
























June 2021 Board of Trustees Meeting

Schedule	Wednesday, June 2, 2021 1:30 PM — 2:30 PM CDT
Venue	Senate Chamber (UC 261) and Zoom Video Conference
Organizer	Sparkle Burns

Agenda

1. Call to Order and Opening Remarks Presented by Doug Edwards	1
2. Roll Call and Declaration of Quorum Presented by Melanie Murry	2
3. Approval of Meeting Minutes from March 10, 2021 and Special Call March 10, 2021 For Approval - Presented by Doug Edwards	3
 Board of Trustees Minutes March 10 2021-Final.docx	4
 Special Call Minutes March 10 2021- Final.docx	13
4. President's Update Presentation - Presented by M. David Rudd	15
5. Appointment of Student Trustee For Approval - Presented by M. David Rudd	16
 Agenda Item-Student Trustee.docx	17
 Celeste Riley Resume.pdf	18
6. Presidential Search Qualifications, Process and Timeline Review For Approval - Presented by Carol Roberts	19
 Agenda Item -Presidential Search Update.docx	20
 2021-PRES-807 Presidential Search Profile Booklet-V10.pdf	21
 UniversityofMemphis.President.Timeline.pdf	34
 2021-PRES-887 President Search BOT Slides Final.pptx	37

7. University of Memphis Partnership with JED Foundation	48
Presentation - Presented by Justin Lawhead	
 Agenda Item - JED.docx	49
 JED.pptx	50
<hr/>	
8. Update on Research Efforts: Patents-to-Products Scientrepreneur Program	58
Presentation - Presented by Jasbir Dhaliwal	
 Agenda Item-Patents-to-Products Scientrepreneur Program.docx	59
 Patents-to-Products Scientrepreneur Program.pptx	60
<hr/>	
9. Kemmons Wilson School During COVID-19: Current Status and Performance	78
Presentation - Presented by Radesh Palakurthi	
 Agenda Item - KWS During COVID-19.docx	79
 KWS During COVID-19.pptx	80
<hr/>	
10. Reports and Recommendations of the Academic, Research and Student Success Committee	93
Presented by David Kemme	
 Agenda Item 1 Tenure Upon Appointment-Davia Cox Downey.docx	94
 Agenda Item 2 Tenure and Promotion Recommendation.docx	95
 Agenda Item - Student Code.docx	96
<hr/>	
11. Reports and Recommendations of the Governance and Finance Committee	97
Presented by David North	
 Agenda Item -Public Records Rule.docx	98
 Agenda Item - Final and Proposed Operating Budget.docx	99
 Agenda Item - FY22 Tuition Recommendation.docx	100
 Agenda Item - Executive Compensation Update.docx	101
 Agenda Item Presidential Evaluation 2021.docx	102
<hr/>	
12. Reports and Recommendations of the Audit Committee	103
Presented by Susan Springfield	
 1 Agenda Item - Proposed FY2022 Audit Plan.docx	104

13. Additional Business	105
Presented by Doug Edwards	

14. Adjournment	106
Presented by Doug Edwards	

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 from March 10, 2021 and Special Call March 10, 2021

For Approval

Presented by Doug Edwards

**UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES
BOARD OF TRUSTEES MEETING MINUTES
MARCH 10, 2021
Memphis, TN**

The University of Memphis Board of Trustees convened at 9 a.m. CST, on Wednesday, March 10, 2021 via Zoom video conferencing.

I. CALL TO ORDER AND OPENING REMARKS

Chairman North welcomed those viewing the Board of Trustees meeting.

II. ROLL CALL AND DECLARATION OF QUORUM

Chairman North recognized Board Secretary, Melanie Murry.

Secretary Murry called the roll. Secretary Murry asked the Trustees to verify if they were present, alone and if they could hear her. The following Trustees were present and verified they were alone and could hear her:

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

Secretary Murry announced the presence of a quorum.

III. APPROVAL OF DECEMBER 2, 2020 MINUTES

Chairman North called for a motion for the December 2, 2020 meeting minutes. The motion was made by Trustee Johnson and properly seconded.

Chairman North asked if there was any discussion or corrections to the meeting minutes, none was provided.

A roll call vote was taken and unanimously approved.

IV. PRESIDENT'S UPDATE

Chairman North recognized Dr. Rudd to present the President's Update.

Dr. Rudd presented and pointed out the Saturation Map's expansion of applications at the University from 2013-2021. Dr. Rudd felt this gave the best representation of change and the shift nationally, as it relates to an expanded footprint.

Dr. Rudd referenced Mr. Kurapati's presentation regarding the financial implications of the pandemic and how the University has managed. The impact of the pandemic has been significantly uneven. At the University of Memphis, 52% of the students are Pell eligible, which means they have significant financial challenges.

Dr. Rudd expressed his appreciation to the faculty and staff for their work and flexibility with the students over the past year. Dr. Rudd noted that Jeffrey Marchetta, the President of the Faculty Senate previously shared a national study on workload during the pandemic. The report showed the increase in workload that faculty have encountered during the pandemic.

Dr. Rudd expressed his appreciation to the areas of financial services and enrollment management, advising, health counseling, and the telehealth staff for their work over the course of this past year. In addition, he also expressed his appreciation to Dr. Weddle-West's and Dr. Nenon's groups for their work, along with Dean of Students, Justin Lawhead with coordinating projects related to health, issues around emergency funding needs, and food needs with Tiger Pantry.

Dr. Rudd referenced the \$17 million dollars that Mr. Kurapati presented related to the direct support that the University distributed to students. There was a very significant number of students at risk in enrollment. Approximately, 1,300 students were at risk of being unable to continue their education at the University. Because of the hard work of so many people at the University, the students were able to stay enrolled.

The modified tuition structure in the Tri-State region was discussed. The biggest challenge that the University had externally and out-of-state was the issue of affordability. The University has seen an increase in growth from out-of-state students, while in-state- has seen about a 2½ % contraction rate.

Dr. Rudd expressed his appreciation to Ms. Joanna Curtis and her staff for what they have done in development and fundraising for the University. Currently, the University is two-thirds of the way into funding raising and have raised a little over \$24 million. The University is having a good year in contrast to the pandemic year. Mike Bronze donated \$1 million as a part of a challenge gift. As a result, the University has eighteen (18) new endowed scholarships.

Dr. Rudd discussed the University's Carnegie R1 status and expressed his appreciation to Dr. Jasbir Dhaliwal and Dr. Nenon for their leadership related to the University's R1 effort. The University continues to make progress related to research expansion and the University is well positioned for the new categorization for the Carnegie group in terms of R1 status.,

Lastly, Dr. Rudd shared a comment about the master plan update. The master plan does not reflect maintenance funds. The University received an increase in maintenance funds. Dr. Rudd expressed his appreciation to the state legislature for those funds. The University of Memphis has the oldest average age, in terms of inventory of its facilities in the State of Tennessee among

public universities. The University has \$385 million in deferred maintenance which is a challenge. The increase in maintenance fund is critical and essential to the University's future. Currently, this year in the budget the University is scheduled to receive \$17 million dollars in maintenance funds for the upcoming fiscal year and this will be the highest allocation in the University's history.

Dr. Rudd concluded his presentation.

Chairman North asked if the Trustees had any questions or comments on his remarks, none were provided.

Chairman North echoed Dr. Rudd's comments related to the thanks and support of those individuals that have achieved the efforts discussed in his remarks.

V. STUDENT PERCEPTION OF COVID-19 IMPACT

Chairman North recognized Trustee Fong and Student Government Association President, Desiree' Dyson to present how COVID-19 impacted our students.

Ms. Dyson's involvement in the Student Government Association (SGA) started in her freshmen year as a co-chairman of the freshman senate. She has held various positions in the SGA throughout her attendance at the University.

