












December 2020 Board of Trustees Meeting

Schedule	Wednesday, December 2, 2020 9:00 AM — 11:00 AM CST
Venue	Zoom Video Conference
Organizer	Sparkle Burns

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1. Call to Order and Opening Remarks

Presented by David North

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Revised Meeting Minutes for June 3, 2020 and September 2, 2020

For Approval

Presented by David North

THE UNIVERSITY OF MEMPHIS

BOARD OF TRUSTEES

MINUTES OF THE FULL BOARD MEETING

June 3, 2020

Memphis, TN

The Board of Trustees of the University of Memphis met at 9 a.m. CST, on Wednesday, June 3, 2020 virtually using the video conferencing system Blue Jeans.

I. CALL TO ORDER

Chairman North called the meeting to order.

Chairman North thanked the Board of Trustees, faculty and staff, and community for joining. Chairman North referenced that these are trying times for everyone throughout the country with the pandemic and social injustice affecting everyone. Chairman North stated that it is important that everyone examine their role with all the events taking place and extended his appreciation to the faculty and staff of the University on the actions that have been taken.

II. ROLL CALL AND DECLARATION OF QUORUM

Melanie Murry, University Counsel and Board Secretary, called the roll and confirmed the following board members were present. **Since the Board of Trustees meeting was held electronically, Secretary Murry asked each Trustee to verify if they could hear clearly and if they were alone.** All Trustees present affirmed they could hear clearly and were alone. The following Trustees attended:

Trustee Edwards
Trustee Agnew
Trustee Graf
Trustee Johnson
Trustee Kemme
Trustee North
Trustee Roberts
Trustee Springfield

Secretary Murry announced the presence of a quorum.

III. APPROVAL OF MINUTES – March 4, 2020

Chairman North called for a motion to approve the March 4, 2020 minutes. The motion was made by Trustee Graf and properly seconded. Chairman North called for discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

IV. APPOINTMENT OF STUDENT TRUSTEE

Chairman North recognized Dr. Rudd. Dr. Rudd gave his appreciation to the outgoing Student Trustee Noah Agnew. Dr. Rudd nominated Danielle Fong as the new Student Trustee. Dr. Rudd provided an overview of her education and referenced her experience which was provided in the meeting materials. Chairman North nominated Danielle Fong as the new Student Trustee to the Board, which was properly seconded. Chairman North called for discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

Trustee Danielle Fong made remarks regarding her appreciation to work as the new student Trustee.

V. PRESIDENT'S UPDATE

Chairman North recognized Dr. Rudd. Dr. Rudd discussed the effects the University faced during the transition to online learning. All the student support services including health services and advising services are now being held virtually. Dr. Rudd expressed his appreciation to those that helped during this transition and explained that the spring student performance improved this year despite the circumstances.

Dr. Rudd provided an overview of the current financial affairs. He stated that the fiscal year budget was ending, and the University did not have to have any reductions in support of the budget. He gave a summary of the University's efforts with the CARES ACT funding and that Chief Financial Officer Raajkumar Kurapati and his team were able to distribute between \$7 to 8 million dollars to students in financial support. The new state budget is waiting to be approved at the end of June and there is expected to be a decrease of 12% in state support the University receives. Dr. Rudd explained that this only refers to the state allocation of the University's budget. Dr. Rudd further explained that the budget presented later will not be accurate and the budget information will have to be represented to the Board once the University is able to present the budget that reflects that state budget.

Dr. Rudd explained that the University is continuing the construction projects on campus. He also shared that student enrollment for Summer 2020 has increased. Dr. Rudd explained that there were a variety of incentives that contributed to the increase of the student enrollment. The university has over 2,500 students registered for New Student Orientation and this is 13% above last year's New Student Orientation numbers. Dr. Rudd expressed appreciation to those staff for developing the virtual New Student Orientation. The University has taken the steps to keep the tuition and fees low for the next upcoming year and has made progress and is continuing to make progress to reaching R1 status.

Dr. Rudd completed his presentation and welcomed Trustees to ask any questions. The Trustees did not have any questions, but several made comments. Trustee Graf referenced the good financial status of the University and thanked Dr. Rudd for his leadership. Trustee Edwards commented on enrollment trends and how far ahead the University is over other institutions in Tennessee as it relates to online offerings. The other Trustees also expressed their appreciation for Dr. Rudd's leadership along with that of the President's Council.

VI. TENURE AND PROMOTION RECOMMENDATION LIST

Chairman North recognized Dr. Tom Nenon. Dr. Nenon presented the tenure and promotion recommendation list. The list recommended five faculty members for tenure, 17 for promotion, and 20 for tenure and promotion to the rank of Associate Professor. Chairman North called for a motion. The motion was made by Trustee Kemme and properly seconded. Chairman North called for discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

VII. TENURE UPON APPOINTMENT

Chairman North recognized Dr. Tom Nenon. Dr. Nenon presented the tenure upon appointment for Dr. James Vardaman. The faculty and the dean of the Fogelman College of Business and Economics have selected Dr. Vardaman to be the Holder of the Free Enterprise Chair of Excellence in Management. The candidate's specialty is small business and family own businesses. Chairman North called for a motion. The motion was made by Trustee Kemme and properly seconded. Chairman North called for discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

VIII. REQUEST FOR ACADEMIC PROGRAM

Chairman North recognized Dr. Tom Nenon. Dr. Nenon presented the new program for the Master of Nonprofit Management. The new program developed from a conversation between Dr. Rudd and the head of ASLAC St. Jude Children's Research Hospital. Dr. Nenon explained that the program will increase the workforce qualifications for those working in philanthropy and non-profit. The new program will also utilize faculty and courses already offered at the University. Chairman North called for a motion. The motion was made by Trustee Edwards and properly seconded. Chairman North called for discussion. Trustee Edwards and Trustee Kemme provided comments regarding the new program. A roll call vote was taken, and the motion was unanimously approved.

IX. CAPITAL BUDGET REQUESTS FOR FISCAL YEAR 2022

Chairman North recognized Chief University Planning Officer, Tony Poteet. Mr. Poteet discussed the projects that the University is conducting and that the information being presented is what the University is asking the state for in appropriations for facilities for both new renovations and maintenance on campus. Capital Outlay, capital maintenance, and disclosures are the three categories that the request covers. There are four projects in the current state budget. In the capital outlay and capital maintenance categories, the renovations and maintenance that will take place are the construction of the STEM Research and Classroom building, renovating Mitchell and Clement Halls to be replaced with academic classrooms, maintenance on building interiors in multiple buildings, building

envelope repairs, HVAC controls replacements, HVAC repairs and replacements, and other additional repairs in other buildings on the main University campus and the Lambuth campus. The total renovation cost is \$31.5 million. The University will not get that far in the renovation process; however, THEC asked that the University submit a plan for projects for 3 to 5 years. There are no new disclosures currently. Chairman North called for a motion. The motion was made by Trustee Graf and properly seconded. Chairman North asked for any comments or discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

X. FINAL OPERATION BUDGET FOR FISCAL YEAR 2020 AND PROPOSED OPERATING BUDGET FOR FISCAL YEAR 2021

Chairman North recognized Executive Vice President and Chief Financial Officer, Raajkumar Kurapati. Mr. Kurapati presented the final operating budget for fiscal year 2021 and the proposed operating budget for fiscal year 2021. Ms. Kurapati also explained that the University received additional instructions from the State of Tennessee to plan for contraction in the State's support. The state has provided a 12% target and the University is working to address and present plans by June 30th. The final numbers are unknown currently until the legislators pass the state budget. The proposed budget for fiscal year 2021 was developed in accordance with the State appropriations that were originally recommended. The budget will be adjusted due to the circumstances. Included in the appropriations was no tuition increase, flat rate enrollment, and 1.5% salary pool; however, the salary pool will not be implemented.

Trustee Kemme asked whether the 12% target was fixed and to explain the process and his concerns about cutting the budget. Mr. Kurapati explained that the estimated number of 12% is the worst-case scenario provided by THEC and others, and they are expecting the University to have a plan to cut at 12%. Trustee Kemme further questioned whether the cut was independent of the University's own revenue generated from tuition, fees and enrollment as well as if the outlook on these items were positive for the fall. Dr. Rudd clarified that the 12% is only specific to the state allocations and that he hoped that they would be positive but cautioned that because of the modified nature of the University's return to campus, particularly based on housing, the University will not have auxiliary revenue. Chairman North asked Mr. Kurapati to summarize the remainder of his presentation. Chairman North called for a motion. The motion was made by Trustee Graf and properly seconded. Chairman North asked if there were any other questions for Mr. Kurapati and no questions were asked. A roll call vote was taken, and the motion was unanimously approved.

XI. HOUSING DEVELOPMENT ON DELOACH STREET

Chairman North referred the Board of Trustees to the meeting materials provided. Chairman North amended the motion, regarding the housing development on Deloach Street, presented in the meeting materials to consider the impact on the current residents

and the local community to be included in the recommended motion. Chairman North called for a motion. The motion was made by Trustee Kemme and was properly seconded.

Chairman North recognized Mr. Kurapati to comment. Mr. Kurapati referred to the Board of Trustees prior approval and explained this presentation is for approval of the next phase. The project will add 130 beds to housing which will bring more revenue. Trustee Edwards commented that the expansion north of campus is a positive transaction for everyone and will provide quality housing for the students. Chairman North called for discussion and none was provided. A roll call vote was taken, and the motion was unanimously approved.

XII. INTERNAL AUDIT CHARTER

Chairman North referred to the Internal Audit Charter presentation. No action was required for the agenda item. Chairman North referred the Internal Audit Charter to Audit Committee Chair, Trustee Springfield. Chairman North asked if Trustee Springfield had any observations. Trustee Springfield mentioned the discussion with Ms. Deaton regarding how Internal Audit may need to change its processes relative to the current environment.

XIII. FISCAL YEAR 2021 AUDIT PLAN

Chairman North recognized Chief Audit Executive, Vicki Deaton. Ms. Deaton presented the fiscal year 2021 audit plan. Ms. Deaton provided some background information on the fiscal year 2021 audit plan. Ms. Deaton explained that the audit universe is broken into three categories and other entities outside of Internal Audit come to the University and conduct investigations. Ms. Deaton further explained that in the last five years the University has had a project in all but one of the 28 entities. Internal Audit's plan for the upcoming fiscal year is to be flexible and try to complete the projects to the best of their ability under the circumstances. Chairman North called for a motion. The motion was made by Trustee Johnson and properly seconded. Chairman North called for discussion or questions and none was provided. A roll call vote was taken, and the motion was unanimously approved.

XIV. SUMMARY OF AUDIT REPORTS ISSUED

Chairman North referenced the agenda item. Item not presented.

XV. GRIEVANCE ACTIVITY REPORT

Chairman North referenced the agenda item. Item not presented.

XVI. FEASIBILITY STUDY

Chairman North referenced the agenda item. Item not presented.

XVII. NEW TITLE IX REGULATION OVERVIEW

Chairman North recognized Director of Institutional Equity and Chief Compliance Officer, Tiffany Cox to give background information about the new Title IX Regulations. Ms. Cox explained that the new finalized Title IX regulations were received two weeks ago from the Department of Education Office for Civil Rights. She clarified that the new regulations will require the University to make changes to the Title IX policy and process. The new regulations will also require changes to the student disciplinary process and potentially the employee disciplinary processes as well as many other changes.

XVIII. UPDATE OF THE INFORMATION SECURITY PROGRAM

Chairman North asked that Chief Information Officer, Robert Jackson present the update on the security program at the next Board meeting.

XIX. ADDITIONAL BUSINESS

No additional business.

XX. ADJOURNMENT

Chairman North adjourned the meeting.

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES
BOARD OF TRUSTEES MEETING MINUTES
SEPTEMBER 2, 2020
Memphis, TN

The Board of Trustees of the University of Memphis met at 9 a.m. CST, on Wednesday, September 2, 2020 virtually using the video conferencing system Zoom.

I. CALL TO ORDER

Chairman North calls the meeting to order.

Chairman North welcomed those that were watching the Board of Trustees meeting and expressed his appreciation to those watching as members of the community. Chairman North acknowledged that the meeting is being held virtually to comply with requirement for social distancing.

II. ROLL CALL AND DECLARATION OF QUORUM

Chairman North recognized Board Secretary, Melanie Murry. Secretary Murry gave instructions to the Board to answer the two questions, which were can you hear me clearly and are you alone. All Trustees responded in the affirmative and that they were alone.

Trustee Edwards
Trustee Ellison
Trustee Fong
Trustee Graf
Trustee Kemme
Trustee Martin
Trustee North
Trustee Roberts
Trustee Springfield

Secretary Murry announced the presence of a quorum.

*Trustee Johnson joined the meeting later during the presentation of the Academic, Research, and Student Success Committee Report.

III. APPROVAL OF MINUTES-June 3, 2020

Chairman North called for a motion to approve the June 3, 2020 minutes. The motion was made by Trustee Edwards and properly seconded. Chairman North asked if there were any comments

or corrections to the minutes of June 3rd, none was provided. A voice vote was taken, and the vote was unanimously approved.

IV. REQUEST TO ADDRESS THE BOARD

Chairman North recognized Ms. Phuong Nguyen. Board Secretary Murry reminded Ms. Nguyen that she had 3 minutes to address the Board.

Ms. Nguyen thanked the Board for considering and accommodating her request to address the Board regarding the housing development on Deloach Street. Ms. Nguyen addressed the Board on behalf of the residents on Deloach and stated that the community is made up of faculty, staff, students, and University community members that currently live in the single unit housing with their families. Ms. Nguyen is a graduate student at the University of Memphis and lives in the residence with her six-year old daughter who is in 1st grade at the University Campus school. The Deloach residents support the development of the Central at Memphis project and they are aware that planning has been in the in the works for some years. The community is not trying to stop the development of this project and they are only seeking assurance of their collective request. The community has been made aware that the project will move forward with the possibility of the residents having to vacate the property at the end of the year or in January or February. The community sought out clarification and Mr. Kurapati provided updates to the community. Ms. Nguyen expressed that there has been concerns around the transparency of the project in the beginning because the community was only made aware during the last Board of Trustees meeting that there was a timeline and projection for the community to vacate the property; however, the community was not made aware of these details. Ms. Nygren requested the community receive public assurance to be provided at least a 90-day notice prior to having to vacate the property to minimize impact and disruption with the families in the community considering most of those families have children that attend the University Schools. Ms. Nygren thanked the Board for their consideration and hearing her request and hopes the community will get public assurance that the University will consider the impact.

Chairman North thanked Ms. Nguyen and expressed his appreciation for her addressing the Board. Her comments and consideration will be passed on to the appropriate administration.

