded the presentation.

Chairman Edwards commented that it is exciting to see that there are innovations that are taking place here at the University that are solving real-world problems.

#### **IX. KEMMONS WILSON SCHOOL DURING COVID-19: CURRENT STATUS AND PERFORMANCE**

Chairman Edwards recognized, Dr. Radesh Palakurthi Dean of Kemmons Wilson School.

Dr. Palakurthi discussed the impact of COVID-19 and how they responded. In the hospitality industry there were lay-offs and many being University of Memphis students. The Kemmons Wilson School developed the Hospitality Employee Assistance Program, which was a bridge programs designed to help the employees. The Kemmons Wilson School raised about \$60,000 and The Kemmons Wilson Family Foundation was instrumental in raising the money along with Malco Theaters, Girl Scout cookies and other partners. The Kemmons Wilson School worked with the association to identify the students and employees that were laid off. The care packages were either picked-up or delivered to the students. The program lasted for three weeks and about 1,600 care packages were distributed.

Dr. Palakurthi discussed the challenges of teaching hands-on classes online because of the shutdown of the culinary lab. Dr. Palakurthi explained how Dr. Lawhead's office was instrumental in helping with the student challenges. Through endowment funds and donations, the Kemmons Wilson School of Hospitality was able to raise \$120,000, however some of the industry partners were falling behind on their payments because of what was occurring in the industry, so the Kemmons Wilson School is working with them to get them caught up on their payments.

Dr. Palakurthi discussed how finding employees has become the biggest challenge in the hospitality industry. Dr. Palakurthi hopes that the unemployment program that is set to end July 3<sup>rd</sup> will help the millions of job openings in the hospitality industry. The revenue models are being recalibrated. The top line has shrunk because open access has gone to delivery, limited hotel occupancies and so on. Traditional cost in labor and food has decreased and that has cost employment to decrease. Dr. Palakurthi stated even though travel industry is coming back, the hospitality industry is still in a sustenance mode, and it will probably be in that mode until 2024.

Dr. Palakurthi provided a brief history about the Kemmons Wilson Schools of Hospitality from 2018-2021. For the Fall of 2020 the Kemmons Wilson School of Hospitality got approval from the Provost, Dr. Tom Nenon to have face-to-face classes. Concerned about what could happen, the school created contact tracing apps used in the building. Dr. Palakurthi expressed his appreciation to Dr. Nenon for trusting them and letting them reopen the school and explained while they were open, they did not have a COVID outbreak. Fifty-Seven new courses were offered and grew even more in Spring 2021. The Blue Room restaurant was opened on a limited basis and had the first CEC graduates, which is a Culinary Essentials undergraduate certificate.



This upcoming summer there are limited operations but hope to have full operations in the fall, including the restaurant.

Dr. Palakurthi compared the first year of operations to the second year of operations. The Kemmons Wilson School increased their courses offered from 17 to 54, the number of unique university students increased from 125 to 299, University of Memphis credit hours increased from 342 to 803, the dual-enrollment program with Collierville High School doubled from 80 to 172, and the Kemmons Wilson School's revenue increased from \$270,377 to \$839,220, which is a 210 percent increase. Overall, the Kemmons Wilson School broken even in their second year during COVID-19 and had surplus of \$18,686.

Dr. Palakurthi discussed the future initiatives, which deals with dual enrollment. Kemmons Wilson School has signed Memorandums of Understanding with additional schools in Shelby County such as East High School, Tipton, Fayette, Bartlett City Schools, and Gibson. Dr. Palakurthi discussed the outreach they are doing for schools in Jackson, Tennessee for the University of Memphis Lambuth Campus to offer culinary classes. The Kemmons Wilson School along with Hardeman County School applied for the High School Innovation grant and last month it was approved for \$1.9 million, and Shelby County Schools also received a similar grant for \$2 million dollars. The Kemmons Wilson School is eligible for subawards, and they are negotiating those now. The Kemmons Wilson School will be working with Hardeman Academy and Bolton High School. Bolton High School has 900 acres of farmland behind the school to be used for Agriculture Programs.

Dr. Palakurthi discussed Kemmons Wilson School's plan moving forward. The Kemmons Wilson School is evaluating the idea of bringing in a professional company to license the space and conduct all three meal periods so revenues can be increased. Dr. Palakurthi discussed how next summer the Kemmons Wilson School is evaluating doing study-abroad programs and summer camps. Dr. Palakurthi expects enrollment to increase and expects dual enrollment to increase. The Kemmons Wilson School has generated \$150,000 in licensing fees, with the hopes to do more without interfering with classroom times.