Ms. Dyson stated the SGA's long-standing motto is "To Serve as the Voice of the Students." The SGA makes every attempt to meet students where they are by providing outlets for students to voice their concerns and ask questions through multiple methods. Some of the methods discussed were student led focus groups, two on one opportunities for students to schedule private meetings schedules with the SGA President and Vice President and peaceful protest or protest through donation drives.

In her presentation, Ms. Dyson touched on some of the challenges students have faced due to the impact of COVID19 and some solutions as it related to:

- Academics
- Adaption
- Mental Health
- Financial Hardship

The Counseling Center has held sessions of a total of 14,949 hours for 2,982 students discussing topics on trauma, stress management, mental health concerns and awareness, LGBTQ, multiculturalism, anxiety, and alcohol and drugs.

Ms. Dyson shared that through these challenging times, the SGA has learned the resiliency of the student body and flexibility of the faculty and staff and even though it is not over, the University has shown its ability to adapt and overcome hardship while moving forward.

Ms. Dyson concluded her presentation.

Chairman North asked if Trustee Fong had anything she wanted to add before the other Trustees. Trustee Fong thanked the University and all the faculty that have worked to support their students. As a student, she has personally experienced hardships and benefited from the resources the University provided to the students. She applauded the work Ms. Dyson has done as SGA president and expressed the pleasure she had working with Ms. Dyson and Dr. Rudd.

Dr. Rudd commented on how President's Council was tasked to completing lessons learned with the experience of COVID-19 pandemic and some of the changes that the University has implemented across every division of the University. A lessons learned document(s) will be completed in a couple of months and brought to the Trustees and shared with the campus about what the University knows now and how to serve its students regardless of the context and beyond the pandemic.

Trustees offered comments and appreciation regarding Ms. Dyson's presentation and the leadership Ms. Dyson and Trustee Fong have provided to the University.

Chairman North recognized Trustee Fong to present the Student Trustee update.

Trustee Fong is a 2nd year law student at University of Memphis Cecil C. Humphreys School of Law (Law School) and the Director of (Virtual) Events for the Student Bar Association for 2021 and plans on running for President of the Student Bar Association next year.

Trustee Fong discussed the Student Bar Association accomplished goals of addressing the COVID-19 challenges in the areas of community services, student support initiatives which included diversity, physical and mental health.

Ultimately, the Student Bar Association wants to ensure law students can access main campus wellness services just like the main campus students. The Student Bar Association will be collaborating with the Counseling Center to have workshops and presentations throughout the rest of the year and in the Fall.

As the student trustee, Trustee Fong discussed initiatives she has been working on with a focus on wellness programs in expanding access to wellness programming for all students, to permanently implementing the use of telehealth counseling and addressing the concerns of the limited number of counseling sessions and staffing issues in the counseling center. Another initiative of Trustee Fong is implementation of programs for transfer students.

Trustee Fong provided guidance on how she could help the next Student Trustee once her tenure has ended.

Trustee Fong concluded her presentation.

Chairman North addressed to Dr. Rudd if both presentations could be assigned to the appropriate positions within the President's Council and provide an update to the Board of

Trustees at the next meeting on what has been able to be completed from the topics and recommendations that were made.

Dr. Rudd agreed to Chairman North suggestions. Dr. Rudd expressed the excellent job Trustee Fong and Ms. Dyson did in their presentations. Dr. Nenon commented that the counseling center staffing issues have been addressed.

Chairman North asked if there were any other comments or questions, none were provided.

VI. ERADICATING SYSTEMIC RACISM AND PROMOTING SOCIAL JUSTICE INITIATIVE UPDATE

Chairman North recognized Vice President of Student Academic Success, Dr. Karen Weddle-West to present the eradicating system racism and promoting social justice initiative update.

Dr. Weddle- West provided an update from each work group committee's final reports of their prospective targets. Some of the goals and strategies discuss:

- Closing Gaps in Retention and Completion of Students from Historically Underrepresented, First-Generation and Low-Income Populations.
- Recruiting, Hiring and Retaining Tenured and Tenure-Track African American Faculty and other Faculty of Color.
- Infrastructure, Support and Assessment of Initiative.
- Curriculum-Infusing Diversity, Equity Inclusion and Social Justice Intro Existing Courses/Curriculum.
- Contracting with Minority Businesses.
- Health Disparities and Academic Achievement.

The key to the success of the initiative is a robust assessment plan. Bridgette Decent and Dan Strahl, with their work groups, have developed the strength assessment strategy. Each workgroup has a 3-phase rubric to standardize assessment activities across teams with disparate goals and planned scheduled measurements of the status of the progress towards these goals using smart goals.

The ability to chart all workgroup's goals will be the pool that will be used for the dashboard created by Bridgette Decent and her team to accompany the robust initiative. Everyone will be able to see not only the final report, but the dashboard workgroups progress related to the report.

The next steps are for each workgroup's co-leaders to present their reports to Dr. Rudd, Ms. Linda Hall, Ms. Daphene McFerren and Dr. Karen Weddle-West and other co-leads within the coming week.

Dr. Weddle-West concluded her presentation.

Chairman North offered comments about how that the Trustees were not simply in favor of joining a legion of people who acknowledged a problem. But, instead, be a part of the solution as an organization that systemically improved things moving forward. With the discipline that Dr. Weddle-West and the co-leads have instilled, the University is on its way.

Chairman North asked if the Board had any questions or comments, none were provided.

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

Chairman North recognized Trustee Kemme. Trustee Kemme presented items that were presented in the Academic, Research and Student Success Committee on March 5, 2021.

There were three (3) informational and discussion items and two (2) items that were brought to the Board for action.

The three (3) informational items included:

- Dr. Rudd presented the SACSCOC 5th Interim Accreditation Report for discussion.
- Chief Advancement Officer, Joanna Curtis presented the Naming of the Legal Clinic in honor of James Gilliland.
- Executive Vice President for Research and Innovation, Dr. Jasbir Dhaliwal presented the Patents-to-Products Scientrepreneur Program and then there were three (3) presentations on inventions that had been patented are being brought to market.

There were two (2) action items, which the committee asked the Board's approval. The following items were presented by Trustee Kemme:

- The new Institutional Mission Statement.
- Tenure Upon Appointment for Dr. Velma Zahirovic-Herbert to be the new professor of sustainable real-estate for the Fogelman College of Business and Economics.

Trustee Kemme offered one motion approving the two (2) action items, 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 commented the Patents-to-Products Scientrepreneur Program presentations were exceptional and if those who wanted to know why the University should be moving toward R1 Status and sustaining that, people can see how the University can impact not only our local community but society through the work that is done in and with the University of Memphis.

VIII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman North recognized Trustee Springfield. Trustee Springfield presented the items that were presented in the Audit Committee on March 9, 2021.

Trustee Springfield reported there no items for approval. Presentations from the following were presented to the Audit committee.

- Chief Audit Executive, Vicki Deaton presented summaries of the Audit Reports issue and internal audit investigations, external audit from NCAA agreed upon procedures from FY 2020 and Internal audit client satisfaction 2020 survey.
- Chief Financial Officer, Raaj Kurapati presented the 2020 FY Annual Financial Report and Internal Control Audit along with an update of the Business Continuity Planning.
- Director for Institutional Equity and Chief Compliance Officer, Tiffany Baker-Cox presented an update of the Compliance Program report.
- Chief Information Officer, Dr. Robert Jackson presented an information security update.

IX. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman North presented the items that were presented in the Governance and Finance Committee meeting on March 9, 2021.

The following were informational items:

- Chief Financial Officer, Raaj Kurapati presented the Fiscal year 2021 Financial Updates.
- Athletic Director, Laird Veatch presented Athletic Updates.