V. PRESIDENT'S UPDATE

Chairman North recognized Dr. Rudd to present the president's update. Dr. Rudd stated that the COVID-19 information is available through the link on the University of Memphis' main website. Listed, there, is all the University protocols from management of the COVID-19 challenge that was developed by faculty and staff. Dr. Rudd expressed the effective job done by the faculty and staff. All the material, including daily test counts and quarantine numbers for University are available on the University's website. The University has a testing center that is open and active located at the corner of Patterson and Central. The daily number should be reflected in the case count that is on the website. The number of students in dorms on the University's campus from the last count is 1,700. There is limited face-to-face contact on campus, where most of the work

currently is virtual or remote. There are some clinical, lab, and engineering, and fine arts courses that are being held face-to-face. Dr. Rudd thought that the face-to-face courses were being managed well. The University is continuing to monitor Memphis' cases data. Dr. Thomas Nenon sent a notice to the campus community to explore the possibility of some of the professors volunteering to return to campus with small classes if the data continues to reflect positive trends. If the decision is made to return some classes back on campus, it will be done gradually. The University will look at specific data and monitor any issues or challenges if contact is increased on campus. The University will keep the campus community and public updated. The compliance with health guidance on campus appears to be reasonably good but Dr. Rudd said there is always room for improvement. Dr. Rudd expressed the excellent job Executive Vice President of University Relations, Tammy Hedges and her team has done of reminding everyone on the University's campus including faculty, staff, and students of staying compliant. Dr. Rudd stated that when he is out he sees 90% of people wearing face coverings and masks and if not, they are reminded, and he has not had anyone disagree about being in compliance.

Summer 2020 enrollment has just been completed and the enrollment was up 20%. This Summer enrollment is significant because the University offered the most incentives in its history. Overall, the Summer 2020 numbers were quite good in contrast to the national data. Dr. Rudd mentioned that he sent a message to the campus community stating the Fall 2020 numbers were up 1.7%. This was the second year in a row that the University has enrolled over 22,000 students. The University of Memphis is the second largest public University in Tennessee again. Two years ago, the University of Memphis barely surpassed Middle Tennessee State University. In 2019 Middle Tennessee State University was at 21,651 and the University of Memphis ended the census count at 21,685. Currently today the University of Memphis is at 22,248 and Middle Tennessee State University is at 22,197. After 7 years of the University being challenged for growth, the University has seen significant growth. Dr. Rudd stated that the tuition restructuring that was done 4 years ago and implemented 3 years ago has had an impact for the students at the University. The University lowered the tuition of out-of-state students. The University saw growth from out-of-state students and contraction with in-state students, which motivated the University to re-evaluate the tuition structure. As a result of the tuition cap last year, \$18 million was provided in free credits to students which Dr. Rudd was proud to see. The tuition cap was proving to be a good influence on the students and community.

Dr. Rudd expressed his appreciation to the leadership team, which included Mr. Kurapati, Dr. Nenon, and Dr. Weddle-West. The University of Memphis, this Fall 2020, implemented a COVID-19 Scholarship and Loan program which was approved by the Governance and Finance committee on August 25, 2020. There are 1,000 students here at the University today because of this program and because of this additional support the budget gap will remain the same despite the 2 ½ % growth. The University is invested in its students. The numbers for the overall budget will be available in the next several weeks, but the University anticipates a budget short fall going into the year of about \$17 million and the budget shorts falls are being handle in accordance with the recommendation made by the budget reduction committee. All this information was shared publicly, and the report was sent to all faculty and staff on the University's campuses and is available on the University's website as well.

Dr. Rudd completed his presentation with some highlights of good news across the University:

- The University of Memphis has moved forward in its Carnegie R1 efforts with significant success in its research. Dr. Rudd expressed his appreciation to Dr. Dhaliwal, his team, and faculty and staff for the work they are doing.
- The morning of September 2nd, news was shared that for the first time in University history, The University of Memphis was included in the Wall Street Journal Times Higher Education Global rankings. The University of Memphis is one of only three Universities in Tennessee and they join Vanderbilt University and The University of Tennessee as being ranked in those global rankings. There are only 181 Universities ranked so this is a good achievement for the University to move into those rankings.
- Dr. Rudd could not share specific data because the University was not allowed to for two more weeks, but the U.S. News and World Report rankings which will be published in two weeks show good news for the University of Memphis based on the advanced copy that was received. The University is being recognized and rewarded for the strides that are being taken and showing that visibility helps not only the University but the Memphis community and the State of Tennessee.
- A press release was released, that morning, showing that the University of Memphis is a finalist with Iowa State for the Association of Public and Land Grant University Award for Innovation in Economic Property. The winner of that award will be announced in the next several weeks.

Dr. Rudd stated that in the midst of significant challenges, the University is doing well, and he expressed his appreciation to all the faculty, leadership, and staff. The hard work of those is being recognized not only locally but nationally as well, and with the Wall Street Journal entry the University is being recognized internationally as well. Dr. Rudd ended his presentation and asked for questions from the Board.

Chairman North made remarks regarding Dr. Rudd, the President's Council, the entire faculty leadership team, and the student leadership team and the many individuals that come together on behalf of the community and the University's students, for the purpose of education. The Board of Trustees knows the time and energy that is put in managing the University during the economic, pandemic, and social injustice issues. The University has not shied away from any of those issues and the University has addressed those concerns in a proactive and transparent way and it is due to the leadership of the University. Chairman North recognized Dr. Rudd and everyone in the council and expressed his appreciation for that leadership.

Chairman North asked if the Board had any questions.

Trustee Ellison made remarks and commended Dr. Rudd for the excellent procedure that was laid out by the team at the University and leading the University in a thoughtful process for the return to campus.

Dr. Rudd commented on Trustee Ellison's remarks and stated that the University has tried to be methodical and careful and will continue to use the data to make decisions. Dr. Rudd expressed

his appreciation to the leadership team and the President's Council for giving their recommendations, being thoughtful and helpful.

Chairman North asked if any other Board members had questions or would like to address Dr. Rudd, none was provided.

VI. ERADICATING SYSTEMIC RACISM AND PROMOTING SOCIAL JUSTICE INITIATIVE

Chairman North recognized Vice President of Student Academic Success, Dr. Weddle-West to present the Eradicating Systemic Racism and Promoting Social Justice Initiative. Dr. Weddle-West stated that The University of Memphis is committed to academic excellence, biodiversity and aims to become a national model for institutional transformation to address the challenge of race and social justice. Both, the challenge of race and social justice has become a global narrative and conversation of this time. Dr. Weddle-West asked the co-leaders of the initiative, Executive Director of the Benjamin L. Hooks Institute for Social Change, Daphne McFerrin and Associate Dean of Multicultural Affairs, Linda Hall to introduce themselves and both expressed their goals for the initiative. Dr. Weddle-West, Dr. McFerrin, and Ms. Hall wanted to establish co-leaders of diverse races to address the 14 points that were experts in those areas. The co-leaders will work with 170-200 faculty staff and students, alumni, corporate leaders, and community leaders to create strategic plans of action. Dr. Weddle-West gave an overview of each workgroup and its co-leaders.

1. ***Closing the Gaps in Retention and Completion of Students from Historically Underrepresented, First-Generation and Low-Income Populations*** is being led by Associate Dean for Research, Dr. Stephanie Ivey and Director of the Office of Institutional and First-Generation Student Success, Corey Major. The goal of this workgroup is to create a strategic plan that builds on the University's strengths and employs predictive analytics to further the University's success.
2. ***Recruiting, Hiring, and Retaining Tenured and Tenure-Track African American Faculty and Other Faculty of Color*** is being led by Dr. Damon Fleming, Dean of Fogelman College of Business and Economics and Dr. Kandi Hill-Clark, Dean of the College of Education. The primary goal of this group is to identify best practices to provide diversity in the professoriate and create a strategic plan of action to reach the goal.
3. ***Community Engagement, Policy and Advocacy*** is being led by Dr. Daphne McFerrin, Dr. Charlie Santo, Department Chair of City and Regional Planning and Dr. Elena Delavega, Associate Professor in the School of Social Work. This work group will identify strategies and tactics that can be implemented in collaboration with community partners that target racial disparities through community-based learning focused on social justice through partnerships that tackle racial disparities.
4. ***Training for Faculty, Staff and Students*** is being led by Dr. Aram Goudsouzian, Professor in History, Kristil Davis, Director of Human Resources Strategic Initiatives, and Tiffany Baker Cox, Director of Institutional Equity and Chief Compliance Officer. This workgroup will identify trainings, online tutorials,

videos, and expert panels designed to improve relational skills for the University community.

5. **Infrastructure, Support and Assessment Group** is being led by Bridgette Decent, Director of Office of Institutional Research, Dan Strahl, Associate Director of Research for the Center for Research in Educational Policy. Summer Owens, President of the Memphis Alumni Association, Dr. Daphene McFerrin, and Joanna Curtis, Chief Advancement Officer. Bridgette Decent and the other co-leads will meet with the other groups to discuss the metrics and benchmarks that each group will use to measure their success and to target their advancement towards the goal.
6. **Equity, Race, Career Opportunities and Salaries** is being led by Latosha Dexter, Deputy University Counsel and a corporate leader that will be announced later. This group will critically examine and recommend a strategic approach based on best practices to address equitable salaries. The second goal is to create possible pathways to address the awareness among all.
7. **Infusing Diversity, Equity, Inclusion and Social Justice into Existing Courses and Curriculum** is being led by Dr. Remy Debes Chair and Associate Professor of Philosophy, Dr. Beverly Cross, Chair of Excellence in Urban Education, and Dr. Ladrica Menson-Furr, Director of African and African American Studies and Associate Professor of English. This workgroup will create a strategic plan of action and model for the curriculum review process.
8. **New Program Development, Race and Social Justice** is being co-led by Dr. Randy Floyd, Chair and Professor of Psychology, Dr. Andre Johnson, Associate Professor of Rhetoric and Media Studies, and Dr. Ladrica Menson-Furr who will serve as a liaison between this work group and the Infusing Diversity, Equity, Inclusion and Social Justice workgroup. This group will focus on vetting the recommendations of the new programs.
9. **Fostering a Sense of Belonging and Support for All** is being led by Dr. Richard Lou, Professor and Co-chair of the Department of Art, Amanda Lee Savage, Latica Jones, and Linda Hall. This group will develop ideas and methods to celebrate, acknowledge, and bring awareness to diversity on the campus and incorporate this inclusiveness into the University culture.
10. **Contracting with Minority Businesses** is being led by J.W. Gibson, Chairman and CEO of Gibson Companies, Carolyn Hardy, President of Chism Hardy and Investments, Dr. Albert Okunade, Professor in the Department of Economics, and Nick Pappas, Executive Director of Procurement. This workgroup will focus on increasing the number of minority businesses to secure contracts with the University of Memphis and evaluate how the University can facilitate expansion of opportunities to the minority businesses throughout the Memphis and global area.
11. **Institute for Public Service Reporting and Radio Partnership with Crosstown Concourse** is being led by Otis Sanford, Professor of Hardin Chair of Excellence in Economic and Managerial Journalism and David Waters, Investigative Journalist and Associate Director of the Institute of Public Service Reporting. This group

will examine how these partnerships can collaborate with other media to produce innovative transformation reporting for our faculty, staff, and students.

12. ***Recruiting and Graduating African American Doctoral and Law Students and Other Graduate Students of Color*** is being led by Dr. Richard Irwin, Executive Dean of the College of Professional Studies and Liberal Studies and UofM Global, Demetria Frank, Associate Professor and Director of Diversity at Cecil C. Humphreys School of Law, Dr. Ezra Ozenerol, Professor in the Department of Earth Sciences and Director of the Geographic Information Systems Certificate, and Dr. Ebenezer Olúṣégún George, Professor of Mathematics. The focus of this workgroup is to develop a strategic plan of action that supports and recruits African American and other students of color into these programs.
13. ***Branding*** is being led by Ted Townsend, Chief Economic Development and Government Relations Officer, Tammy Hedges, Executive Vice President for University Relations, and Kathy Johnson, Director of Space Planning, Utilization and Administration. This workgroup will identify ways to physically acknowledge and recognize the diversity of the campus and chose which name recommendations to move forward to present to the president of the University for consideration.
14. ***Health Disparities and Academic Achievement*** is being led by Dean Lin Zhan in the Loewenberg College of Nursing and Dr. Jebose Okwumabua, Professor in the College of Health Studies. The goal of this workgroup is to develop a strategic plan of action to assess relationships among health disparities, systemic racism, and academic achievements of students and to provide recommendations for research initiatives focused on these areas.

Dr. Weddle-West said the University is convinced with the enthusiasm of those that have volunteered to serve as co-leaders in these workgroups that the aggregation of their strategic plans, recommendations, and the research that will be submitted from these efforts will make the University of Memphis one of the most diverse Universities in the country and can serve as a national model for transformational and institutional change effecting the issues of race and social justice.

Dr. Weddle-West concludes her presentation and opens for question from the Board.

Chairman North commented that there is appreciation for the diverse group that has the assembled, but the real importance is that there is continued action and accountability. Chairman North requested with the agreement of Dr. Rudd that this agenda item be a standing agenda item for this Board of Trustees and the Board continues to receive updates in either the committee or board meeting from the group so the board can ensure the group gets the support that is needed to bring resolution to the initiatives. Chairman North expressed his appreciation to Dr. Weddle-West and the co-leads of the groups.

Chairman North asked if any other trustees had any questions or comments for Dr. Weddle-West.

Trustee Martin commended the effort and Dr. Weddle-West's leadership for the initiative and that it was extraordinary to see the teams that have been assembled with the heart and the

passion of the initiative. Trustee Springfield expressed her appreciation for Dr. Weddle-West's leadership and was struck by how the specific items were divided by talented leaders to address the initiative and she looks forward to hearing the progress and the recommendations as a result of the teams that were assembled.

Dr. Weddle-West expressed appreciation from the comments from the Board and gave additional information on how Bridget Decent will meet with the co-leaders and create dashboards and other type of ways that will chart the progress towards the goals to show transparency. She also mentioned that there will be a website with information on the initiative and workgroups that will allow for the campus community to get involved.

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

Chairman North recognized Trustee Kemme. Trustee Kemme presented the items that were presented in the Academic Research and Student Success Committee meeting on August 27, 2020. There were two informational items presented to the committee, including:

- Dr. Dhaliwal gave a presentation on the progress toward Carnegie R1.
- Three presentations presented by three assistant professors that were recipients of the National Science Foundation awards.

There were two actions presented to the committee which were reviewed and approved by the committee and requested the Board's approval as well. The following items were presented and motioned by Trustee Kemme:

- A motion was made to approve the Tenure upon appointment for Dr. Christos Pappopoulos and properly seconded. Chairman North asked if there was any discussion, none was provided. A roll call vote was taken and unanimously approved.
- A motion was made to approve the Student Conduct Emergency Rule related to Title IX and properly seconded. Chairman North asked if there was any discussion, none was provided. A roll call vote was taken and unanimously approved.

Chairman North expressed his appreciation to Trustee Kemme for bringing the individuals to the committee meetings to present their individual research and commented that the University is about research, education, and the achievement of the students by the leadership of the faculty.

VIII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman North recognized Trustee Springfield. Trustee Springfield presented the items that were presented at the Audit Committee meeting on August 26, 2020.