Dr. Palakurthi concluded his presentation.

Chairman Edwards asked if there were any questions, none were provided.

Chairman Edwards offered comments about everyone getting back to normal and applauded the work Dr. Palakurthi has done and looks forward to hearing from him in the future.

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

Chairman Edwards recognized Trustee Kemme. Trustee Kemme presented items that were presented in the Academic, Research and Student Success Committee.

There were three (3) informational items and three (3) items brought to the Board for action.

The three (3) information items included:

- Provost, Tom Nenon's presentation about THEC giving the University final approval for the Master for Non-Profit Management.
- Chief Financial Officer, Raaj Kurapati presented information on the new Drop for Nonpayment Efforts.
- Vice President for Research and Innovation, Dr. Jasbir Dhaliwal presented three (3) faculty who presented their research.

The three (3) items, which the committee asked for Board approval included:

- Tenure Upon Appointment for Dr. Davia Cox Downey.
- Tenure and Promotion Recommendation
- Student Code of Rights and Responsibility Rules

Trustee Kemme offered a motion approving the three (3) action items, and it was properly seconded.

A roll call vote was taken and unanimously approved.

#### **XI. REPORTS AND RECOMMENDATIONS OF THE AUDIT COMMITTEE**

Chairman Edwards recognized Trustee Springfield. Trustee Springfield presented the items that were presented in the Audit Committee.

There were several information items.

Chief Audit Executive, Vicki Deaton presented the following information items:

- Summary of audit reports issued
- Audit issue follow-up
- Summary of internal audit investigations
- Report for information – the annual report of grievance activities

Chief Financial Officer, Raaj Kurapati presented information on the business continuity planning and comprehensive security planning update.

Director of Institutional Equity and Chief Compliance Officer, Tiffany Baker-Cox presented information on the Complaint Triage Team and the Compliance Assessment Calendar.

Chief Information Officer, Dr. Robert Jackson presented provided an update on information security.

Two (2) items of recommendations were brought to the Board for approval:

- Approval of the Internal Audit Charter, which did not change from last year.
- Proposed fiscal year 2022 proposed audit plan

Trustee Springfield made motion for both items to be approved, and it was properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

## **XII. REPORTS AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE**

Chairman Edwards discussed the items presented in the Governance and Finance Committee.

Chairman Edwards discussed the transition of the Governance and Finance Committee Chair from Trustee North to Chairman Edwards.

There were five (5) items recommended for approval. Secretary Murry recommended that Chairman Edwards present all the items excluding what Trustee Martin presented for recommendation as one motion and take Trustee Martin's recommendation as one motion.

- Board Secretary and University Counsel, Melanie Murry presented the public records rule
- Chief Financial Officer, Raaj Kurapati presented the following:
  - Final and proposed operating budget
  - Fiscal year 2022 tuition recommendation
  - Presidential Evaluation

Board Secretary, Melanie Murry recommended a motion for Chairman Edwards, and he repeated the motion.

Chairman Edwards made a motion to approve the public records rule, the final operating budget for 2021, the proposed operating budget for 2022 and the capitol budget for 2023, the tuition increase, and the chair for the search committee to approve the budget for the presidential search, and all motions were properly seconded.

Chairman Edwards asked if there was any discussion, none was provided.

A roll call vote was taken and unanimously approved.

Chairman Edwards recognized Trustee Martin to present the Presidential Evaluation. Trustee Martin stated that the evaluation concluded that Dr. Rudd met the expectations and performed at an extraordinary high level during this challenging time. Dr. Rudd is entitled to a performance compensation payment equal to a targeted level of 50 percent of his salary according to his contract. The Governance and Finance Committee concluded that given the performance this past year the target level was earned.

Trustee Martin moved to approve the payment of the performance bonus to the President, Dr. M. David Rudd at the target level, and it was properly seconded.

A roll call vote was taken and unanimously approved.

## **XIII. ADDITIONAL BUSINESS**

No additional business

**XIV. ADJOURNMENT**

Chairman Edwards adjourned the meeting.