There were three (3) action items that required the Board's approval:

- Chief Advancement Officer, Joanna Curtis presented the Campaign Planning Task Force recommendations to adopt the \$600 million dollar fundraising campaign program.
- Chief Financial Officer, Raaj Kurapati and Chief Planning Officer, Tony Poteet presented the Master Plan changes.
- Chief Financial Officer, Raaj Kurapati presented the Presidential Review and Evaluation, to adopt the Presidential Evaluation policy changes.

Chairman North made one motion to the approve the items recommended for approval, the motion was properly seconded.

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

A roll call vote was taken and unanimously approved.

X. ELECTION OF BOARD CHAIR AND VICE-CHAIR

Chairman North expressed his appreciation for the opportunity to serve as the Chairman for the Board of Trustees for the last two years. He offered thanks and appreciation to Trustee Martin for paving the way for the University becoming independently governed, Governor Haslam for

his vision and support of the FOCUS Act, and Governor Lee for re-appointing him to the Board. Chairman North recognized Trustee Graf for his great works as his predecessor, which made his transition smooth. He acknowledged the President's Council's commitment to the University and Board Secretary Melanie Murry for her Counsel and dedicated commitment to the Board and University. Chairman North also acknowledged his appreciation in serving with President Rudd and President Rudd's dedication and commitment to the University and Board.

Chairman North nominated for the Board's consideration the third independent Chair of the University and for the first time an alum of the University of Memphis, Trustee Douglass Edwards as the next Chair for the University.

Chairman North made the motion to approve Trustee Edwards as the new Chair of the Board, and the motion was properly seconded.

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

A roll call vote was taken and unanimously approved.

Chairman North nominated Trustee Carol Roberts and Trustee Cato Johnson to continue as Vice-Chairs of the Board.

Chairman North made the motion to approve Trustee Roberts and Trustee Johnson as Vice-chairs of the board, and the motion was properly seconded.

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

A roll call vote was taken and unanimously approved.

Trustee Edwards expressed his appreciation to Chairman North for his excellent leadership and he will do his best to continue the tradition of efficiency that Chairman North and Trustee Graf brought to the Board. He is humbled to have the opportunity to lead this University and feels a special obligation to make sure this Board continues to bring good governance to the University of Memphis.

Dr. Rudd expressed on behalf of the University his appreciation to Chairman North for his service as Board Chairman and the impact he made on the University, students, faculty, and staff and the broader University community. Chairman North's service as Chairman of the Board will be recognized at the Commencement ceremony in May 2021.

Trustee Martin also expressed his appreciation to Chairman North for his leadership as Board Chairman.

XI. ADDITIONAL BUSINESS

No additional business.

XII. ADJOURNMENT

Chairman North adjourned the meeting to executive session.

**UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES
SPECIAL CALL MEETING MINUTES
MARCH 10, 2021**

The Special Call meeting for the Board of Trustees convened at 12 p.m. CST, on Wednesday, March 10, 2021 via Zoom video conferencing.

I. CALL TO ORDER

Chairman Edwards called the meeting to order.

Chairman Edwards welcomed those viewing to the Special Meeting of the Board of Trustees. This was Chairman Edwards first meeting as the new chair of the Board of Trustees. Dr. Rudd announced on March 10, 2021, he will transition from President of the University to the role of a faculty member and researcher. The Board will conduct a search process to select the best individual to build on the progress the University has made during Dr. Rudd's tenure as President.

Chairman Edwards acknowledges that the job will be challenging due to the current COVID-19 restrictions and will sometimes feel awkward given the need to conduct a transparent process that allows all the University's constituent groups to have input during the selection.

Chairman Edwards will ask one of the Trustees to serve as the Chair of the Search Committee. In the coming weeks, the Trustees will populate a small Search Committee and organize a larger Advisory Committee to collaborate with the Search Committee to help identify the leadership qualities that will be articulated in the position posted.

The Trustees will seek assistance from a National Search Firm to facilitate this process. Chairman Edwards asked that he be given the authority later in the meeting to hire a Search Firm on behalf of the Board. The search will focus on finding a leader that understands and promotes the University's values, and helps the University fulfil its mission to provide the highest quality education by focusing on research and service that benefits the local and global communities.

II. ROLL CALL AND DECLARATION OF QUORUM

Chairman Edwards recognized Board Secretary, Melanie Murry.

Secretary Melanie Murry called the roll. Secretary Murry asked the Trustees to verify if they were alone and if they could hear her. The following Trustees were in attendance and verified they were alone and could hear her:

- Chairman Edwards
- Trustee Graf
- Trustee Johnson
- Trustee Kemme
- Trustee Martin
- Trustee North
- Trustee Roberts
- Trustee Springfield
- Trustee Fong

Secretary Murry announced the presence of a quorum.

III. PRESIDENTIAL SEARCH COMMITTEE

Chairman Edwards called for a motion for the Board of Trustees to authorize the Chairman of the Board to facilitate a presidential search process that will include among other things selecting a search committee chair, search committee members, any advisory committees, and the selection of the executive search firm.

The motion was made by Trustee Johnson, and properly seconded.

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

Roll call vote was taken and unanimously approved.

Chairman Edwards asked Vice-Chair Roberts to serve as the Chairman of the Search Committee. This item required no action. Trustee Roberts accepted the role as Chairman of the Search Committee and offered comments.

IV. ADDITIONAL BUSINESS

No additional business

V. ADJOURNMENT

Chairman Edwards adjourned the meeting.

4. President's Update

Presentation

Presented by M. David Rudd

5. Appointment of Student Trustee

For Approval

Presented by M. David Rudd

The University of Memphis Board of Trustees
Recommendation
For Approval

Date: June 2, 2021

Presentation: Appointment of the Student Trustee

Presented by: M. David Rudd, President

Background:

The University of Memphis Board of Trustees Bylaws specify there be one nonvoting member of the Board who shall be a student representative to be appointed by the Board. I am recommending Celeste Riley as our selection for Student Trustee during the 2021-22 academic year.

Recommendation:

The President recommends approval of Celeste Riley as Student Trustee. Her one-year term will be effective immediately and continue through May 31, 2022.

CELESTE RILEY

901-674-1568 RILEYCELESTE8@GMAIL.COM

OBJECTIVE EXPERIENCE

Administrative Leadership Education Driven Major

Instructional Assistant, 2016 – Present

Aspire East Academy, Memphis, T.N.

- Experienced Spanish Teacher Spanish K-5 with a demonstrated history of working in education.
- Developed and directed Annual Hispanic Heritage, Winter, and Black History month programs 2016-2019.
- Interpret for families, students, I.E.P. and general meetings.
- Attend weekly professional development.
- Annual Training in Safe Schools with Certification.

New Student Orientation Leader, Summer 2018-19

Southwest Tennessee Community College, Memphis, T.N.

- Organized call lists, called and motivated potential students, conducted campus tours, setup and ran orientation, kept confidentiality of records.

Editor-in-Chief, August 2018-19

Southwest Tennessee Community College

- Editor-in-Chief of the Southwest Source a student newspaper
- Conducted bi-monthly agenda meetings, took minutes, created expectations for each bi-monthly meetings and newspaper, set up interviews with students, staff and faculty, email weekly communication.

President, Alpha Sigma Lambda, August 2016-19

- Adult Honor Society, Southwest Tennessee Community College
- Conducted monthly meetings. Facilitated Annual Formal Induction Ceremony. Communicated minutes and service opportunities to members by email. Collected items for Dorothy Day House Shelter. Lead groups to serve Meals on Wheels with M.I.F.A. 2017-18.

Student Ambassador, 2019

Southwest Tennessee Community College

- Public speaking, lead campus tours, teamwork with departments including financial aid and recruitment office.