Trustee Springfield provided an overview of the items that were discussed during the Audit Committee meeting including summaries of audit reports issued, fraud waste and abuse reports by Vicki Deaton, Business Continuity by Raaj Kurapati and an overview of the Complaint Triage Team by Tiffany Cox.

Trustee Springfield stated to the Board that the Audit Committee did not have any items that need to be approved by the Board.

Charmain North asked if there were any questions, none was provided.

IX. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman North provided a report of the Governance and Finance Committee meeting held on August 25, 2020. There were several items that were presented to the committee for consideration. The following items that were presented included:

- A new Comprehensive Campaign presented by Chief Advancement Officer, Joanna Curtis with supporting presentations from the University's advisor.
- Chief Financial Officer, Raaj Kurapati presented recommendations to the committee on the following:
 - Fiscal Year 2020 and Fiscal Year 2021 Budget Update
 - Reduction in Force Policy
 - University Loan Program
- The Athletic Updated was presented by Athletic Director, Laird Veatch.

Chairman North presented the items that were considered and approved in the Governance and Finance Committee for approval and were presented to the Board for their approval.

- The approval of the planning and leadership phase of a comprehensive funding campaign for academics, research, and athletics.
- A new Board policy on the Re-organization and Reduction in Force
- The authorization for the University to enter into a Loan Agreement program with students and designate the terms and conditions of such loans were the President of the University will designate the appropriate University official signatory.

All three items were moved under one motion by Chairman North and properly seconded.

Chairman North asked if there was any discussion, none was provided. All three items were taken under a roll call vote and unanimously approved.

X. ADDITIONAL BUSINESS

No additional business.

XI. ADJOURNMENT

Chairman North adjourned the meeting to an executive session.

4. President's Update

Presentation

Presented by M. David Rudd

5. Update of Lambuth Campus

Presentation

Presented by Niles Reddick

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 2, 2020

Committee: Board of Trustees

Presentation: Lambuth Campus Update

Presented by: Niles Reddick, Dean of the Lambuth Campus

Background:

This is an update of the University of Memphis, Lambuth campus.

Lambuth Campus Update

Board of Trustees

Dr. Niles Reddick
Dean of the Lambuth Campus

December 2, 2020
Zoom Video Conference



DECEMBER 2020

UofM Lambuth Campus Update



- The UofM began operations at the Lambuth campus on August 8, 2011
- 250 students enrolled in Fall 2011



Program and Enrollment Update

Enrollment	
Term	Headcount
Fall 2020	1320
Fall 2019	1070
Fall 2018	988

- 16 undergraduate programs—
 - Nursing is the largest:
 - Initial cohort in 2012 of 12 students
 - 5 cohorts totaling 175 in Fall 2020
- Provide hub of services for UofM majors not here (Admissions and Financial Aid, Business, CARES, DRS, Testing, Library, Recreation)

UNDERGRADUATE DEGREES

Biology
Business Administration Management
Criminology and Criminal Justice
Education—Teaching All Learners
Education—Integrative Studies
English
Health Sciences
Liberal Studies (Interdisciplinary Studies)
Nursing
Political Science
Professional Studies (Health Services)
Professional Studies (Music and Entertainment)
Professional Studies (Organizational Leadership)
Psychology
Public Relations
Social Work



Research Centers and UofM Events

CCCR-Center for Community Criminology Research (Research, Training, and Conferences)

- Annual Human Trafficking Conference
- Grants and Program Evaluations
- Post Training for CEU credit

CAESER-Center for Applied Earth Science and Engineering Research

- West Tennessee Ground Water/Aquifer Research

UofM sponsored events

- Social Work Conference
- Executive MBA Summer Residency
- UofM Tiger Football Camp and Scrimmage
- Cecil Humphries Law School CLE credit for judges and attorneys



Community Partnerships

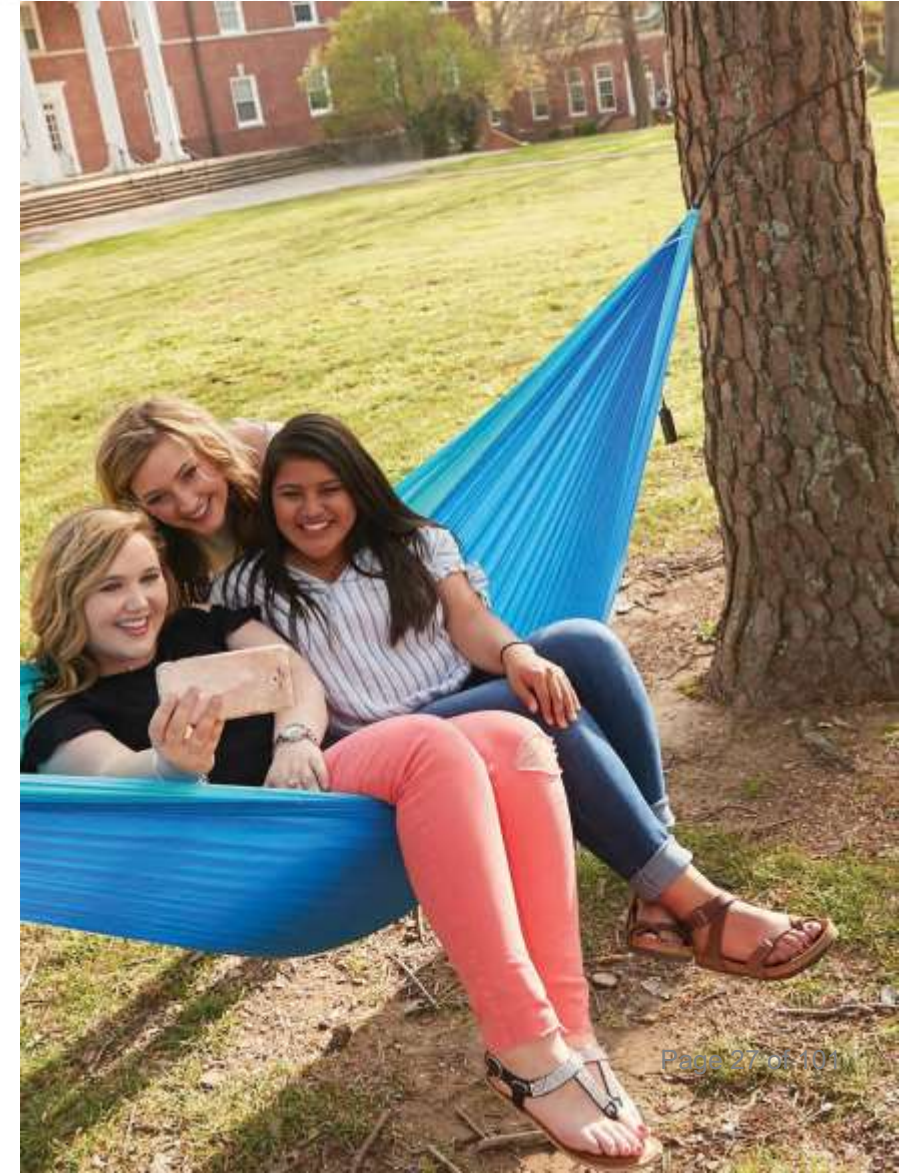


- HERO: Early Reporting Center (Juvenile Court Judge Christy Little)
- Jackson Area Swim Club
- Leadership University (Jackson Chamber)
- Madison Academic High School athletic facilities
- Good Morning Rotary Club
- JDDC Board
- Court Appointed Special Advocates Board (CASA)
- Southwest TN superintendents, principals, and supervisors meetings
- Host THEC regional groups
- TACRAO meetings
- Events contracted through CES such as weddings (chapel), receptions, workshops, and others
- UofM Lambuth's M.D. Anderson Planetarium community shows (approx. 1000 per year served)



Registered Student Organizations

- **Student Government Association**
- **Student Nursing Association**
- **Multicultural Student Association**
- **Justice League (CJUS)**
- **Wesley Foundation**
- **Campus Activities Board**
- **Social Work Society**
- **Psychology Club**
- **Alpha Epsilon Delta-Lambuth Chapter (Pre-Health Honor Society)**
- **Campus Activities Board (CAB)**
- **Kappa Delta Pi International Education Honor Society**
- **Multicultural Student Association (MSA)**
- **Psi Chi (National Honor Society in Psychology)**
- **Public Relations Student Society of America (PRSSA)**
- **Sigma Theta Tau (International Nursing Honor Society)**
- **Student Tennessee Education Association (STEA)**
- **Lambuth Science Society**





SPECIAL EVENTS JUST FOR NEW STUDENTS

Frosh Camp

Eight-Week Leadership Program

Welcome Week

Involvement Fair & Picnic

Frosh Frenzy

December 2020 Board of Trustees Meeting

- Tours and Open Campus Days
- Orientation events
- Campus Welcome
- Blue Line trips to athletic and other events
- M & E concerts and studio produced CDs

Student Academic Engagement

- UofM Lambuth Undergraduate Research Symposium
- Helen Hardin Honors Program
- Study Abroad
- Academic conferences (Regional and National)
- Model United Nations

LEARNING + DOING

Our learning by doing approach means you will get hands-on experience, no matter the program you choose. We can't wait to learn more about who you want to become. You've got dreams. Make them a reality.

memphis.edu/lambuth



Internships



- West Tennessee Health Care System
- 50 Egg Music and ASCAP (Nashville)
- Jackson Chamber of Commerce
- Toyota
- Delta Faucet
- Pinnacle Foods
- WRAP, Pathways, Aspell Recovery, Carl Perkins Center for the Prevention of Child Abuse
- Jackson Energy Authority (JEA)
- Jackson School Systems and West TN schools



- Engaged in solving IT issues for FedEx Ground, FedEx Express and FedEx Services
- Employed 75 students
- Paid nearly \$1 million in wages
- Frequently out-performed the Memphis campus Call Center in percentage of First Call Resolution rates

Traditions

- J.L. Williams Gate Ceremony
- Baccalaureate Ceremony
- Lambuth Historical Preservation Committee
- Lambuth Alumni Heritage Rooms
- True Blue Day



Development



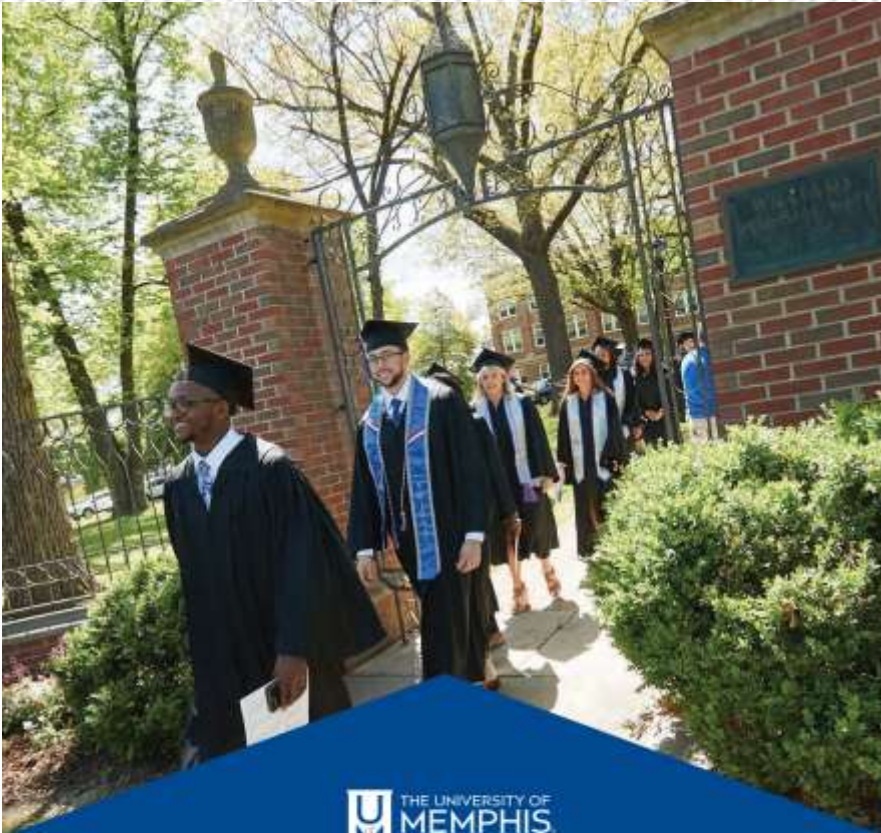
- Carl Perkins Music Entertainment Scholarship
- John Yarbrough Health Sciences Scholarship
- Wes Henley Music Studio Gift for Internships
- PEO-G.G. Bray Education Scholarship

- Glisson Nursing Scholarship
- Malloy Biology Scholarship
- Fleener STEM Scholarship
- Tim Goldsmith Psychology Scholarship

Campus Improvements



- Sprague Hall Renovation
- Fleener Fountain in Quad
- Gobbel Library basement renovation
- Chiller for Wilder
- Wilder parking lot renovation
- Roof replacement for HPAC & Wilder



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- Toward a Health centered campus
 - DPT
 - DOT
 - DNP
 - Adding accelerated BSN
 - Increasing RN to BSN
 - BSN to 5 cohorts of 60 each
 - Increasing MSN-FNP
- Madison Academic Dual Enrollment

6. Increasing Graduation Rates/Closing Completion Gaps: Current and Future Programs, Strategies and Goals

Presentation

Presented by Karen Weddle-West and Tom Nenon

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 2, 2020

Committee: Board of Trustees

Presentation: Increasing Graduation Rates/Closing Completion Gaps: Current and Future Programs, Strategies and Goals

Presented by: Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost
Dr. Karen Weddle-West, Vice President of Student Academic Affairs

Background:

This is a presentation of the various programs, strategies and goals the University of Memphis has adopted to assist with increasing graduation rates and closing completion gaps.