## 4. President's Update

Presented by M. David Rudd



## 5. Presidential Search Update

Presentation

Presented by Carol Roberts

# *Presidential Search Update*

Board of Trustees

Vice-Chair Carol Roberts, Chair of the  
Presidential Search Committee

August 25, 2021

Maxine A. Smith University Center and Zoom  
Video Conference



AUGUST 2021



# TIMELINE FOR SELECTION OF PRESIDENT



THE UNIVERSITY OF  
MEMPHIS®

Board of  
Trustees

DATE/TIME	OBJECTIVE	RESPONSIBILITY
June – September 2021	Advertise, identify and recruit candidates for the position. PES to provide updates to the search committee.	Presidential Search Committee and PES
October 2021	The Presidential Search Committee will identify ten (more or less) candidates for PES to schedule initial interviews. From that group the committee will select up to 4 finalists for campus interviews.	Presidential Search Committee and PES
October 2021 – November 2021	The University of Memphis campus community and Board of Trustees will conduct on campus interviews with the finalists.  A special meeting called for the Board of Trustees to select the President.	UofM BOT, PES and broader campus community  UofM BOT



## 6. Athletics Update

Presentation

Presented by Laird Veatch

# **The University of Memphis Board of Trustees**

Presentation  
For Information

**Date:** August 25, 2021

**Committee:** Board of Trustees

**Presentation:** Athletics Update

**Presented by:** Laird Veatch, Vice President and Director of Intercollegiate Athletics

**Background:**

This is an update of Athletics strategic plan and facility master plan.

# *Athletics Update*

*Board of Trustees*

Laird Veatch,  
Vice President and Director of Intercollegiate  
Athletics

August 25, 2021

Maxine A. Smith University Center and Zoom  
Video Conference



AUGUST 2021



## Vision 20/20s: Memphis Athletics Strategic Plan







# Our Process

- Researched, benchmarked & outlined step-by-step process
- Established representative task force of staff & coaches (Nov, 2020)
- Surveyed staff & held multiple engagement sessions
- Reviewed University of Memphis & multiple peer group plans
- Sub-groups drafted plan through methodical process
- Engaged multiple constituencies for feedback
- Athletics staff finalized Goals & Strategic Initiatives (Summer, 2021)





- **Mission** = WHY we're here
- **Culture** = WHO we are
- **Vision** = WHERE we're going
- **Goals** = WHAT we'll do
- **Strategies** = HOW we'll get there



# Our Mission // Why we're here



**“We support the mission of the University of Memphis  
by *fostering an inclusive and positive culture*  
of *consistent growth and excellence*  
in the classroom, competition, workplace, community and life.”**

# University of Memphis Mission

“We provide the highest quality education by focusing on research and service benefiting local and global communities.”



## OUR SHARED VALUES

**Accountability:** integrity, transparency, excellence & the highest standards govern everything we do

**Diversity & Inclusion:** everyone is respected, included & given the opportunity to excel

**Service:** our purpose is to benefit our students & society through knowledge & effort

**Collaboration:** we seek partnerships both within & beyond the U to enhance our actions & outcomes

**Innovation:** we consistently seek a better way & we embrace challenges

**Student Success:** we provide every student with the opportunity to excel



# Our Culture // Who we are



## We are M.E.M.P.H.I.S!

**M**ODEL → We model our University mission & values with integrity.

**E**MPower → We empower our student-athletes, coaches & staff to reach their full potential.

**M**AXIMIZE → We maximize our resources & invest wisely in our future.

**P**RIDE → We take pride in promoting our University & representing the 901.

**H**ARD-WORK → We are hard-working, blue-collar, gritty competitors.

**I**NNOVATE → We are innovative & embrace challenges as opportunities.

**S**ERVE → We serve our student-athletes, fans, community & each other.



# Our Vision // Where we're going



## Vision: 20/20s

“To be a ***rising*** Athletics Department that ***supports*** and ***graduates*** our student-athletes while delivering ***championship-level experiences*** resulting in ***national prominence.***”



# Our Goals // What we'll do



*SMART Goals (Specific, Measurable, Aspirational, Realistic & Timebound) have been established and align with our Culture Statement for each of the following areas:*