Sales Representative, August 2013-14

Target

- Presentation team, reading planograms, implementing them in a timely manner. Independently fulfill work orders, assisted customers and ran registers.

EDUCATION

Bachelor of Education, May 2022

The University of Memphis, Memphis, TN

Major: English as a Second Language Major: Spanish

Associate of Science in Teaching, May 2019

Southwest Tennessee Community College, Memphis, TN

Major: Teaching GPA 4.0 Summa Cum Laude

Associate of Arts, May 2017

Major: Spanish GPA 4.0 Honors Diploma

Southwest Tennessee Community College, Memphis, TN

HONORS

Student Commissioner for Tennessee Higher Education Commission, 2019-2020

Student Outstanding Achievement Award Finalist, Tennessee Board of Regents 2019

Student Leadership Award, Southwest Tennessee Community College 2018-19

COMPUTER SKILLS

Operating Environment: Windows 2014-Present

Business Tools: Office Suite, Excel

LANGUAGES

Fluent in Spanish, Translator in Guatemala at Agua Viva, 2014-19

PHILANTHROPY: Florida Immigration (FLIC) March 2021, Shelby Farms clean-up L.T.A. April 2021

Health and Involvement Ambassador, University of Memphis, 2019-21

Senior non-traditional Representative, Honors Organization

6. Presidential Search Qualifications, Process and Timeline Review

For Approval

Presented by Carol Roberts

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Presentation: Presidential Search Update

Presented by: Vice-Chair Carol Roberts, Chair of the Presidential Search Committee
Laurie Wilder, President of Parker Executive Search
Porsha Wilder, Vice President of Parker Executive Search

Background:

President Rudd announced on March 10, 2021 that he will be stepping down as the President of the University of Memphis in May of 2022.

The Board of Trustees held a Special Called meeting on March 10, 2021 and the Board authorized Chairman Edwards to facilitate the presidential search process where he selected Vice-Chair Roberts to serve as the chair of the search committee.

The University created a website for the presidential search to keep the campus community updated and Parker Executive Search was selected as the executive search firm to assist the University in its efforts. The search committee was formed with members from the Board of Trustees, University Administration, Student Leadership, and Business/Community Leaders.

Pursuant to T.C.A. §49-7-154, the Board shall hold a public meeting to establish the search process, timeline, and statement of qualifications prior to initiating a search.

Board Recommendation:

The Board recommends the approval of the process, timeline and job description for the next President of the University of Memphis as contained in the meeting materials.

U N I V E R S I T Y O F M E M P H I S



PRESIDENT POSITION PROFILE

No.

13

With only 12 presidents in our long history, the University of Memphis is now looking for number 13.



Welcome to the search for our next inspirational leader

From record-breaking fundraising and enrollment to all-time-high retention and graduation rates to rising national rankings and research excellence — progress at the UofM is impressive. We seek a president who can build on our current momentum, leading us into the next phase of growth and success.





The UofM Presidency is an exciting leadership opportunity. Our soulful city is packed with Fortune 500 companies, with a direct line between the University, the community, the world and back again.

U of M OVERVIEW

Located in the heart of culture-rich Memphis, the University of Memphis is experiencing enormous growth and development — a huge transformation since our founding in 1912. What was once an 80-acre campus serving 300 students has evolved into a top tier public research university on 1,607 acres with 239 buildings and a strong regional reach, including our UofM Lambuth campus in Jackson, Tennessee.

The UofM is ranked among the world's top universities in the 2021 *Times Higher Education* World University Rankings, only one of three to make the list from the State of Tennessee. Never have more UofM academic programs been ranked nationally. During the pandemic, fall 2020 enrollment was 22,205, a 2.4% increase year-over-year from 21,685 the previous fall — the highest number of enrollments for the UofM since 2011. We're currently the second-largest university in Tennessee and proud to have the largest

enrollment percentage increase from fall 2019 to fall 2020 among locally governed institutions in the state.

As a tier 2 research-intensive institution, we have accelerated our efforts to achieve Carnegie R1 status and feel confident that reaching our goal is imminent. UofM students represent 82 different countries across the globe and 50% of undergrads are students of color, making the UofM a highly diverse campus that embraces different cultures and backgrounds. Community engagement drives the UofM to promote innovation in the Memphis region with a multi-faceted approach to economic development that encourages novel engagements with faculty, students and community. With an operating budget of \$600 million and an independent Board of Trustees, the UofM has the freedom, flexibility and outside expertise to move forward in unparalleled fashion. The UofM has 1031 full-time faculty and 564 adjunct faculty, more than 4,400 employees total including graduate assistants.

WE'RE LOOKING FOR A DYNAMIC DIPLOMAT WHO IS DRIVEN TO MAKE AN IMPACT ACROSS THE UNIVERSITY'S MANY STAKEHOLDER GROUPS AND IS UNCOMMONLY SKILLED AT MANAGING AND NAVIGATING A COMPLEX CULTURAL LANDSCAPE.





Our Vision

The University of Memphis is an internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment.

Our Mission

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

Our Values

We are driving the UofM from the outstanding institution it is today to one of even higher prominence by focusing on the following core values:

ACCOUNTABILITY

Integrity, transparency, excellence and the highest standards govern everything we do.

COLLABORATION

We seek partnerships both within and beyond the University to enhance our actions and our outcomes.

DIVERSITY AND INCLUSION

Everyone is respected, included and given the opportunity to excel.

INNOVATION

We consistently seek a better way, and we embrace challenges.

SERVICE

Our purpose is to benefit our students and society through knowledge and effort.

STUDENT SUCCESS

We provide every student with the opportunity to excel.

ACADEMICS

UofM's main campus offers more than 220 degrees and options, including online degrees through nationally ranked UofM Global. The campus is located in a beautiful, tree-lined residential neighborhood and includes:



The Cecil C. Humphreys School of Law is located in a historic downtown building, just a short drive from our main campus.

The UofM Lambuth is the most comprehensive four-year public university in Jackson, Tennessee, with a residential campus on 57 acres.

UofM Millington is a satellite center in North Shelby County, dedicated to increasing accessibility to course offerings and programs.

College of Arts & Sciences
College of Communication and Fine Arts
College of Education
College of Health Sciences
College of Professional & Liberal Studies
Fogelman College of Business & Economics

Herff College of Engineering
Helen Hardin Honors College
Kemmons Wilson School of Hospitality & Resort Management
Loewenberg College of Nursing
School of Communication Sciences and Disorders
School of Public Health



OUR STUDENTS



tudents are drawn to the UofM because this is an environment where they can be better learners through hands-on experiences that inspire boundary-pushing work and transformational growth. The drive to create and explore comes easily because a UofM education puts students in the real world to learn, with access to over 100 Fortune 500 companies for internships. Students and faculty regularly use the city as a way to see the subjects they study firsthand. The



UofM has experienced a 26% nonresident enrollment increase for fall 2020, bringing more out-of-state students to our campus than ever before.

With 50% of our undergrads identifying as people of color, our campus is a joyful and welcoming place with students from different backgrounds — each contributing something special to campus. Varying viewpoints and identities are embraced. Diversity and inclusion are celebrated.



POINTS OF PRIDE

Commitment to Achieving Carnegie R1 Status

- ▶ Internal investment for research expansion of \$5M.
- ▶ Record research expenditures of \$69M in fiscal year 2020.
- ▶ 2020 budget recommendations from Tennessee State Governor Lee.
 - » \$5M for Carnegie 1 efforts
 - » \$41M for new STEM building
 - » \$12.5M for maintenance funds



Dramatic Improvement in Outcomes

- ▶ Graduation rate improved from 42.9% to 53.2% over past six years with a goal of 61%, and projected to be 54% for 2021.
- ▶ Percent increase of 24%.
- ▶ Overall budget growth over past seven years: 15% despite regional and national contraction.
- ▶ Graduation numbers continue to be 4,000+.
- ▶ UofM Global most significant growth across university.
- ▶ Lowest cost increases in the State of Tennessee by significant margin.