Increasing Graduation Rates/Closing Completion Gaps: Current and Future Programs, Strategies and Goals

Board of Trustees

Thomas Nenon, Ph.D.
Executive Vice President for Academic Affairs and Provost

Karen Weddle-West, Ph.D.
Vice President for Student Academic Success/Director of Diversity Initiatives



December 2, 2020

December 2020 Board of Trustees Meeting

6. Increasing Graduation Rates/Closing Completion Gaps: Current...

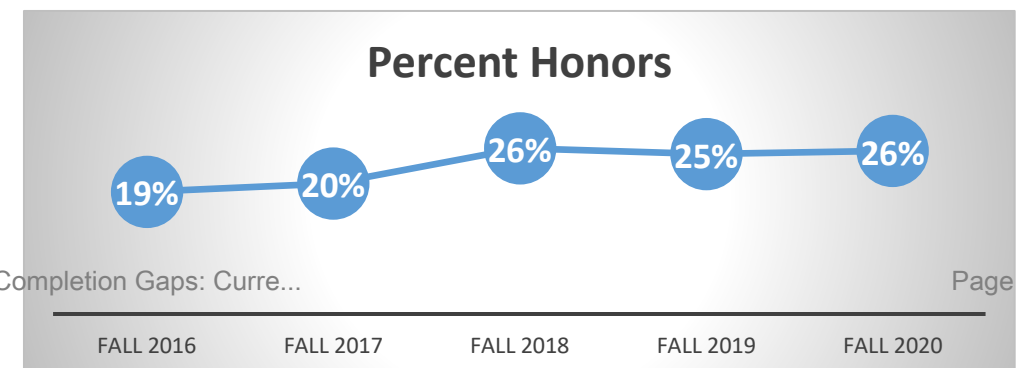
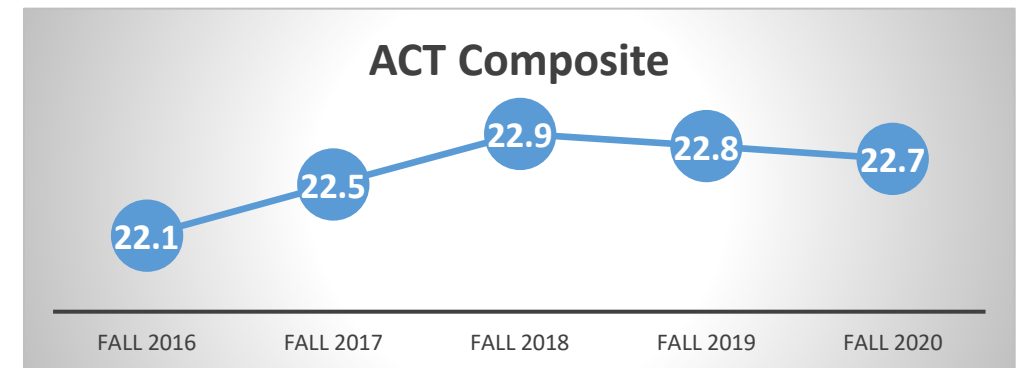
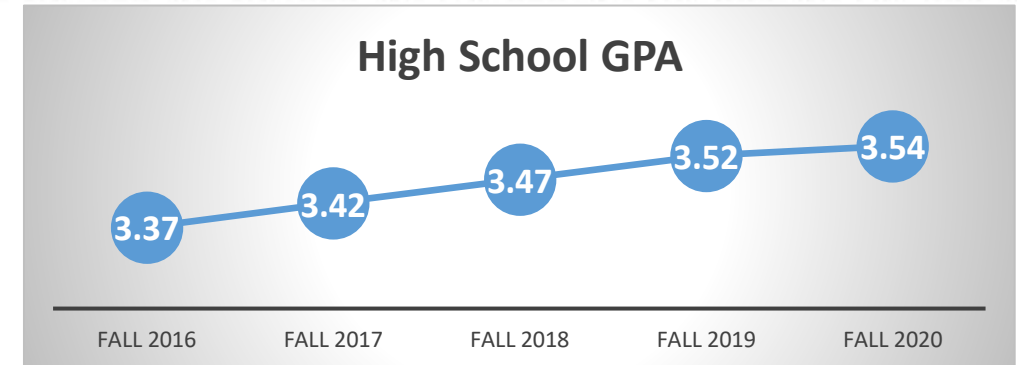
DECEMBER 2020

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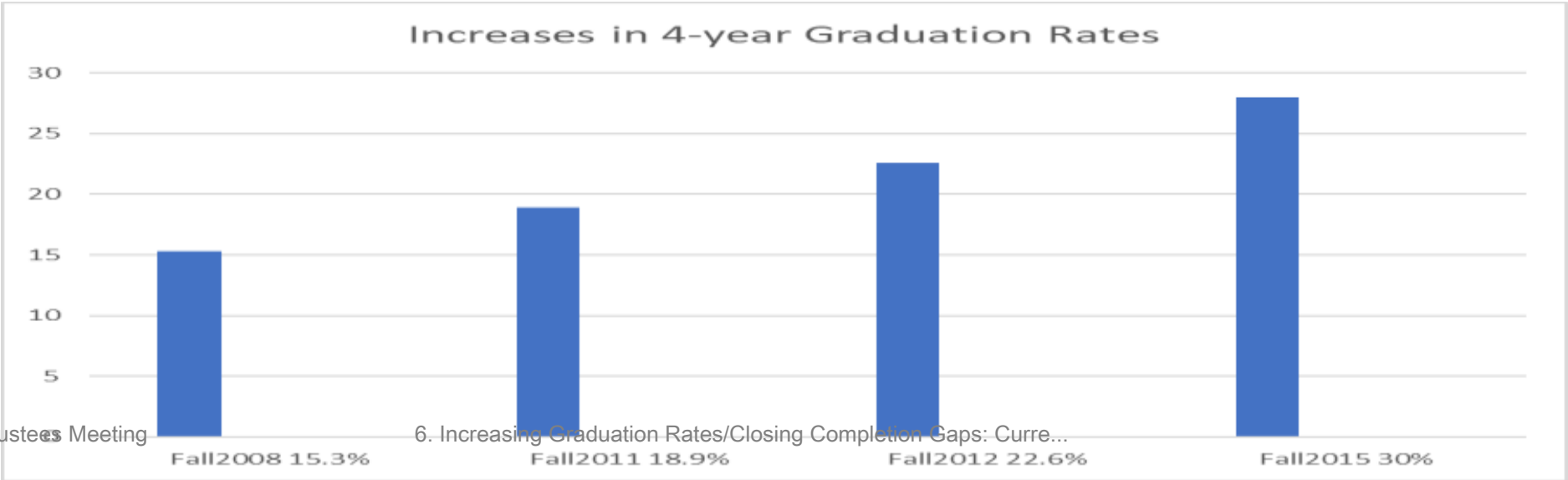
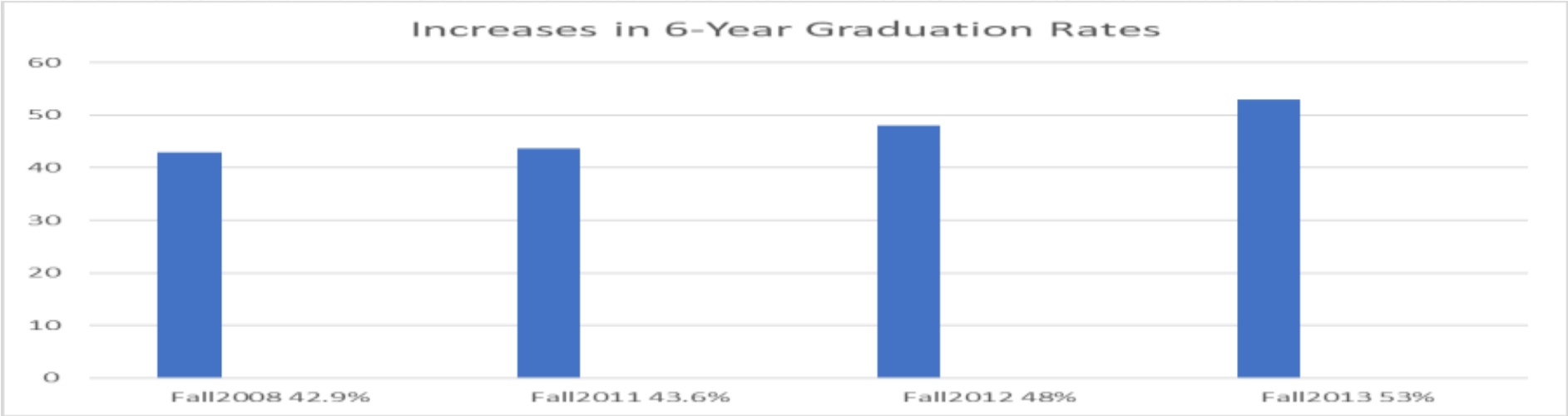
UofM Largest Enrollment Increase Among LGIs & 2nd Largest Public University in TN - 2020

Locally Governed Institutions		
Austin Peay State University*	9,965	-6.1%
East Tennessee State University	13,140	-3.3%
ETSU College of Medicine	292	0.3%
ETSU College of Pharmacy	281	-9.1%
Middle Tennessee State University	22,084	1.7%
Tennessee State University	7,616	-5.7%
Tennessee Technological University	10,177	0.4%
University of Memphis	22,203	2.4%
LGI TOTAL	85,758	-0.8%

- 2,449 First Time Freshmen Enrolled
- 47% Pell-eligible
- 34% First Generation
- 17% (426) were previously enrolled as dual enrollment students
- Come from 48 TN Counties, 39 states, and 18 countries.



Record Breaking Increases : 4-year & 6- year graduation rates



THEC Six Year Graduation Rates including Clearinghouse data (UofM FTFTF who graduated from other institutions)



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Six-year Graduation Rates Fall Cohorts 2003 - 2013											
Institution	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
Locally Governed Institutions											
Austin Peay State University	37.0%	38.1%	43.6%	46.6%	44.8%	47.6%	45.3%	46.2%	47.7%	48.0%	51.6%
East Tennessee State University	48.0%	45.1%	52.2%	51.7%	52.2%	54.0%	52.2%	50.1%	49.5%	54.7%	57.4%
Middle Tennessee State University	52.9%	52.8%	54.5%	54.3%	55.6%	53.1%	51.1%	50.2%	49.6%	51.5%	53.4%
Tennessee State University	42.7%	38.0%	42.9%	43.0%	39.8%	41.0%	34.1%	34.0%	32.9%	36.5%	38.9%
Tennessee Technological University	57.2%	54.5%	56.6%	57.8%	60.1%	59.8%	61.7%	60.1%	58.4%	64.0%	63.6%
University of Memphis	41.5%	40.8%	46.7%	47.1%	50.7%	49.0%	49.4%	47.4%	48.2%	53.2%	58.4%
LGI - University Total	47.6%	46.1%	50.3%	50.8%	52.0%	51.8%	50.1%	49.0%	48.9%	52.6%	54.9%

Successful Programs and Strategies (launched 2015-2016)



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In order to be competitive in the workforce, you have to complete a college degree. Failure to finish is simply not an option. You have to complete to compete in today's world.



- Commit to a Major
- Use Learning Resources
- Use Advising Resources
- Earn Credit for Prior Learning
- Gain Practical Experience
- Be an Engaged Student
- Attend Class
- Live On or Near Campus

C2C MESSAGING AND SIGNAGE



DEGREE COMPLETION VISION 2020>COMPLETE 2 COMPETE

1. Increased four-year graduation rates of first-time, full-time Freshman
2. Increased persistence rates
3. Increased degrees through the Finish Line program
4. Increased Prior learning assessments (PLA) and Experiential Learning Credit (ELC) reducing cost/time to degree/course load
5. Increased Dual enrollment

Consolidated Academic Affairs and Student Affairs Support Programs in 2019

- **Degrees Awarded: 4300 average number of degrees awarded annually over the past 5 years**
- **Athletes: 3.52 grade point average Spring 2020 Report Card-14th consecutive semester with gpa >3.0 (Center Athletic Academic Services)**
- **Educational Support Program (ESP)- Virtual Learning Center (tutoring sessions) doubled: 1910 sessions last year/ 3938 sessions 2019/2020 with 91% Satisfaction Rate!**
- **Academic Coaching for Excellence (ACE SACSCOC's Quality Enhancement Program): 63% of students on academic warning (gpa<2.0) completed 5 sessions of "Coaching" conducted by GA's in Counseling with expertise in psychosocial issues and returned to "good academic standing" >2.0.**
- **First Scholars: Scholarship program for first-generation, low-income students--93.4% 1st year retention & 79.5% 6-year graduation rate!**
- **U ofM Selected as Inaugural cohort of First Scholars Network Institutions by Center for First Generation Student Success & Suder Foundation**

Consolidation of Academic Affairs and Student Affairs Program Successes!

- **Inaugural *Excellence in Academic Awards* presented to professional and faculty advisors who received glowing nominations from students/faculty/staff**
- **Academic Counseling Center: 11,000 students seen last year/ 97% agreed or strongly agreed that advisor was accessible and very helpful in clarifying requirements and completing academic degree plans**
- **Grants/Awards: State, federal and national grants totaling >\$3,000,000 awarded to support student academic success (APLU completion grants, Council for Opportunity in Education, THEC Talent, Innovation Equity MLK50 Fellows, THEC Memphis Career Preparation Academy, Access and Diversity Award, Student Success Programs, Opportunity Scholars, Design Your Memphis Experience for 1st Gen students). Additional millions from faculty grants, donors and awards.**
- ***Bringing Women Together:* U of M's Women's History Month 2020 Event awarded the National AHEPPP: Family Engagement in Higher Education Powerful Partnerships Award**
- **George Floyd Memorial Scholarship created via partnership and Superintendent of Shelby County Schools, President Rudd and Dr. Loretta Rudd to support Middle-School Cohort of African American Male Academy upon college entry**

Engagement and Retention

- Full-time, First Time Freshmen returned for Sophomore year:
 - At a rate of **83%** if they **lived on-campus**
 - At a rate of **85%** if they attended **Frosh Camp**
 - At a rate of **90%** if they were **new members of fraternities/sororities**
 - At a rate of **93%** if they were part of a **Living/Learning Community**

Employing Predictive Analytics

Figure 3 shows the relationship between predictors and grades in BIOL 2010. The greater the high school GPA and ACT Comp, the higher the expected grade in BIOL 2010. For example it is predicted that a student with an ACT Comp score of 23 and a high school GPA of 3.1 will make a 2.61 in the course.