**M**ODEL → Academics, Compliance, Diversity Equity & Inclusion, Gender Equity

**E**MPower → Staff Development, Staff Engagement

**M**AXIMIZE → Revenue Generation, Fiscal Management, Facilities Infrastructure

**P**RIDE → Fan Engagement, Brand Management

**H**ARD-WORK → Expectations & Accountability, Competitive Results

**I**NNOVATE → Embrace the Evolution, University Partnerships

**S**ERVE → Student-Athlete Support, Fan Experience, Community Engagement

Culture	Goal	Unit	Lead
MODEL	Academics	CAAS	Fernandez West
	Compliance	Compliance	Lauren Ashman
	Diversity, Equity & Inclusion	UMADE	Marlon Dechausay
	Gender Equity	Senior Staff	Lauren Ashman
EMPOWER	Staff Development	All Staff	Andrew Roberts
	Staff Engagement	All Staff	Jeff Crane
MAXIMIZE	Revenue Generation	External Team	Adam Walker
	Fiscal Management	Business Office	Andrew Roberts
	Facilities Infrastructure	Facilities & Grounds	Jeff Crane
PRIDE	Fan Engagement	Integrated Communications	Jeff Crane
	Brand Management	Integrated Communications	Jeff Crane
HARD-WORK	Expectations & Accountability	All Staff	Laird Veatch
	Competitive Results & Progress	Head Coaches/Sport Programs	Laird Veatch
INNOVATE	Embrace the Evolution	Senior Staff / MaximUM	Adam Walker
	University Partnerships	Senior Staff	Laird Veatch
SERVE	Student-Athlete Support	Student-Athlete Support Services	Marlon Dechausay
	Fan Experience	Operations & External	Blair DeBord
	Community Engagement	Senior Staff	Marlon Dechausay



# Our Strategies // How we'll get there



## MODEL

### ACADEMICS (CAAS)

#### GOAL:

We will **provide the structure, resources, and guidance** necessary for our student-athletes to achieve a **3.2 or above departmental GPA** each semester, achieve a **1000 APR for at least 10** of our teams each academic year, and **graduate 90% or more** of our seniors that exhaust eligibility each year.

#### 2021-22 STRATEGIC PRIORITIES

- Add a second Learning Specialist prior to the fall semester.
- Provide more access to one-on-one tutoring, increasing face-to-face hours by 10-20%.
- Promote the requirements to graduate with Honors in new student orientations, beginning of semester emails and on CAAS floor monitors.
- Provide head coaches with a list of exhausted eligibility student-athletes who have not yet graduated and encourage each to apply for the Finish Line program.
- Work with Integrated Communications to establish a promotional campaign to celebrate CAAS achievements.



# Our Strategies // How we'll get there



## HARD-WORK

### EXPECTATIONS & ACCOUNTABILITY (Senior Staff)

#### **GOAL:**

We will **provide clear expectations** by distributing **updated organizational structure, staff responsibilities, goals and strategies** by the start of each academic year. We will produce **written reports on progress towards** our goals on a bi-annual basis and **share with staff and external constituencies**. We will **establish individual goals and provide annual evaluations** for each coach and staff member. We will also **update athletics department policies & procedures** by 2022-23.

#### **2021-22 STRATEGIC PRIORITIES:**

- Update and distribute org chart and staff responsibilities by the start of the fall semester.
- Complete, distribute and publicize Strategic Plan by the start of the fall semester.
- Complete and distribute mid-year progress report for staff, PC, BOT and BOV.
- Initiate and make substantial progress on policies & procedures update.
- Establish individual goals and complete annual evaluations for all-staff and coaches.
- Complete and distribute year-end review with updated goals and strategies for the following year by the summer of 2022.





**‘Tiger Park’  
Athletics Facility Master Plan**  
*#MemphisRising!*



# PARK AVENUE CAMPUS MASTER PLAN

## INTEGRATED ACADEMIC & ATHLETICS FACILITIES



1. Community Health Facility (new/renovated)
2. Laurie-Walton Basketball Practice
3. Softball Complex
4. Housing Village
5. Academic/Research Building
6. Academic/Research Building
7. Academic/Research Building
8. Academic/Research Building
9. Campus Housing
10. Academic/Research Building
11. Campus Expansion
12. Campus Housing
13. Campus Housing
14. Future Academic
15. Academic/Research Building
16. Mixed-Use/Housing
17. Mixed-Use/Housing
18. Mixed-Use/Housing
19. Mixed-Use/Housing
20. Future Student-Athlete Success Center
21. Physical Plant
22. Soccer & Track Stadium
23. Football-Soccer Practice Pavilion
24. Indoor Football Practice Facility
25. Support Facility
26. Goodlett Street Campus Entry
27. Student Venture/Multiple Use
28. Parking
29. Central Quadrangle
30. Fire Station (Lease)