Focus on Student Success

- ▶ Our average student debt load has decreased 4% in the last three years.
- ▶ More than 90% of our full-time freshmen receive financial aid, and once enrolled, are supported through ACCESS MEMPHIS programs, dedicated to helping keep them in school and meeting educational goals.
- ▶ Programs like our successful Office of First-Generation Student Success, Academic Coaching for Excellence and African American Male Academy remove barriers to postsecondary access and provide the resources necessary to help more students earn a degree.

6. Presidential Search Qualifications, Process and Timeline Review

Committed to Low Tuition & Enhancements

- ▶ The UofM has the lowest total tuition and fee increases in the State of Tennessee and remains dedicated to keeping education affordable.
- ▶ For the 2020-21 academic year, we announced a flat per-credit-hour fee that provides day-one access to course materials for General Education courses at a significantly lower cost.
- ▶ We've experienced no tuition increase for four out of the last seven years.



Launch of African American Male Academy

- ▶ In 2019, the UofM launched the African American Male Academy (AAMA) tailored to increase graduation rates for African American males.
- ▶ Starting in middle school, the initiative identifies, recruits and inducts students into a culture of inclusive excellence, while providing assistance to overcome obstacles to degree completion.
- ▶ Additionally, AAMA identifies, recruits and inducts students into UofM master's, doctoral and law school programs.



UofM-Memphis Symphony Orchestra Partnership

- ▶ Since 2015, the Memphis Symphony Orchestra in Residence has offered a series of world-class symphonic music on campus, creating a rich opportunity for students, patrons and faculty to experience artistic excellence.
- ▶ This groundbreaking collaboration established a premier destination in the Mid-South for music training, performance, music outreach and arts-centered, cross-sector community development.

UofM Ranked by U.S. News and World Report among the Top Performing National Universities for Social Mobility

- ▶ In the past seven years, we have increased the graduation rate among low-income and first-generation students by more than 12%.
- ▶ By 2025, our goal is to be among the top five public universities for closing the college graduation rate gap for students from populations historically underrepresented in higher education.

UofM Increasingly Gains National Recognition

- ▶ *U.S. News and World Report* ranked the UofM in the top tier for national universities for the second consecutive year. The UofM climbed to No. 126 in 2020 and is the No. 2-ranked public university in the State of Tennessee.
- ▶ 103 programs ranked by *U.S. News and World Report* and online sites.
- ▶ 6 programs ranked #1 by online sites.
- ▶ 21 programs ranked top 5 by online sites.
- ▶ 40 programs ranked top 10 by online sites.
- ▶ 66 programs ranked top 25 by *U.S. News and World Report* and online sites.

Gold Ranking as Top Military-Friendly School for Seventh Consecutive Year

- ▶ The UofM takes pride in serving military service members, veterans and dependents.
- ▶ We participate in the Yellow Ribbon scholarship program and have an Educational Benefits & Certification office and Veterans Resource Center to support veterans' success.

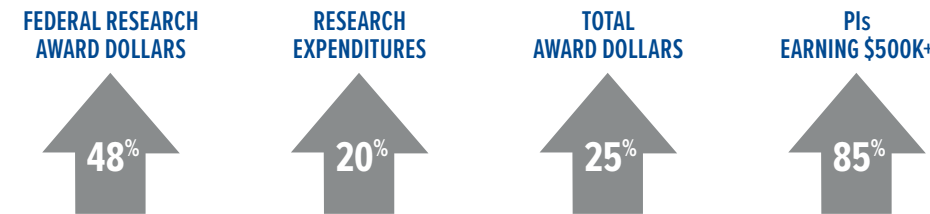


RESEARCH

The UofM is classified by the Carnegie Foundation as a Tier 2 Research Intensive University and is actively and aggressively pursuing the highest designation of R1. We attract the finest faculty researchers who choose the UofM because we are the bridge between curiosity and breakthrough, one where discovery and inspiration happen across disciplines and a strong sense of teamwork exists between faculty members.



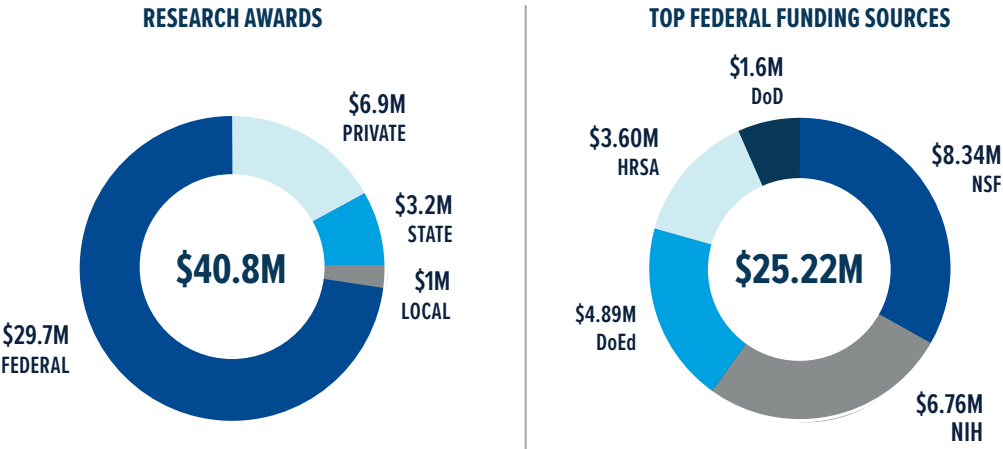
HIGH IMPACT RESEARCH



TECH TRANSFER IMPACT



FY2020 RESEARCH AWARDS



ANNUAL RESEARCH ECONOMIC IMPACT



FUNDRAISING

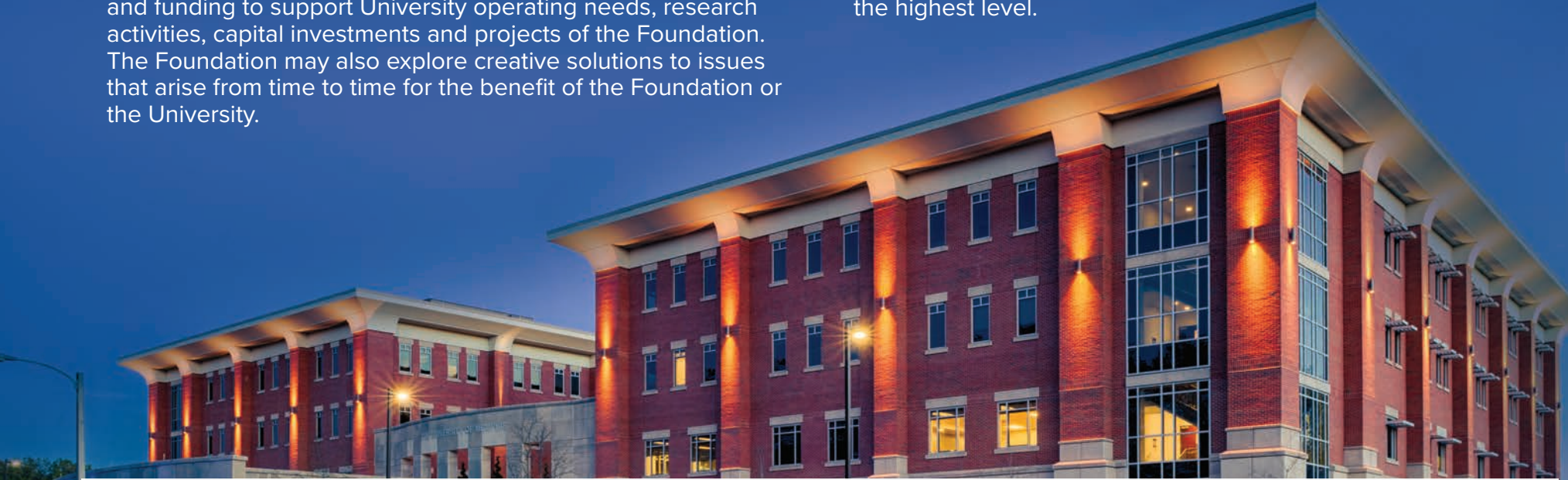
The University of Memphis Foundation has more than \$170 million in assets (FY 2020) and accepts, manages and disperses private funds for scholarships, fellowships, academic enrichment and various other projects in support of the students, faculty, staff and mission of the University of Memphis.