Predicting BIOL2010_gpa
Average Predicted Grades in Cells

	act_comp																		
	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32
hs_gpa																			
2.1	1.22																		
2.2					1.69	1.75		1.96		2.19									
2.3			1.52					2.02											
2.4	1.37		1.56	1.66	1.78	1.87	1.96	2.08	2.17	2.27	2.38								
2.5			1.62	1.72	1.82	1.93	2.02	2.12	2.22	2.31	2.43				2.84	2.92			
2.6	1.49	1.58	1.67	1.77	1.87	1.97	2.07	2.18	2.27		2.46								
2.7		1.61	1.72	1.82	1.92	2.03	2.13	2.23	2.32	2.42	2.51								
2.8	1.57	1.66	1.77	1.87	1.97	2.08	2.17	2.27	2.37	2.48	2.57	2.67							
2.9		1.71	1.82	1.92	2.02	2.12	2.21	2.32	2.42	2.52	2.63	2.72	2.82		3.04				
3.0		1.76	1.86	1.96	2.06	2.16	2.27	2.38	2.46	2.56	2.67	2.77	2.88						
3.1	1.74	1.81	1.92	2.01	2.10	2.22	2.32	2.42	2.52	2.61	2.74	2.82	2.92	3.02		3.24			
3.2	1.75	1.88	1.97	2.07	2.17	2.26	2.37	2.47	2.57	2.67	2.77	2.87	2.98						
3.3	1.82		2.02	2.11	2.22	2.31	2.42	2.52	2.62	2.71	2.83	2.92	3.03	3.11	3.23				
3.4	1.84	1.97	2.07	2.17	2.27	2.36	2.47	2.56	2.66	2.77	2.87	2.96					3.46		
3.5	1.90	2.02	2.12	2.21	2.32	2.42	2.51	2.62	2.73	2.82	2.92	3.02	3.10	3.22	3.30		3.54		
3.6		2.06	2.16	2.27	2.36	2.47	2.56	2.67	2.77	2.87	2.96	3.07	3.16	3.25	3.37		3.59		
3.7		2.11	2.21	2.30	2.41	2.53	2.62	2.71	2.82	2.92	3.01	3.13	3.22	3.32	3.43	3.52	3.61		
3.8			2.26	2.36	2.48	2.57	2.67	2.76	2.87	2.97	3.08	3.17	3.27	3.38	3.47				
3.9			2.33	2.41	2.51	2.62	2.70	2.81	2.91	3.01	3.11	3.21	3.33	3.41	3.53	3.61	3.73		3.94
4.0			2.39	2.44	2.54	2.64	2.75	2.86	2.96	3.06	3.15	3.25	3.35	3.45	3.55	3.65	3.75	3.85	

Figure 1.3. Predicted Grades in BIOL 2010

- New system launched in Fall 2017 to streamline reporting, response, and to close faculty feedback loop led to an increase in faculty participation from 335 in Fall 2016 to 658 in Fall 2020
- Increase faculty participation produced 6211 alerts in Fall 2020 compared to only 3612 alerts that were submitted in Fall 2016
- 100% of flagged students receive notification of the alert that contains specific resources and steps to getting back on track. Notifications are followed by phone calls, emails, and text messages from advisors and Student Academic Success Staff
- In Fall 2018, 1060 students who were flagged through Early Intervention improved at least one letter grade
- 32.5% of students flagged during Fall 2018 improved from a D/F grade to an A/B grade by end of term

Ryan Crews, Coordinator



- Faculty and Staff training for all student success tech tools
- [Early Intervention](#), Completion Grants, and other strategic retention & completion initiatives
- Streamline and coordinate student support across divisions and colleges using a data informed, best practice driven approach

- 4 training stations & presentation screen
- Host small group training and work sessions
- [Training program](#) focus on Navigate, Navigate Student, and UMdegree

Academic Counseling Center

The Academic Counseling Center (ACC) consists of professional full-time advisors, plus a Director. Students are advised in the ACC for an average of 3 semesters. ACC serves as the centralized advising area for students who are:

- New freshmen
(except Engineering & BFA students)
- Pre-nursing
- Undeclared majors
- Change of majors
- UM Global and LIFE
- Non-degree/transient
- Undeclared transfers



The Academic Counseling Center manages two freshmen programs which include:

Tiger Learning Communities

- A group of 20-25 students enrolled in the same 2-4 classes
- Made up of common, core classes
- Specifically selected instructors
- Taught at the most popular class times

ACAD 1100 – Academic Strategies (3 credit hour Elective)

A course designed to teach students the academic strategies needed to be successful as a college student at the University of Memphis. Students in this class learn and practically apply key strategies such as Choosing a Major/Career, Diversity Training, Time-Management, Study Strategies, Critical Thinking, Stress Management, Bystander Training and more.

Student Academic Success Programs

Academic Coaching for Excellence (ACE) – Dr. Meghan Pfeiffer, Director

Academic Counseling Center – Dr. Carl Chando, Director

Center for Academic Retention and Enrichment Services – G. Guy, Coordinator

Center for Athletic Academic Services – Fernandez West, Associate Athletic Director

Center for Writing and Communication – Dr. Scott Sundvall, Director

Educational Support Programs – Dr. Barbara Bekis, Coordinator

First Scholars/Opportunity Scholars – Jaclyn Rodriguez, Sr. Program Coordinator

Office of First Generation Student Success – Cory Major, Director

Parent & Family Services – Lindsey Bray, Sr. Coordinator

Student Success Programs – Melvyn Harding, Director

Testing Center – Trenda Smith, Director

Upward Bound – Ophra Payne, Director

Grants

Association of Public and Land-Grant Universities

- Completion Grants

Council for Opportunity in Education

- Student Success Programs (Classic, STEM)
- Upward Bound

Talent, Innovation and Equity

- African American Male Academy
- MLK50 Program

Tennessee Higher Education Commission (THEC) - Access and Diversity Scholarships

- Memphis Advantage for Undergraduates
- First Generation Graduate School
- Law School

THEC Digital Education Initiatives for Locally Governed Institutions

- Expanding access to digital education materials for Tennessee Students

THEC Memphis Career Preparation Academy

- Career Services

DEAN OF STUDENTS, Dr. Justin Lawhead

- [Career Services](#)
- [Counseling Center](#)
- [Disability Resources for Students](#)
- [Donald K. Carson Leadership Scholarship](#)
- [Housing and Residence Life](#)
- [Multicultural Affairs](#)
- [Office of Student Accountability](#)
- [Police Services](#)
- [Student Activities Council](#)
- [Student Government Association](#)
- [Student Health Center](#)
- [Student Leadership & Involvement](#)
- [Veteran and Military Student Services](#)



Center for Athletic Academic Services - CAAS



THE UNIVERSITY OF
MEMPHIS

Board of
Trustees

Memphis SPRING 2020 REPORT CARD

3.52

DEPARTMENT
GPA

14TH

CONSECUTIVE SEMESTER
WITH A 3.0 OR HIGHER GPA

TOP TEAM GPAS



MEN'S
GOLF

3.78



WOMEN'S
TENNIS

3.86

17 OF 17
TEAMS

EARNED A
CUMULATIVE
GPA

ABOVE
3.0



47

**SPRING
GRADUATES**

20

 UNIQUE MAJORS

5 SUMMA CUM LAUDE GRADS
14 MAGNA CUM LAUDE GRADS
6 CUM LAUDE GRADS

BREAKDOWN

269

70%

TIGER 3.0 CLUB HONOREES

82

67%

TIGER 3.0 CLUB FRESHMAN HONOREES

174

45%

DEAN'S LIST HONOREES (3.5)

52

42%

DEAN'S LIST FRESHMAN HONOREES (3.5)

SPRING 4.0 GPA

52

FRESHMAN GPA

3.60

CO-ED CHEER

3.32 Team GPA (21) Tiger 3.0 Club (19) Dean's List (3) 4.0 GPA

POM

3.43 Team GPA (17) Tiger 3.0 Club (12) Dean's List (8) 4.0 GPA

GPA RECORDS SET & ALL-TIME HIGHS

ATHLETIC
DEPT. GPA
3.52

ALL MEN • 3.40 // ALL WOMEN • 3.67 // FRESHMEN • 3.60 // FRESHMEN WOMEN • 3.65
FRESHMEN MEN • 3.47 // WOMEN'S BASKETBALL • 3.56 // WOMEN'S SOCCER • 3.01
SOFTBALL • 3.60 // WOMEN'S CROSS COUNTRY • 3.83 // MEN'S BASKETBALL • 3.27
FOOTBALL • 3.16 // MEN'S GOLF • 3.78 // MEN'S TRACK • 3.48 // MIXED RIFLE • 3.78

- Nine of our 17 teams earned a perfect 1000 APR for the 2nd year in a row!
- Over 2500 Zoom CAAS Mentor and Staff Appointments with students in Spring 2020
- Expanded collaboration and usage of ESP Upswing Online Tutorial Services (25+ appointments after March 23, 2020)



American Athletic Conference Rankings – UofM 2nd place behind Cincinnati and above Tulane

The University of Memphis GSR (Graduation Success Rate) improved from the year before, with the University graduating 93% of its student-athletes for the 2013 cohort (2010-13).

Search Results						
Show 50 entries						
Cohort Year	School	Conference	Sport	State	GSR	FCR
2013	University of Cincinnati	American Athletic Conference	Overall	OH	94	88
2013	University of Memphis	American Athletic Conference	Overall	TN	93	81
2013	Tulane University	American Athletic Conference	Overall	LA	83	74
2013	Temple University	American Athletic Conference	Overall	PA	81	74
2013	Southern Methodist University	American Athletic Conference	Overall	TX	80	67
2013	Wichita State University	American Athletic Conference	Overall	KS	80	61
2013	University of Central Florida	American Athletic Conference	Overall	FL	80	60
2013	East Carolina University	American Athletic Conference	Overall	NC	80	70
2013	The University of Tulsa	American Athletic Conference	Overall	OK	85	67
2013	University of South Florida	American Athletic Conference	Overall	FL	84	63
2013	University of Houston	American Athletic Conference	Overall	TX	81	60



UofM is **nationally recognized** for its support of first-generation college students, who represent nearly **34%** of our undergraduate student body. A few of our programs and services:



First Scholars



First Gen Day



First Tigers



Peer Mentoring

First-Gens:

Students whose parents or guardians did not complete a four-year college degree.

Were you a first-gen college student?
Let us know: <https://bit.ly/1stgenfacstaff>

Learn more about our programs and services:

www.memphis.edu/firstgen
firstgen@memphis.edu | 500 Wilder Tower

First Scholars®
ELEVATE POTENTIAL

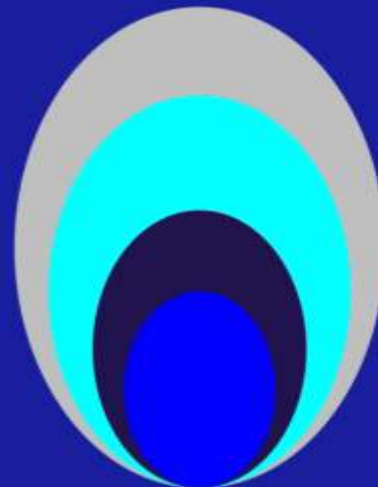


301 MITCHELL HALL/ firstscholars@memphis.edu

What is First Scholars?

First Scholars empowers first generation students to make the most of their college experience and prepare for life beyond graduation. Each year we accept 20 incoming freshmen into our program to make up our new cohort class who then qualifies for an annual \$5,000 scholarship.

Our Focus:



■ First Gen ■ Self ■ Success ■ Significance

Benefits:



#1
1-on-1
Coaching



#2
Personal and
Career
Development
Workshops



#3
Service
Opportunities
and Social
Activities



#4
Campus
Involvement
and
Leadership
Opportunities



#5
Mentors

Helping Parents and Family Members Help their Students!

The office serves as the main contact for parents and family members of our students.

Its mission is to **support, inform and engage parents and families** with the University of Memphis community; to advocate for family involvement in order to promote student development and student success, and to provide opportunities for parents and families to connect with the Tiger experience.

Did you know? *On average, students communicate with their families 13 times a week (prior to COVID-19)*
Parents are a student's biggest influencer, and they are often the first people they ask for advice

Key Programs

Parent & Family E-News ▪ Parent & Family Weekend ▪ Parent & Family Association ▪ Hugs from Home ▪ Finals Care Packages ▪ Parent & Family Calendar ▪ Tiger Family Resource Hub ▪ Parent & Family Spring Day ▪ Bringing Women Together ▪ Summer Send-offs ▪ Parent & Family Ambassadors

- Basic Needs Resources (Financial and Food insecurity)
 - Food Pantry
 - Student Emergency
- Case management
 - Care team
 - Resources on and off campus
- Hospitalization discharge coordination
- Behavioral Intervention Team

Dean of Students Resources Supporting Student Completion

Current Practices

Tiger Pantry

Open to currently enrolled University of Memphis students and distributes food items (perishable and non-perishable) and basic toiletries – 189 students served Fall 2020

Tiger Meal Swipes

Tiger Meal Swipes allow students in need of temporary food assistance five (5) meal swipes to the Tiger Den located on campus. Meal Swipes are collected through students donating their un-used guest meals. – 420 meals provided.

Student Emergency Fund

The fund provides limited emergency awards to currently enrolled students who experience unexpected or temporary expenses – 45 students were awarded 30,500 fall 2020.

Case Management/BIT

483 students supported through case management and resource connection including students who tested positive for COVID.

University of Memphis is recognized annually by Diverse as one of the “Top Producers of African American Graduates

- **Top performer in Social Mobility (US News and World Report)**
- **Top 20 in the nation** for undergraduate degrees awarded to African American students (#17)
- **Top 25 for law degrees** awarded to African Americans, top 40 for doctoral degrees, and top 100 for master’s degrees.
- **Top 10** for programs including master’s in liberal arts and humanities (#1), and history (#3), and doctorate in philosophy (#9).
- Enroll the largest percentage of high-achieving Latinx students in our district through our Talented Tenth Induction Program, and the year-to year retention rates for this population is >90%; retention rates like our First Scholars program and Tiger Learning Communities
- Memphis Advantage Scholarship for undergraduate students doubles graduation rates for African Americans: 58% 6-year graduation rate with scholarship
- **598** Law school diversity scholarship recipients from 2008-2019! Diversity scholars pass the bar exam the 1st time at the same or higher rate than non-scholarship recipients

Improved Retention Rates for First time Students



Retention Rates for First Time Students



Latest
One-Semester
Retention Rate

91.6%

Latest One-Year
Retention Rate

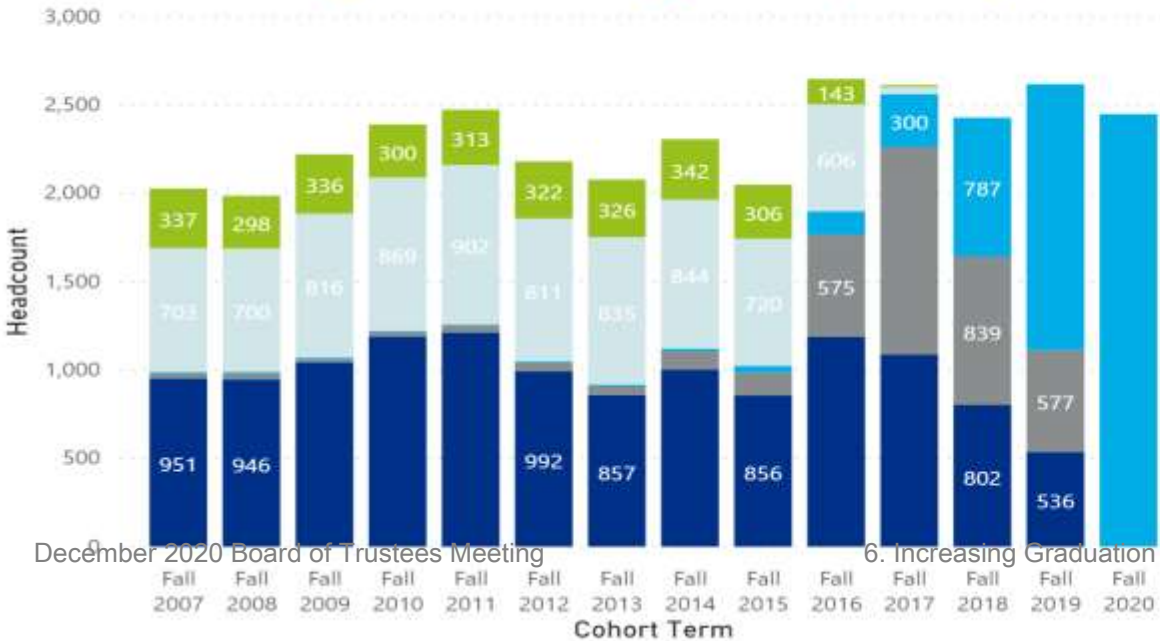
79.5%

Latest Two-Year
Retention Rate

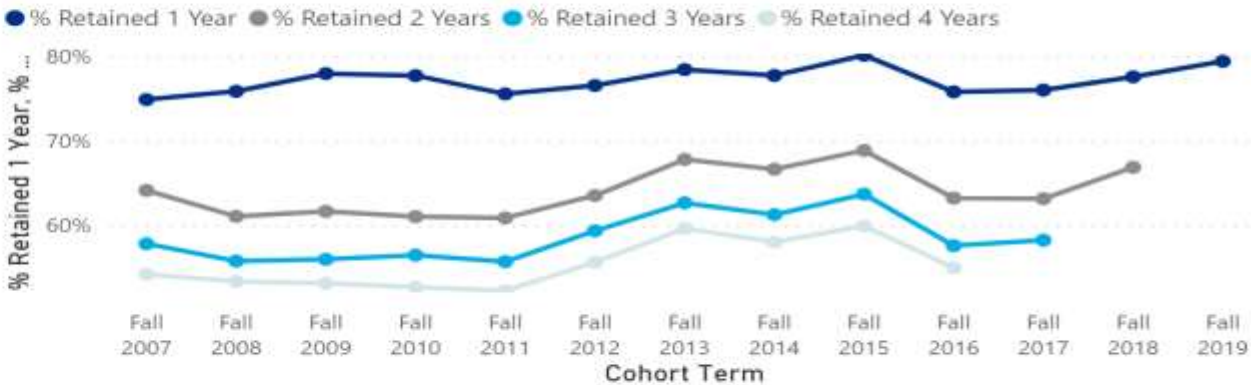
67.0%

Current Status of First Time Cohorts

Current Enrollment Status ● Dropped ... ● Enrolled ... ● Enrolled S... ● Grad Diff ... ● Grad in ...