# 'TIGER PARK' ATHLETICS MASTER PLAN

## FUTURE DEVELOPMENT PROJECTS



### ✓ HOUSING & STUDENT-ATHLETE SUCCES CENTER

- Student / Student-Athlete Housing
- Academic Support
- Dining Facility
- Administrative Support
- Athletic Green Space – “The Lawn”
- Welcome Center, Hall of Fame & Retail
- Venue Gateways & Branding

### ✓ OUTDOOR FIELDS

- Baseball Synthetic Turf
- Football Practice Field Turf Replacement
- Softball Synthetic Turf
- Relocated Track Throws Area
- Additional Golf Green

### ✓ AUDIO, VIDEO & LIGHTING

- Elma Roane Video & Sound Upgrades
- Baseball Video & Sound Replacement
- Softball / Soccer / Track / Lawn Video
- Venue Lighting Upgrades

NEW STUDENT-ATHLETE  
HOUSING & SUPPORT  
CENTER

OUTDOOR FIELDS  
PROJECTS

- Baseball
- Softball

PRACTICE FIELD  
IMPROVEMENTS

- Football
- Soccer
- Track



6. Athletics Update



# 'TIGER PARK' ATHLETICS MASTER PLAN

## FUTURE DEVELOPMENT PROJECTS



### ✓ SOCCER-TRACK STADIUM & EXTERIOR PROJECTS

- Soccer-Track Stadium Addition
- Pedestrian Plaza Extension
- Eastside Drop Off / Circle Drive
- Overflow Event Seating
- Baseball Stadium & Fencing Upgrades
- Softball Stadium Upgrades
- Football Façade, Entrance & Team Room

### ✓ OLYMPIC SPORTS TRAINING & INTERIORS

- Volleyball Training & Office Renovations
- Women's Basketball Training & Office Renovations
- Baseball Clubhouse & Training Renovations
- Golf Center Upgrades

### ✓ MURPHY COMPLEX RENOVATION & EXPANSION

- Olympic Sport Weight Room Addition
- Football Locker & Weight Room Renovation
- Practice Field Pavilion Addition
- Outdoor Football Turf Field Cover
- Perimeter Fence & Running Trail