The Auxiliary Services Foundation has more than \$23 million in assets for the purpose of supporting auxiliary services related to the University's mission and student welfare. In addition, the Auxiliary Services Foundation pursues alternative financing and funding to support University operating needs, research activities, capital investments and projects of the Foundation. The Foundation may also explore creative solutions to issues that arise from time to time for the benefit of the Foundation or the University.

The University manages the Herff Trust, which was set up to support students with total asset of approximately \$25 million.

The University of Memphis Research Foundation raises gifts-in-kind and private grants to support research and technology transfer objectives of the UofM and its faculty and students.

The Time to Shine campaign in support of Memphis Athletics was one of the most ambitious in the program's history, raising \$35 million to fund new facilities to help Memphis Tigers compete at the highest level.



Fundraising Reaches All Time High

The support of the UofM is reflected through the generosity of our alumni and donors. Over \$222 million has been raised within the past six years, over twice the amount raised in the previous decade.

	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
TOTAL COMMITMENTS	30,091,338.46	36,170,833.90	37,939,384.61	22,040,575.73	30,826,691.83	44,100,453.81
TOTAL ACADEMIC	11,369,688.75	21,080,174.37	20,144,947.58	14,380,528.98	23,145,635.97	32,487,160.00
TOTAL ATHLETICS	18,721,649.71	15,090,659.53	17,794,437.03	7,660,046.75	7,681,055.86	11,613,293.81
TOTAL ALUMNI DONORS	5,921	6,766	6,385	7,800	6,905	7,890

Memphis Athletics is a Program with a Purpose



A high percentage of our student-athletes come from underrepresented low-income households and are the first in their family to attend college. UofM Athletics fiercely supports them, making a world-class education affordable for all.



ATHLETICS



The Memphis Tigers have 18 athletic programs competing at the NCAA Division I level. Our student-athletes stand out academically with graduation success rates among the highest in the nation. Tailgating is legendary at Tiger Lane for football, where we pack the stands of Liberty Bowl Memorial Stadium. And Memphis' hoops-crazed soul doesn't take no for an answer on the basketball court at the FedExForum and Elma Roane Fieldhouse. Our fans show up in huge numbers for both women's and men's athletics. You'll also find us on the road, especially our loud, rowdy and crazy Blue Crew — the official student support group of Memphis Athletics. We root for champions who have achieved numerous NCAA Basketball Tournament appearances, the 2021 Men's NIT Championship and seven consecutive football bowl game appearances. Many proud UofM grads have gone on to athletic careers at the professional level.

State-of-the-Art

The UofM has focused on providing the finest spaces for our student-athletes from training and practice facilities, locker rooms, coaches' offices, amenities and enhanced technology and connectivity — we are setting the standard for next generation sports excellence. Improvements since 2016 include:

- ▶ New Laurie-Walton Family Basketball Center
- ▶ New Indoor Football Practice Facility
- ▶ FedEx Park Baseball Expansion
- ▶ Natatorium Renovation Project for Memphis Tiger Swimming
- ▶ Tiger Softball Complex Additions
- ▶ Elma Roane Fieldhouse Renovation for Women's Basketball
- ▶ Billy J. Murphy Track and Soccer Complex Enhancements
- ▶ Larry Finch Plaza Dedication
- ▶ Leftwich Tennis Center Renovation
- ▶ Liberty Bowl Memorial Stadium Upgrades



Governed by an Independent Board of Trustees

Under the leadership of former Governor Bill Haslam and the 109th Tennessee General Assembly, the Focus on College and University Success (FOCUS) Act was introduced in 2015 and passed in 2016. The FOCUS legislation allowed for an independent governing board to be established at the University of Memphis, which increases autonomy and local control of the University's strategic direction. The first Board meeting was held on March 17, 2017.



June 2021 Board of Trustees Meeting

Expectations of the Next President

LEADERSHIP

- ▶ Provide leadership in developing, communicating, and implementing strategic vision
- ▶ Build teamwork among colleagues and subordinates
- ▶ Provide sound fiscal management of University resources
- ▶ Contribute to developing and enhancing the academic quality of the University

DECISION-MAKING

- ▶ Consult with appropriate individuals before making decisions
- ▶ Gather information needed for sound decision making
- ▶ Consider alternative solutions to problems before making decisions
- ▶ Make sound decisions in a timely manner

MANAGEMENT

- ▶ Arrange/manage resources as to facilitate the accomplishment of work
- ▶ Communicate performance expectations clearly
- ▶ Effectively recruit and select appropriately qualified staff

CONCERN FOR FACULTY AND STAFF

- ▶ Create a climate of respect and high morale
- ▶ Respond to issues of concern to faculty and staff

CONCERN FOR STUDENTS

- ▶ Interact well with students
- ▶ Promote an environment which nourishes individual student growth and achievement
- ▶ Put students first and wants students to succeed

EXTERNAL RELATIONS

- ▶ Portray a progressive and professional image of the University
- ▶ Relate to and communicate with the external community
- ▶ Be accessible and involved with the community
- ▶ Encourage partnerships with the community, business, industry and other education institutions

FISCAL LEADERSHIP

- ▶ Lead the University in a fiscally responsible manner
- ▶ Continuously seek opportunities to improve efficiency and effectiveness, as well as generate incremental revenues through additional appropriation support, grants, contracts and joint ventures

6-25-21 Potential Search Qualifications, Process and Timeline Review

The Position

THE UNIVERSITY OF MEMPHIS BOARD OF TRUSTEES AND PRESIDENTIAL SEARCH COMMITTEE

seek a President who will continue to move the UofM forward as a growing urban public research university. Building on current successes in the areas of enhancing its national presence and rankings, financial positioning and improving student and faculty outcomes, the President is expected to be an innovative leader who can continue to propel the university forward.

The President of the University of Memphis is the chief executive officer responsible for furthering a vision for the campus that is consistent with its mission. The next President must have professional qualifications and personal characteristics that embody UofM's growth-oriented mission and aspirations. In addition to an earned doctorate or terminal degree in a related field and executive leadership experience demonstrating the ability to lead a large, complex institution, it is preferred candidates have the following qualifications:

- ▶ Visionary, inspirational leadership with the strategic agility to lead through one of the most exciting and transformative eras in the University's history.
- ▶ A commitment to deep engagement with the community and the University's vital role in the City of Memphis, State of Tennessee and globally.
- ▶ Passion for the student-centered mission of the University and an understanding of undergraduate, graduate, international and professional student interests and needs.
- ▶ Vision to engage the entire campus community to foster growth of the academic and creative enterprises, expand research opportunities and maintain the highest standards of quality and academic excellence.
- ▶ Experience in advancing research, innovation, partnerships and expenditures to reach and sustain the University's drive toward Carnegie R1 research status.
- ▶ A willingness to cultivate international partnerships to expand research, program development and faculty/student exchange opportunities.
- ▶ A track record of effectively recruiting, selecting and developing a top notch leadership team.
- ▶ Strong understanding of the ever-changing/post pandemic market of higher education.
- ▶ Demonstrated success developing proactive, creative solutions to challenges.