New First Time Freshman by Latest Major Declared



Retention Rate by Cohort Year, College of Major, Major, Concentration

Cohort Term	Headcount	% Retained 1 Year	% Retained 2 Years	% Retained 3 Years	% Retained 4 Years	% Retained in College 1 Year	% Retained in College 2 Years
Fall 2020	2,449						
Fall 2019	2,617	79.5%				57.5%	
Fall 2018	2,428	77.7%	67.0%			51.3%	32.0%
Fall 2017	2,612	76.1%	63.2%	58.3%		35.9%	15.0%
Fall 2016	2,647	75.9%	63.3%	57.7%	55.1%	44.6%	16.0%
Fall 2015	2,049	80.2%	69.0%	63.8%	60.0%	55.2%	26.0%
Fall 2014	2,306	77.8%	66.7%	61.4%	58.1%	59.8%	26.0%
Fall 2013	2,078	78.5%	67.9%	62.8%	59.7%	60.3%	27.0%
Fall 2012	2,180	76.7%	63.6%	59.4%	55.7%	62.5%	25.0%
Fall 2011	2,473	75.7%	61.0%	55.8%	52.4%	59.8%	26.0%

Closed Completion Gaps for 1st Time Students

Graduation Rate Gaps for First Time Students



New First Time Freshman by Latest Major Declared

6 Year Graduation Rates by Race

Race	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Black	35.9%	31.7%	35.6%	30.7%	29.1%	36.4%	43.2%	41.8%

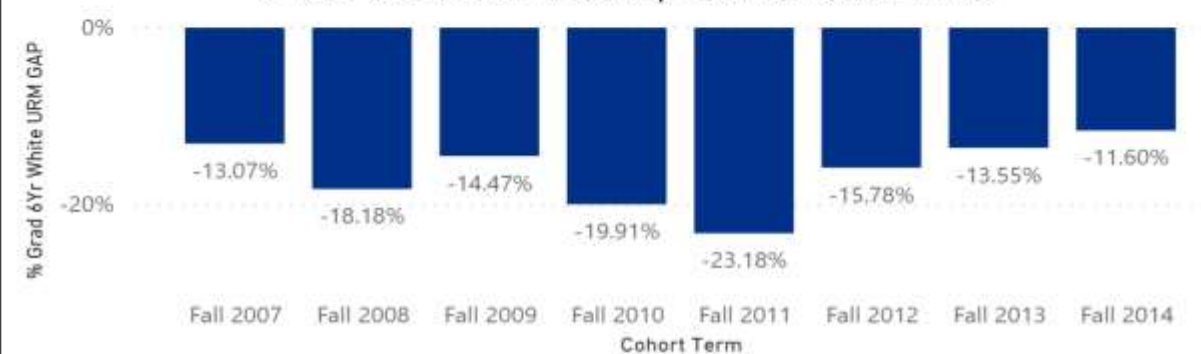
6 Year Graduation Rates by Pell Status

Pell Status	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Pell	37.5%	32.9%	34.6%	32.8%	34.9%	39.7%	45.6%
No Pell	47.8%	49.3%	53.0%	54.2%	54.0%	55.6%	60.2%

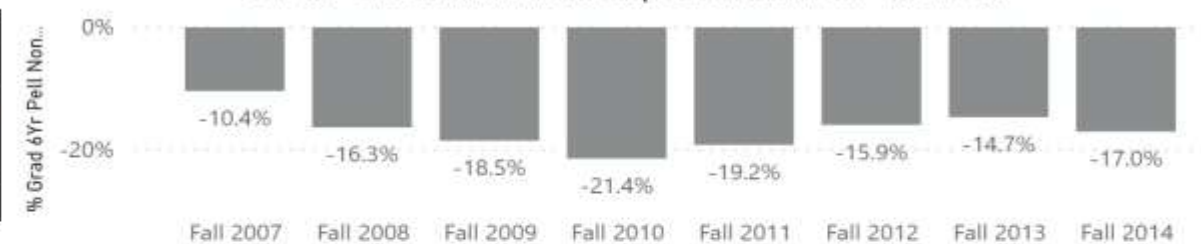
6 Year Graduation Rates by First Generation Status

First Generation Status	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
First Generation	39.9%	36.7%	38.3%	37.6%	37.6%	41.8%	48.4%	48.4%
Not First Generation	46.8%	46.8%	49.0%	45.7%	47.6%	51.8%	56.2%	56.2%

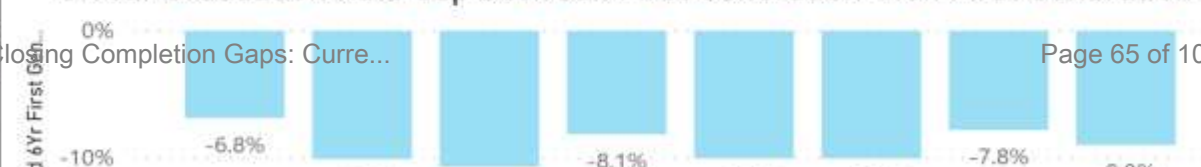
6-Year Graduation Rate Gap Between URM-White



6 Year Graduation Rate Gap Between Pell-NonPell



6 Year Graduation Rate Gap Between First Generation-Non First Generation



Federally Funded SAS Programs - \$226,962 Annually for 5 years

Mission & Goals

The mission of the **Student Success Programs** is to increase retention and graduation of students who are first-generation, low-income, or students who have a documented disability. We work to foster an institutional climate supportive of the success of a diverse group of students who have an academic need by providing educational opportunities, giving attention to individual needs, and emphasizing academic excellence.

Primary Services of SSP

Assist with academic, financial, and personal skills for success in college and in everyday life.

Assist with the application process for financial aid and scholarships.

Expose participants to career exploration as well as different careers and requirements.

Assist in securing admissions and financial aid for enrollment in graduate and professional programs.

Eligibility

Participation in TRiO Classic or TRiO STEM programs require that you first be admitted and/or enrolled at the University of Memphis.

Additionally, you must be a U.S. citizen or a permanent resident and meet at least one of the following criteria:

- **First-Generation Student:** Neither parent has a bachelor's degree
- **Low-Income:** [View federal low income guidelines](#)
- Require special services due to a **Disability**

[Apply online](#) using UofM username and password or download [TRiO Student Success Programs Application](#).

Student Success Programs - Melvyn Harding, PI & Director

102 Brister Hall

Phone - 901.678.2351

Fax - 901.678.0382

December 2020 Board of Trustees Meeting

6. Increasing Graduation Rates/Closing Completion Gaps: Curre...

Page 66 of 101

To request a presentation please submit a [Student Success Programs Presentation Request](#).



TRiO UPWARD BOUND

What is TRiO/TRiO Pipeline

- TRiO programs around the country offer low-income and first-generation college students the personal attention, planning and information to manage their financial constraints, strengthen their academic skills, adjust to the campus environment and set goals that lead to graduation and responsible participation in society.
- TRiO provides information, services and support that help low-income and first-generation college students — those who are the first in their family to go to college — prepare for college and reach for their academic goals.

How we help first-generation students

- TRiO's services can begin as early as seventh grade for prospective college students or help adults who seek to complete graduate studies. TRiO staff utilize four programs — [Educational Talent Search](#), [Upward Bound](#), [Opportunity Scholars](#) and [Ronald E. McNair](#) — to help students enter college and complete their studies with greater success.

Upward Bound Mission & Goal

- University of Memphis Upward Bound provides students with academic guidance, personal development and fundamental support to participants in their preparation for college entrance. The program provides opportunities for participants to succeed in their precollege performance and ultimately in their higher education pursuits.
- Goal: To increase the rate at which participants complete secondary education and enroll in and graduate from institutions of postsecondary education.
- Services: Academic Tutoring • Individual Academic & Guidance Counseling • Saturday Academies • Parent Workshops • College & Cultural Fieldtrips • Leadership Developments

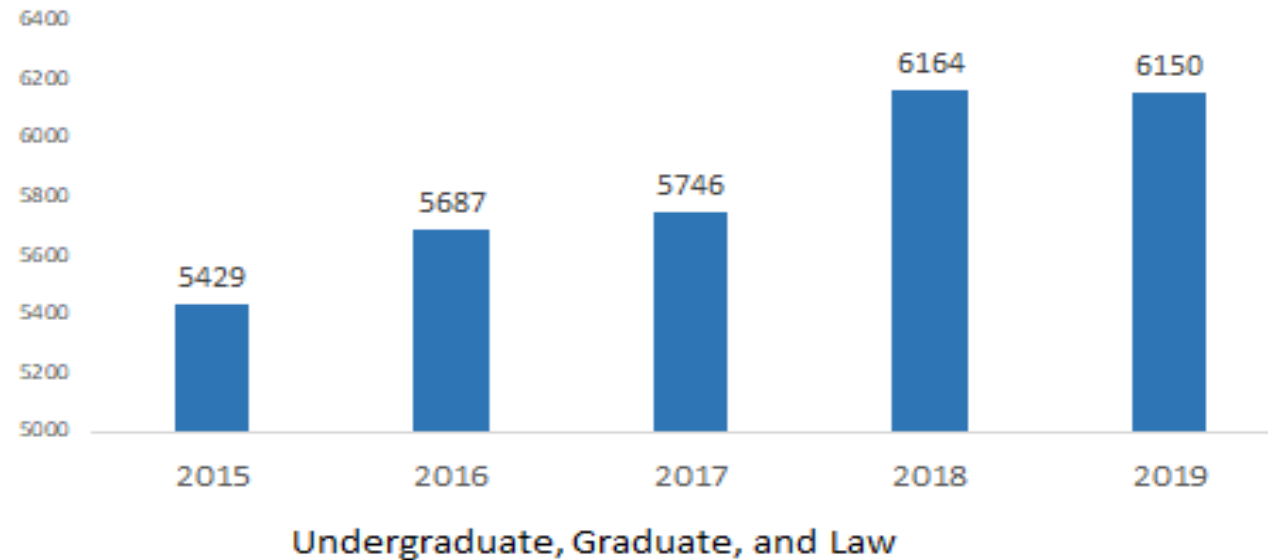
THE FINISH LINE PROGRAM

- 745 students have re-enrolled and graduated
- $\frac{3}{4}$ of Finish Line Completers are adult students from historically underrepresented populations-
Average 2.64 GPA
- Average number of credit hours needed to complete a degree: 11
- Nationally recognized by APLU, NACADA, CCA



STUDENT SUCCESS AND EQUITY GOALS -3+3 Program

Summer Enrollment: Record Increases



Summer Pell was available in 2018, doubling the number of Pell students enrolled (881 in Summer 2017 vs 1,601 in Summer 2018). The portion of summer Pell students rose from 17% to 35% of undergraduates enrolled. The increased enrollment was sustained in Summer 2019.

Successful Program to Close Completion Gaps




Educational Support Programs

MATH 1710: College Algebra

Filter results by date, time, type, and location to schedule a session.

Connect with one of the coaches listed below. You can either schedule a session at a time that is convenient for you and your coach or receive immediate assistance if the tutor is online now.

Md Fayaz Ahamed


 **★★★★★**

About Me: I am a PhD student attending the University of Memphis as a Mathematics major. Earlier, I obtained my masters degree in Techno-mathematics from the Lappeenranta University of Technology, Finland. I have several years tutoring experience at the Math Learning Center (MLC), University of Memphis. After...

University of Memphis Tutor

[Schedule](#) [Message](#) [View Profile](#)

Priyadarshi Dey


 **★★★★★**

About Me: I am a graduate student in the University of Memphis studying Mathematics. My research topic is Functional Analysis, but I like to solve any mathematical problems. I like Calculus very much! I have been teaching here since 3 years as...