OLYMPIC  
SPORTS  
STADIUMS &  
EXTERIOR  
VENUES

MURPHY  
COMPLEX  
EXPANSION  
PROJECTS





# MEMPHIS ATHLETICS 'TIGER PARK'

AERIAL PLAN – VIEW FROM SOUTHEAST



**2020 AERIAL SITE IMAGE**

August 2021 Board of Trustees Meeting



**FUTURE DEVELOPMENT**

6. Athletics Update



# MEMPHIS ATHLETICS 'TIGER PARK'

STUDENT-ATHLETE SUCCESS CENTER & RELATED PROJECTS



RELOCATED  
GOLF GREEN

RELOCATED TRACK THROWS

SOCCER FIELD TURF

ENTRANCE ROAD  
GATEWAYS & BRANDING

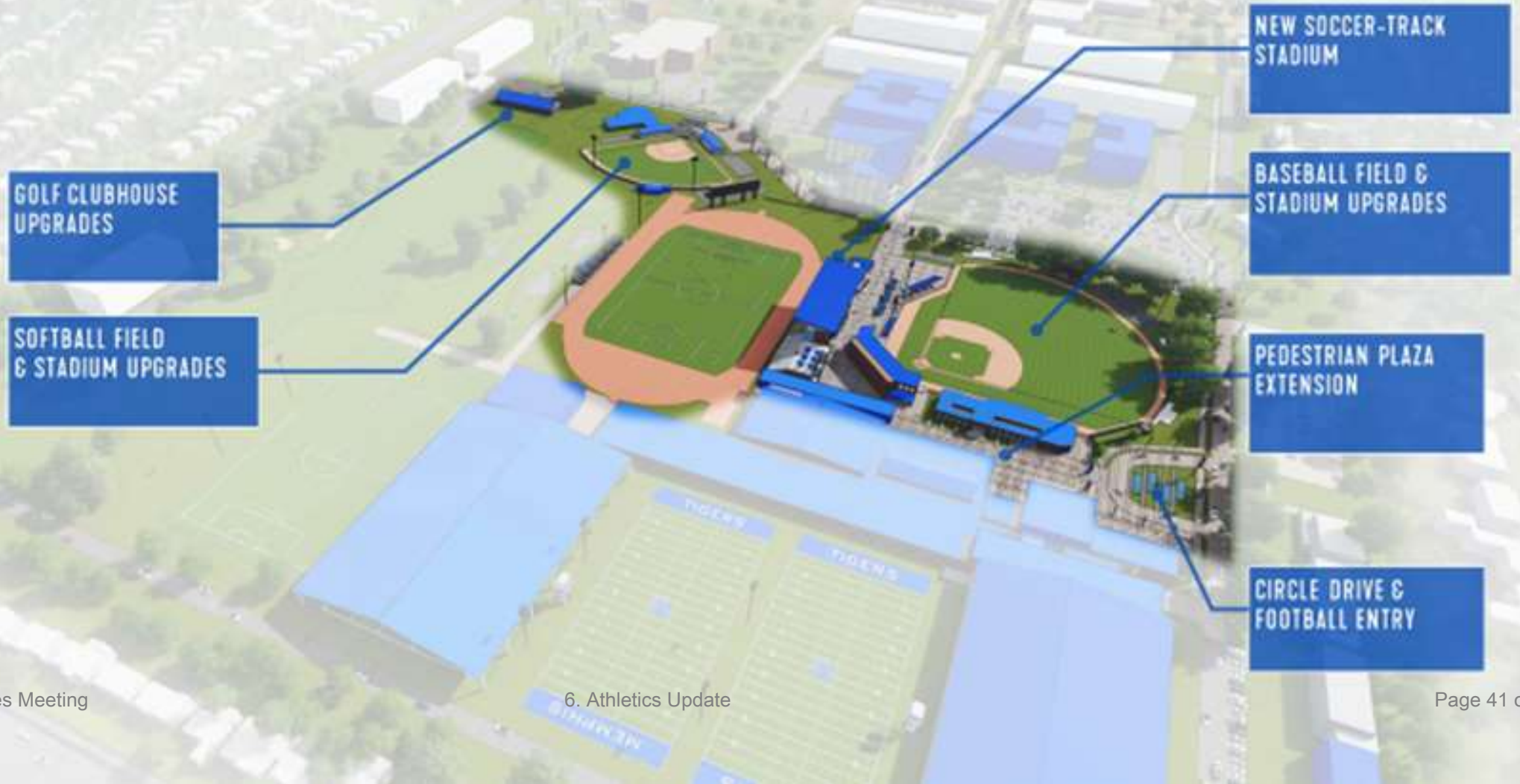
STUDENT HOUSING  
COMPLEX

STUDENT-ATHLETE  
SUCCESS CENTER



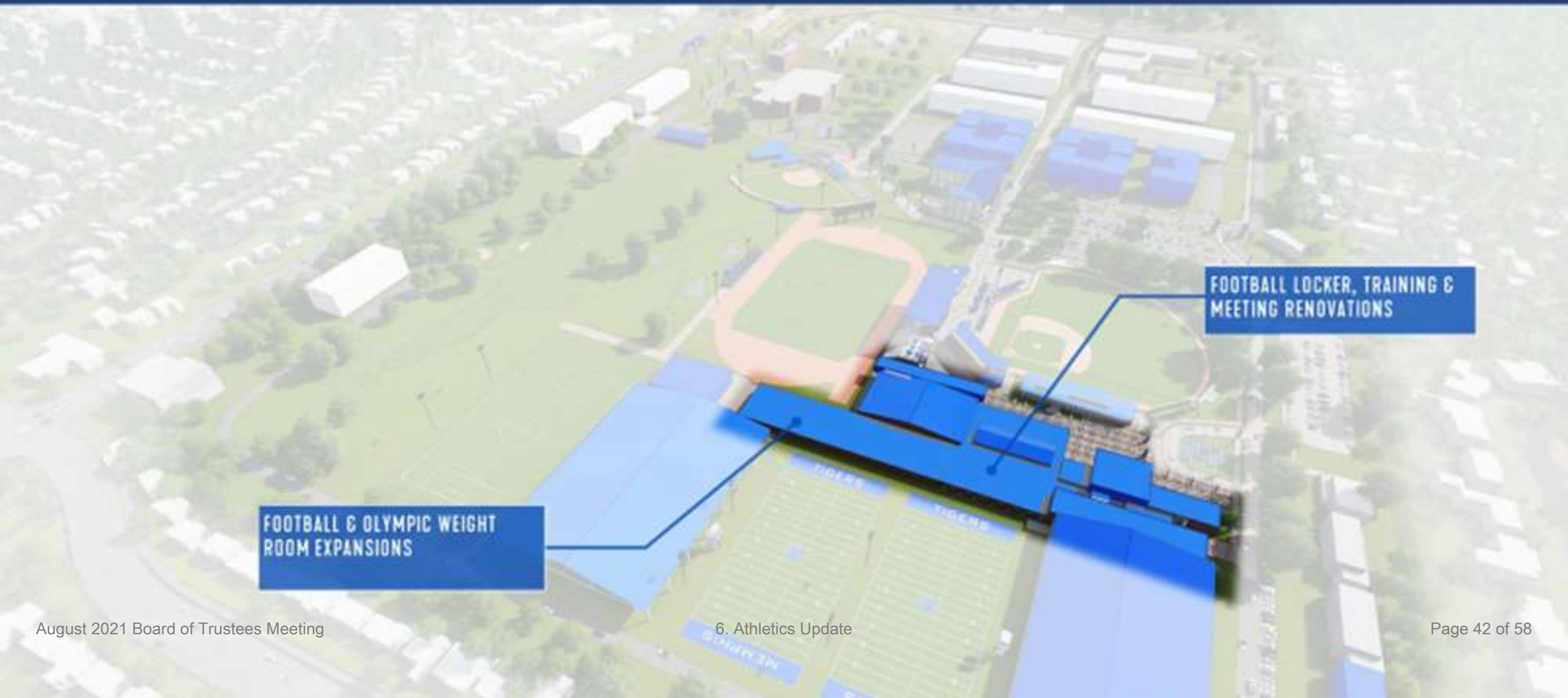
# MEMPHIS ATHLETICS 'TIGER PARK'