- ▶ Fiscal acumen with demonstrated success in navigating shifting financial landscapes.
- ▶ Commitment to fostering a climate of respect and high morale among faculty and staff with a commitment to shared governance.
- ▶ Record of leadership in promoting equity, enhancing diversity in all its forms, which includes creating a cohesive, collaborative and inclusive culture.
- ▶ Ability to develop collaborative and effective relationships with a full range of external constituents, such as alumni, donors, members of the community, legislators and other government officials to secure resources from state, federal, corporate, foundation and private entities.
- ▶ Interpersonal skills to partner and work effectively with both the UofM Board of Trustees, Tennessee Higher Education Commission and other governmental bodies.
- ▶ Ability to lead improvement of academic performance, with particular success in improving retention and graduation rates and increasing student success outcomes.
- ▶ A commitment to and understanding of the value of a strong Division I intercollegiate athletic program and the academic success of our student-athletes.
- ▶ A commitment to a robust arts community.
- ▶ High ethical standards and excellent communication skills.



Application Process

The UofM Board of Trustees invites letters of nomination, applications (letter of interest, complete CV and references) or expressions of interest to be submitted to the search firm assisting the Board. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to August 23, 2021:

Laurie C. Wilder, President

Porsha L. Williams, Vice President

Parker Executive Search

Five Concourse Parkway

Suite 2875

Atlanta, GA 30328

lwilder@parkersearch.com || pwilliams@parkersearch.com

Phone: 770-804-1996 x 109

Equal Employment & Institutional Equity

The University of Memphis does not discriminate against students, employees, or applicants for admission or employment on the basis of race, color, religion, creed, national origin, sex, sexual orientation, gender identity/ expression, disability, age, status as a protected veteran, genetic information, or any other legally protected class with respect to all employment, programs and activities sponsored by the University of Memphis.







TIMELINE

FOR SELECTION OF President

The exact timing is directed by the University of Memphis (UofM) Board of Trustees (BOT). We will agree with the BOT on a strict timeline and commit the full resources of our firm to aggressively conduct the search to meet and hopefully exceed expectations.

<u>DATE/TIME</u>	<u>OBJECTIVE</u>	<u>RESPONSIBILITY</u>
June and July 2021	<p>Advertisements announcing the position may appear in the following venues:</p> <ul style="list-style-type: none"> • <i>The Chronicle of Higher Education</i> • <i>Inside Higher Ed</i> • <i>Women in Higher Education</i> • <i>Diverse Issues in Higher Education</i> • <i>Hispanic Outlook in Higher Education</i> • <i>Other venues approved by UofM</i> • University of Memphis website • Parker Executive Search website 	PES
June – September 2021	Candidate identification will proceed through various channels to identify qualified candidates interested in the position.	Presidential Search Committee and PES
Late June 2021	<p>The <u>first</u> search update will be provided to the Presidential Search Committee.</p> <p>Access information to the PES secure site developed for this search will be provided at this time.</p>	PES
Mid-July 2021	The <u>second</u> search update will be provided to the Presidential Search Committee.	Presidential Search Committee and PES
Early August 2021	The <u>third</u> search update will be provided to the Presidential Search Committee.	PES

Late August 2021	The fourth search update will be provided to the Presidential Search Committee.	Presidential Search Committee and PES
September 2021	<p>Electronic Access Only: The Presidential Search Committee will be provided with <u>ALL</u> CVs and nominations submitted for consideration to date.</p> <p>In addition, the Presidential Search Committee will receive Parker Executive Search's recommendation of ten (more or less) candidates who have expressed an interest in the position and who meet the required job qualifications.</p>	PES
October 2021	Search Committee Meeting: The Presidential Search Committee may identify ten (more or less) candidates for the search firm to schedule for initial interviews.	Presidential Search Committee and PES
October 2021 Two Days: 8:00 a.m. – 5:00 p.m. (CDT)/Dates TBD	<p>The Presidential Search Committee may conduct initial interviews of ten (more or less) candidates.</p> <p>Presidential Search Committee will select 3 to 4 finalists for campus interviews.</p>	President Search Committee and PES Presidential Search Committee
November 2021 - October 2021	<p>The University of Memphis campus community and Board of Trustees will conduct final interviews with 3-4 finalist candidates.</p> <p>PES will conduct extensive background investigations on final candidates, to include:</p> <ul style="list-style-type: none"> • Federal and US criminal checks (10 years) • Credit history and motor vehicle checks • Degree verification (all degrees) • Sex offender search <p>PES will also conduct media reviews to identify potentially controversial areas of concern, and obtain various signed authorizations regarding the accuracy of the candidate's CV/resume and any other information provided to PES on behalf of the BOT. On-list and off-list referencing by the President Search Committee, the BOT, and PES may begin as soon as PES has notified and received approval from the selected finalists.</p>	UofM BOT and broader campus community PES
October 2021 – November 2021	Special Called meeting for Board of Trustees select president.	UofM BOT

Parker Executive Search will work directly with the Presidential Committee Chair Roberts, the Presidential Search Committee, and the UofM BOT to arrange all schedules and assist in facilitating and expediting the process of candidate recommendation. The search firm will also work with the UofM BOT to arrange final schedules and, when necessary, assist in the offer and negotiations. Background and reference checks will continue throughout the process to ensure that all the parties are satisfied with the information provided on each final candidate.

Parker Executive Search accepts, without reservation, the principles of equal opportunity in employment. Parker Executive Search does not discriminate on the basis of age, color, creed, disability, gender, gender identity or expression, genetic information, marital status, national origin or ancestry, parental status, pregnancy, race, religion, sex, sexual orientation, veteran status, or any other applicable legally protected basis.

Presidential Search Update

Board of Trustees Presidential Search Committee

June 2, 2021
University Center and Zoom Video
Conference



Search Committee Members



Carol Roberts
Chair, Presidential Search Committee
Co-Vice Chair, UofM Board of Trustees
Retired Senior Vice President and Chief
Financial Officer, International Paper
(Board of Trustees Representative)



Dr. Jill Dapremont
President-Elect (April 27, 2021),
Faculty Senate
Professor, Loewenberg College of
Nursing; Director, RN-BSN Program
(Faculty Representative)



Dr. Karen Weddle-West
Vice President for Student Academic
Success and Director of Diversity
Initiatives
(Administration Representative)



Mike Keeney (BA '88)
Member, UofM Board of Visitors
Attorney, Lewis Thomason
(UofM Lambuth Alumni/Community
Representative)



Cato Johnson (BSEd '70, MEd '71)
Co-Vice Chair, UofM Board of Trustees
Chief of Staff and Senior Vice President
of Public Policy and Regulatory Affairs,
Methodist Le Bonheur Healthcare
(Board of Trustees Representative)



Dr. Albert Nguyen
Director of Bands and Area
Coordinator, Rudi E. Scheidt School of
Music
(Faculty Representative)



Dr. Damon Fleming
Dean, Fogelman College of Business &
Economics and Professor of Accounting
(Dean Representative)



Reginald Porter Jr. (EMBA '16)
Member, UofM Alumni Association
National Executive Board of Directors
Senior Vice President and CSR/Chief
Diversity Officer, ALSAC/St. Jude
Children's Research Hospital
(Alumni/Community Representative)



Susan Springfield (BBA '87, MBA '88)
Member, UofM Board of Trustees
Senior Executive Vice President and
Chief Credit Officer, First Horizon
Corporation and First Horizon Bank
(Board of Trustees Representative)