University of Memphis Tutor

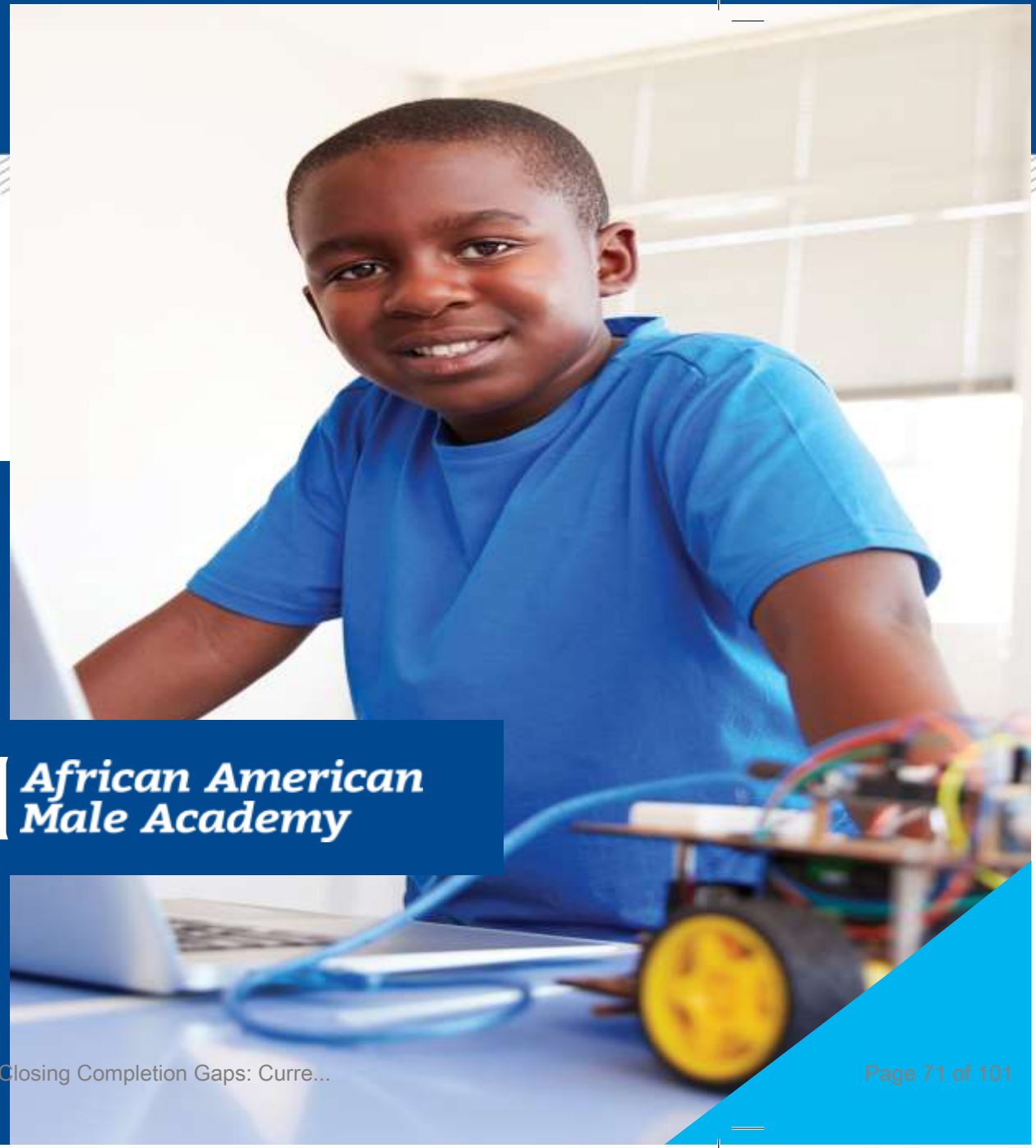
[Schedule](#) [Message](#) [View Profile](#)

Sana Kazemi

 **★★★★★**

About Me:

- 24 / 7 Free Online Tutoring
- How to Access:
 - URL: memphis.upswing.io
 - Link on MyMemphis Student Tab
- No software to download
- Single sign-on with UofM username/password
- Meet virtually with a tutor using webcam, voice, or text chat
- Synchronous and asynchronous tutoring
- Tutors from multiple UofM departments and Upswing coaches



For more information, contact
KB Turner at kbtturner@memphis.edu or visit us online at
memphis.edu.





AFRICAN AMERICAN MALE ACADEMY

The University of Memphis launched the African American Male Academy designed to increase graduation rates following President M. David Ruff's well-received testimony to the House Committee on Education and Labor's Subcommittee on Higher Education and Workforce Investment on "The Cost of Non-Completion."

The African American Male Academy will identify, recruit and induct African American male students into a culture of inclusive excellence. Starting in middle school, 50 African American male eighth graders in good academic standing will be selected via application and set on a pathway toward college completion via an inclusive excellence model of early exposure to academic/career preparation, peer/faculty mentors, textbooks/educational supplies and integration into college life.

The University of Memphis is nationally recognized as one of the top 12 universities in graduating African American students (Diversity Magazine).

BENEFITS OF PARTICIPATION



- Exposure to college environment and African American professors
- Leadership development/career readiness/self-efficacy through mentorship and education
- Overcome traditional barriers to academic achievement (for example, mastery of mathematics) and to develop racial pride/self-awareness
- Improve health, wellness, fitness and financial literacy through education
- Develop career readiness through mentorship
- Develop scholar identity/view of self as intellectual

WHAT MAKES THIS UNIQUE?



- The creation of a hub of inclusive excellence that exposes middle school boys to African American professors and staff to engage them in research
- A cohort of middle school boys to facilitate social interaction with peers and goal orientation to college completion – a departure from other programs that begin at the high school level
- A strengths-based model for positive youth development grounded in an ethic of care and love – a departure from the deficit-based model that tends to dominate the teaching of African American boys



PARTICIPANT REQUIREMENTS

Monthly on-campus Saturday workshops; on-campus one-day residency program; online individualized tutoring by college Honors students. Curriculum includes: college/ACT/career preparation, cultural/community experiences, summer bridge to high school and college.



APPLICATION DEADLINE AND INFORMATION

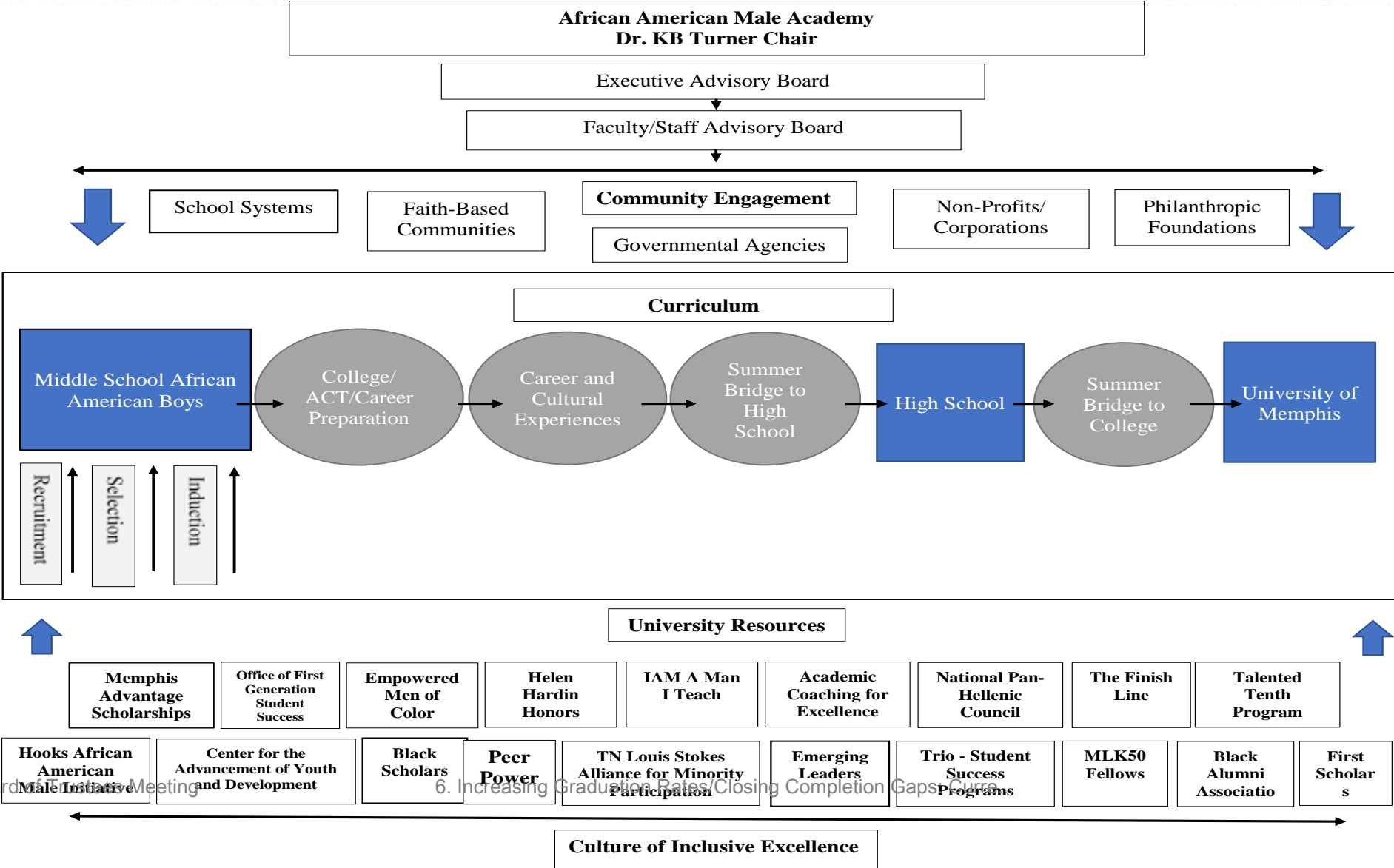
The 2020 application period runs from February-March. Applications can be completed online as well as obtaining hard copies from any Shelby County middle school and the Shelby County School District Office located at 1603 Hollywood Street, Memphis, TN.

African American
Male Academy

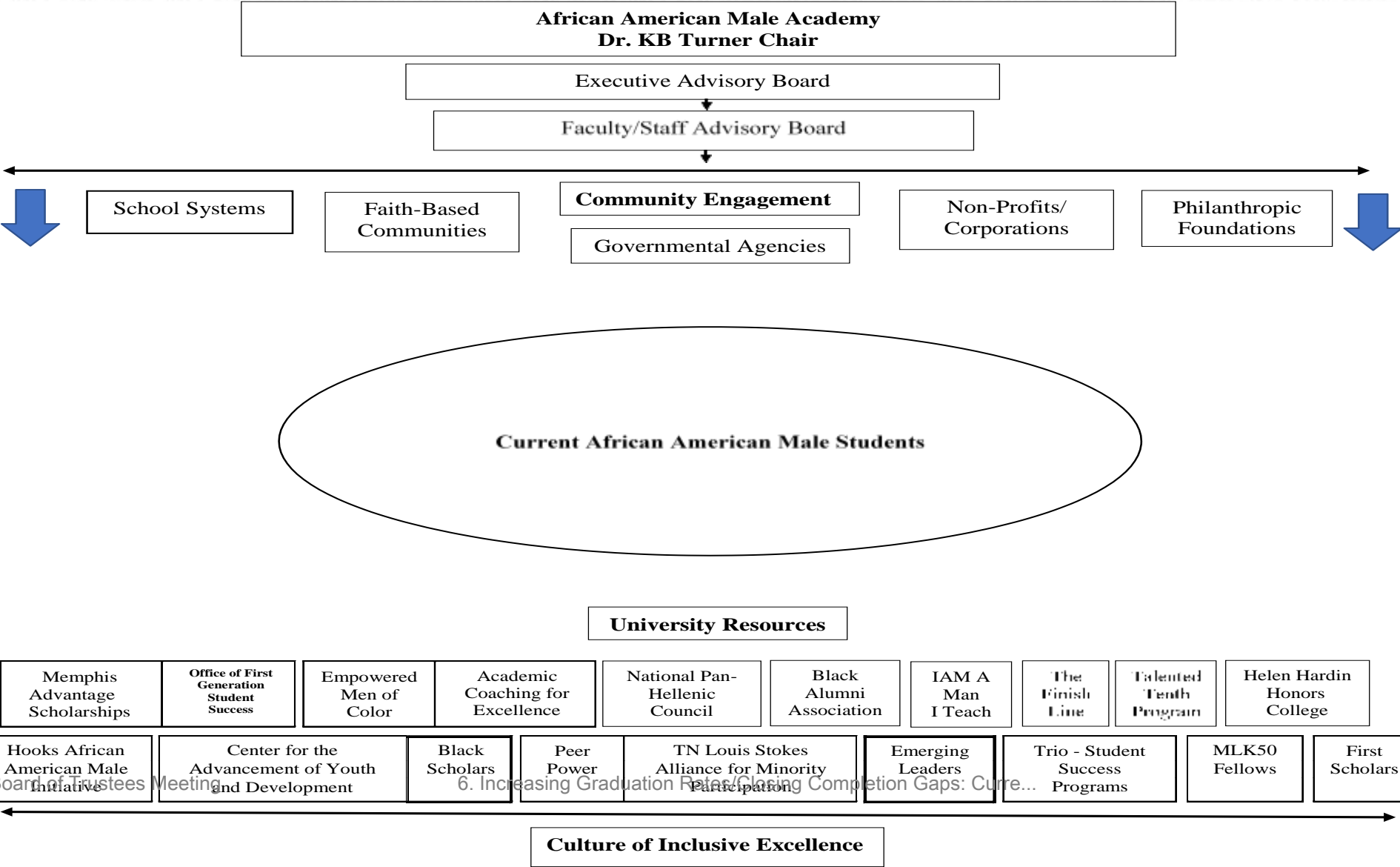
GOAL

- TO INCREASE GRADUATION RATES FOR AFRICAN AMERICAN MALES AT ALL LEVELS

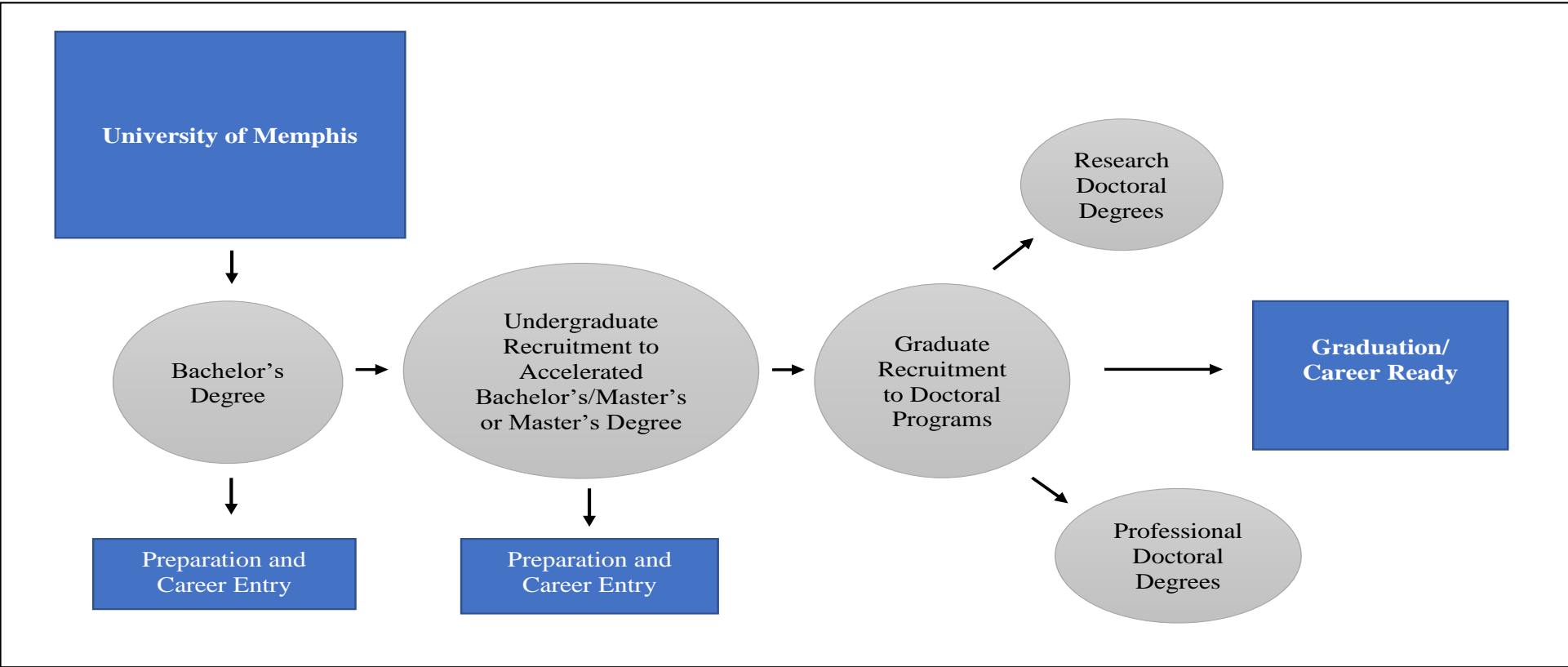
African American Male Academy



African American Male Academy



Pathways to Completion



1st generation
PhD/MFA Fellowships

Graduate
Assistantships

Tennessee Institute
Pre-Law

Additional Support
Services Needed



The Talented Tenth/Top 10% Recruitment

Fall 2016 GPA and Retention for Talented Tenth (Top 10%) and Comparisons

	Talented Tenth	Pell	African American	Pell and African American
Cum GPA (EOT F2016)	3.0	2.4	2.2	2.1
1-Term Retention	97.1% (67/69)	90% (1191/1324)	89.4% (808/904)	89.3% (629/704)
1-Year Retention	81.2% (56/69)	70.5% (934/1324)	71% (642/904)	69% (486/704)
2-Year Retention	75.4% (52/69)	55.9% (740/1324)	55.2% (499/904)	51.8% (365/704)