## SOCCER-TRACK STADIUM & EXTERIOR PROJECTS



# MEMPHIS ATHLETICS 'TIGER PARK'

## MURPHY COMPLEX RENOVATION & EXPANSION



FOOTBALL & OLYMPIC WEIGHT  
ROOM EXPANSIONS

FOOTBALL LOCKER, TRAINING &  
MEETING RENOVATIONS



# MEMPHIS ATHLETICS 'TIGER PARK'

## OUTDOOR PRACTICE FIELD COVER & PAVILION



NEW PRACTICE FIELD  
PAVILION

NEW OUTDOOR PRACTICE  
FIELD COVER



# MEMPHIS ATHLETICS 'TIGER PARK'

## ALL PHASE OVERVIEW





# EAST CIRCLE DRIVE & GATEWAY ENTRANCE

## CURRENT AREA





# EAST CIRCLE DRIVE & GATEWAY ENTRANCE

## VISIONING CONCEPT





# SOCCER & TRACK STADIUM

CURRENT AREA





# SOCCER & TRACK STADIUM

## VISIONING CONCEPT





# STUDENT-ATHLETE SUCCESS CENTER

CURRENT AREA





# STUDENT-ATHLETE SUCCESS CENTER

## VISIONING CONCEPT





# LIBERTY BOWL MEMORIAL STADIUM

## MAJOR RENOVATION PLANNING







We are **#MemphisRising!**



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## ***Vision 20/20s:***

*“To be a **rising** Athletics Department that **supports and graduates our student-athletes** while delivering **championship-level experiences** resulting in **national prominence.**”*

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### **Model**

We model our University mission & values with integrity.

### **Hard Work**

We are hard-working, blue-collar, gritty competitors.

### **Empower**

We empower our student-athletes, coaches & staff to reach their full potential.

### **Innovate**

We are innovative & embrace challenges as opportunities.

### **Maximize**

We maximize our resources & invest wisely in our future.

### **Serve**

We serve our student-athletes, fans, community & each other.

### **Pride**

We take pride in promoting our University & representing the 901.

# Memphis Rising Vision 20/20s Video

<https://www.dropbox.com/s/w6hbkv7jrf1cp3o/02%20Memphis%20Rising%20Vision%202020s%20Long%20Form.mp4?dl=0>



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

Presented by David Kemme



## 8. Reports and Recommendations of the Audit Committee

Presented by Susan Springfield





## 9. Reports and Recommendations of the Governance and Finance Committee

Presented by Doug Edwards



# 10. Additional Business

Presented by Doug Edwards





# 11. Adjournment

Presented by Doug Edwards