Fall 2017 GPA and Retention for Talented Tenth (Top 10%) and Comparisons

	Talented Tenth	Pell	African American	Pell and African American
Cum GPA (EOT F2017)	3.4	2.6	2.5	2.4
1-Term Retention	95.8% (69/72)	90.8% (1249/1375)	91.5% (811/886)	91.5% (657/718)
1-Year Retention	87.5% (63/72)	71.9% (988/1375)	72% (638/886)	69.9% (502/718)
2-Year Retention	80.6% (58/72)	58% (797/1375)	57.9% (513/886)	55.3% (397/718)

Fall 2018 GPA and Retention for Talented Tenth (Top 10%) and Comparisons

	Talented Tenth	Pell	African American	Pell and African American
Cum GPA (EOT F2018)	3.5	2.8	2.6	2.5
1-Term Retention	100% (57/57)	82.5% (1169/1418)	91.5% (697/761)	92.1% (524/569)
1-Year Retention	93% (53/57)	74% (877/1185)	70.4% (536/761)	68.5% (390/569)



U.S. News & World Report Rankings

Online Bachelor's (52)
Online Nursing- Graduate (31)
Online Criminal Justice- Graduate (24)
Online MBA (6)
Online Education - Graduate (96)
Best Online Nursing Programs for Veterans (13)
Best Online Bachelor's Programs for Veterans (34)

- University of Memphis Access and Diversity Law Scholarships Racial and Ethnic Breakdown of
- Memphis Access and Diversity Law Scholarship Funding, 2008 – 2019

	B/A-A	White	Asian	Hispanic	American Indian	Other	Total
2008	42	1	1	1	0	0	45
2009	38	5	4	2	1	2	52
2010	23	4	6	5	0	3	41
2011	32	11	6	6	1	3	59
2012	31	9	7	6	1	3	57
2013	31	5	3	4	2	0	45
2014	41	4	3	6	5	0	59
2015	30	3	6	8	2	0	49
2016	33	12	4	11	3	0	63
2017	23	9	2	6	1	0	41
2018	23	18	1	6	0	1	49
2019	19	13	3	3	0	0	38
Total	366	94	46	64	16	12	598

331 McWherter Library Dr. Meghan Pfeiffer, Director

Academic Coaching for Excellence (ACE) is designed to improve students' retention and success by implementing a one-on-one coaching program for students who have been placed on Academic Warning in their freshman and sophomore year.

- Academic Coaches are Graduate Assistants in Counseling and Higher Education fields with expertise in intrusive advising and counseling those reporting academic and psychosocial issues.
- Sessions focus on a) time management, b) organization, c) study strategies, d) problem solving and decision making, e) advising and major exploration, f) career exploration, and g) grit and resiliency.

Since the inception of ACE (F15)

- ✓ Total number of ACE Cohort students (5+ sessions): 1,486
- ✓ Total number of coaching sessions: ~12,000



As compared to the those not attending 5 sessions, ACE Participants (attended 5+ sessions):

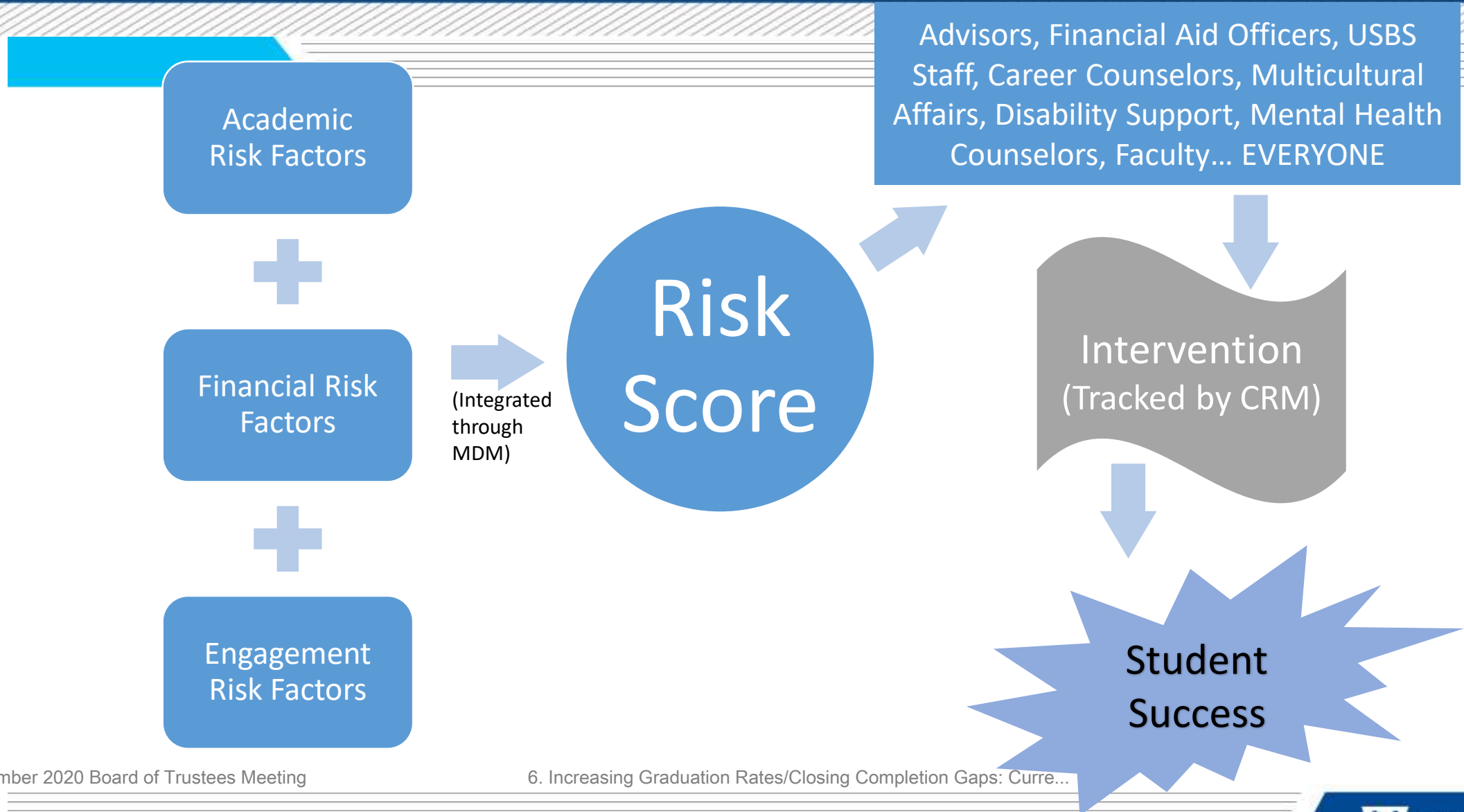
- ✓ Earn higher GPAs
- ✓ Earn more credit hours
- ✓ Return to Good Standing at higher rates
- ✓ Retained at higher rates

The probability of being retained as an ACE participant is 8.6x higher than the non-participants.

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

- Creating a Student Risk Model for a Culture of Student Academic Success

Student Success Is Everyone's Business



- Different populations have different risk factors, which can be identified by the data model.
- Leverage technology for simple communication, and use skilled staff time for personal intervention
- Change in institutional culture to work proactively: **collaboratively sharing university data** across offices **to impact student success**
- All students are in the risk model, not just special populations

Result: targeted, tailored interventions for students based on their particular needs and no one is left out.

Complete 2 Compete: Reboot!



Future Practices (Dean of Students)

1. Tiger Pantry expansion (post COVID) to multiple institution locations.
2. Guide for faculty responding to students in distress.
3. Cross functional training for staff including resident assistants regarding academic planning/resources.
4. Emergency fund and pantry information in syllabus statements.
5. Case management reorganization supporting increase student outreach beyond incident response.



- Eradicating Systemic Racism and Promoting Social Justice

7. Memphis Athletics UMADE Workgroup Progress

Presentation

Presented by Laird Veatch and Marlon
Dechausay

The University of Memphis Board of Trustees

Presentation
For Information

Date: December 2, 2020

Committee: Board of Trustees

Presentation: Memphis Athletics UMADE Workgroup Progress

Presented by: Laird Veatch, Athletics Director
Marlon Dechausay, Associate Athletic Director for Student-Athlete Welfare

Background:

This is an update of the Memphis athletic UMADE workgroup at the University of Memphis.

Memphis Athletics UMADE Workgroup Progress

Board of Trustees

Marlon Dechausay, Associate Athletic
Director for Student-Athlete Welfare

Laird Veatch, Athletic Director

December 2, 2020

Zoom Video Conference



DECEMBER 2020

UMADE – Accomplishments

- **Started with Engagement:**
 - Zoom sessions – athletics staff, minority staff, student-athletes
 - Surveys – staff, minority staff, student-athletes
- **Established UMADE** (University of Memphis Athletics For Diversity and Equality)
 - Multiple meetings, discussions
 - Reviewed surveys, feedback in detail
 - Outlined priority action items
- **Initial Action Items:**
 - Voter education/registration for student-athletes
 - Promotion through unity walks, videos, etc.
 - BLM helmet sticker announcement
- **Representation:**
 - Appointed NCAA Athletic Diversity and Inclusion Designee
 - AAC Racial Equality Action Group representation (Laird and two student-athletes)
 - Marlon Dechausay selected to LEAD1 Diversity and Inclusion Working Group



UMADE – Themes & Priorities

- **Diversity & Inclusion**
 - Hiring practices reviewed & enhanced
 - Annual review of diversity data
 - Creation of minority internship position
- **Training & Education**
 - 1-2 mandatory diversity sessions per year (all staff and student-athletes)
 - Create UMADE resource page on gotigersgo.com
- **Promotion & Visibility**
 - Student-Athlete engagement and education program
 - Establish and manage annual marketing campaign
 - Next year we will honor the first African American Student-Athletes in all sports
- **Communication & Accountability**
 - Establish cross-department community or affinity groups
 - Regular and annual reporting of progress towards initiatives
 - Update and distribute relative policies and procedures

UMADE – Equality Logo



- Developed with input from all student-athletes, staff and multiple constituent groups
- Logo will be worn by all sports as a patch on uniforms and/or game day travel gear
- “Dignity & Respect” derived from Dr. Martin Luther King, Jr’s final speech in Memphis
- 8 Stars represent the Memphis State 8 as the first African American Students to integrate our campus in 1959

Equality Logo Video

- To access the video (located on PowerPoint slide 70), click the link below and select the PowerPoint presentation.

<https://www.memphis.edu/bot/meetings/>

8. Report and Recommendations of the Academic, Research and Student Success

Presentation

Presented by David Kemme

The University of Memphis Board of Trustees

Recommendation

Approval

Date: December 1, 2020

Committee: Academic, Research and Student Success Committee

Recommendation: Naming of School of Accountancy

Presented by: Joanna Curtis, Chief Advancement Officer

Background:

We are seeking approval from the Board to name the School of Accountancy in the Fogelman College of Business & Economics the **Crews School of Accountancy**, in recognition of a \$5 million commitment by the Crews Family Foundation.

Hilliard Crews, the founder of Shelby Group International and President of the Crews Family Foundation, is a distinguished alumnus of the University (BS '71) and a committed supporter. He previously made a gift to establish the Crews Center for Entrepreneurship (2010) and invested in the River City Partnership in the College of Education and the Time to Shine athletics campaign. The Crews Family Foundation's pledge to the Fogelman College of Business will support the mission of College and School of Accountancy.

The School of Accountancy has 18 full-time faculty (including two Chairs of Excellence) and offers undergraduate, master's, and doctoral degrees. The School of Accountancy consistently has the largest undergraduate major enrollment (over 500 students) and an outstanding alumni network in the accounting profession and beyond. The Accounting PhD program was relaunched in Fall 2020 with the strategic emphasis on relevant research in accounting, auditing, and governance. A strategic objective is to grow the PhD program and create a new Center for Emerging Technologies in Accounting to serve as a focal point for accounting and analytics-related research, teaching, and outreach.

Committee Recommendation:

The Academic Research and Student Success Committee recommends naming the School of Accountancy in the Fogelman College of Business the Crews School of Accountancy.

9. Report and Recommendations of the Audit Committee

Presentation

Presented by Susan Springfield

10. Report and Recommendations of the Governance and Finance Committee

Presentation

Presented by David North

The University of Memphis Board of Trustees

Recommendation

Approval

Date: December 1, 2020

Committee: Governance and Finance Committee

Presentation: Professional Development Policy

Presented by: Melanie Murry, University Counsel and Board Secretary

Background:

In accordance with statute T.C.A. § 49-8-201(f)(8)(C) the Board is responsible for adopting a policy that facilitates ongoing professional development for its members. The Board has delegated this responsibility to Governance and Finance Committee as provided for in its charter and this policy is created to comply with the statutory requirement.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the Professional Development Policy.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 1, 2020

Committee: Governance and Finance Committee

Recommendation: FY2021 Revised Operating Budget

Presented by: Raaj Kurapati, EVP/Chief Financial Officer

Background:

The University of Memphis revises the Proposed (Initial) Operating Budget each fall to update revenue and expenditure projections. The FY2021 Revised Operating Budget takes into consideration fall enrollments, the effect of any prior year's activities carried forward into the current year, and adjustments in state appropriations occurring since the FY2021 Proposed Operating Budget was prepared and approved in June 2020.

The FY2021 Educational and General (E&G), Auxiliary Enterprises and Restricted revised budgets are within available resources. The Revised Operating Budget complies with all applicable policies and guidelines.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the FY2021 Revised Operating Budget.

11. Additional Business

Presented by David North

12. Adjournment

Presented by David North