Matthew White (Junior, Finance
Major)
President, Student Government
Association
(Student Representative)



Dr. Zaneta Ivy (BSEd '02)
President, Staff Senate
Senior Coordinator, Athletic Compliance
(Staff Representative)



Fred Towler (BBA '84)
Member, UofM Board of Visitors
Chief Diversity Officer and Vice
President Global Talent Management,
International Paper
(Alumni/Community Representative)



Dr. Jeff Marchetta (BSME
'97, MS '99, PhD '02)
President, Faculty Senate
Professor, Herff College
of Engineering
(Faculty Representative)



Ashley Rosen (Graduate Student,
MSN-Executive Leadership)
President, Graduate Student
Association
(Student Representative)



Lauren Ashman
Executive Associate Athletics Director
and Senior Woman Administrator, Tiger
Athletics
(Staff Representative)



Rob Carter
Executive Vice President for
Information Services and
Chief Information Officer, FedEx
Corporation
(Community Representative)

Parker Executive Search



Laurie C. Wilder
President



Porsha Williams
Vice President



Community Feedback and Input

- Presidential Search Webpage
- Listening Sessions
 - Students
 - Staff
 - Faculty
 - Alumni
- Surveys
 - Presidential Feedback Survey: 416 responses
 - Nominations: 177

The process of the search for our next president will be **thoughtful, inclusive** and **transparent**.

THEMES FROM CONSTITUENCY GROUP LISTENING SESSIONS



Leadership focused

- Integrity
- Vision
- Innovative
- Strong fiscal acumen
- Effective communicator
- Ability to build and motivate a team
- Commitment to diversity, equity and inclusion
- Politically astute



THEMES FROM CONSTITUENCY GROUP LISTENING SESSIONS



Academic focused

- Understanding of value of shared governance
- Commitment to academic excellence
- Advocate for the importance of research agenda
- Understanding of rapid changes in higher education
- Appreciation for the various campuses
- Values the importance of technology



THEMES FROM CONSTITUENCY GROUP LISTENING SESSIONS



Student focused

- Student-centered and approachable
- Success improving retention and graduation rates
- Focus on student success outcomes
- Understanding of current challenges facing students



THEMES FROM CONSTITUENCY GROUP LISTENING SESSIONS



Externally focused

- Commitment to the greater Memphis community
- Ability to build relationships
- Strong fundraising skills
- Commitment to Division I athletics
- Builder of collaborative public and private partnerships



An aerial photograph of a university campus at sunset. The sky is filled with vibrant orange, pink, and purple clouds. The campus below features numerous brick buildings, green lawns, and a prominent tall brick tower in the center. A large white title is overlaid on the image.

Position [President Position Profile Link](#) Description

TIMELINE FOR SELECTION OF PRESIDENT

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	<p>The University of Memphis campus community and Board of Trustees will conduct on campus interviews with the finalists.</p> <p>A special meeting called for the Board of Trustees to select the President.</p>	<p>UofM BOT, PES and broader campus community</p> <p>UofM BOT</p>

T.C.A. §49-7-154

Board shall establish:

Statement of qualifications

Search Process

Timeline



7. University of Memphis Partnership with JED Foundation

Presentation

Presented by Justin Lawhead

The University of Memphis Board of Trustees

Presentation
For Information

Date: June 2, 2021

Presentation: University of Memphis partnership with the JED Foundation

Presented by: Dr. Justin Lawhead, Dean of Students and Chief Health and Safety Officer

Background:

An overview of the University partnership with JED Foundation to enhance mental health support for University of Memphis students.

University of Memphis partnership with the JED Foundation

Justin Lawhead
Dean of Students and Chief Health and Safety Officer

June 2, 2021

University Center and Zoom Video Conference



**Board of
Trustees**

JUNE 2021



jedfoundation.org



Donna & Phil Satow

- JED is a nonprofit that protects emotional health and focuses on suicide prevention teens and young adults.
- They partner with high schools and colleges to strengthen their mental health, substance misuse, and suicide prevention programs and systems.
- Encourage community awareness, understanding and action for young adult mental health.

- Board of Trustees presentation regarding drug and alcohol prevention/related data with Healthy Minds Survey Study.
- Chairman North offered support from Sedgwick.
- Initiative designed to guide schools through a collaborative process of developing comprehensive systems, programs and policies with customized support to build upon existing student mental health, substance abuse and suicide prevention efforts.



Campus Assessment Team



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

Linh Luu	Psychologist Associate Director-Training Director
Britney Bryson	Health & Wellness Outreach Coordinator
Pam Cash	Senior Director, University Operations
Sally Gates Parrish	Assoc VP for Education Initiatives
Derek Myers	Assistant Chief of Police
Alisha Rose	Director Career & Employment Services
Mollie Anderson	Psychology Instructor
Lauren Ashman	Executive Assoc AD
Amanda Virag	Assistant Director Residence Life
Latosha Dexter	Dep Assoc University Counsel
Carl Chando	Director Academic Counseling Center
Robert Sean Kniss	Director Student Financial Aid
Marian Levy	Associate Dean Academic Affairs School of Public Health
Justin Lawhead	Dean of Students-Chief Safety Officer
Jane Clement	Director Student Health & Counseling Services
Linda Hall	Associate Dean of Multicultural Affairs

JED's Comprehensive Approach/Institutional Assessment



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

Through their work with JED Campus, schools actively working on strategic plans aimed at implementing appropriate policies and programs to best support their students' emotional well-being and help to prevent suicide and serious substance use.

JED Campus promotes a comprehensive public health approach to emotional well-being.



- Clear institutional priority
- Life skills workshops
- Community building – residence life, religious life and campus life
- Prevention and outreach efforts and training for community
- Web resources/access – found easily (3 clicks)
- After hours triage supporting access beyond normal business hours
- Protocols around notification and follow-up for hospitalization
- Functioning BIT and Care teams

- Integrating Diversity and Inclusion in counseling support/resources
- Structure and intention of life skills program- assessing needs/comprehensive approach
- Peer mentoring program development and support
- Initial space design highlighting connectedness
- Academic Advisor partnerships
- Family awareness/support
- Strategic message campaigns

- Review healthy minds survey study examining mental health, service utilization, and related issues among undergraduate and graduate students.
- JED will submit a comprehensive report/recommendations.
- Form a campus implementation group.
- Conduct Director of Counseling and Health Center search.
- Create intentional partnerships with first generation office, multicultural affairs, residence life, athletics and other identified departments.

8. Update on Research Efforts: Patents-to-Products Scientreprenneur Program

Presentation

Presented by Jasbir Dhaliwal

The University of Memphis Board of Trustees

Presentation
For Information

Date: June 2, 2021

Presentation: Patents-to-Products Scientrepreneur Program

Presented by: Dr. Jasbir Dhaliwal, Executive Vice President of Research and Innovation and Four (4) Post-Doctoral Research Scientists

Background:

This presentation showcases a new University of Memphis research innovation program launched in 2018 in partnership with EpiCenter Memphis. Six doctoral-qualified research scientists were hired as post-docs to commercialize technology innovations coming out of University of Memphis' research labs. Four of these are now being incorporated as new technology ventures and being transitioned over to our UMRF Research Park. This effort contributed to the University of Memphis being selected as one of two national finalists for the Association of Public & Land-Grant Universities (APLU) 2020 Innovation and Economic Prosperity Award by its Commission on Economic & Community Engagement.

Ending Animal Suffering Through population control

Board of Trustees

Leta Nutt, PhD, Founder of Nutt Bio
Patents2Products (P2P) Fellow

June 2, 2021

University Center and Zoom Video Conference



**Board of
Trustees**

JUNE 2021

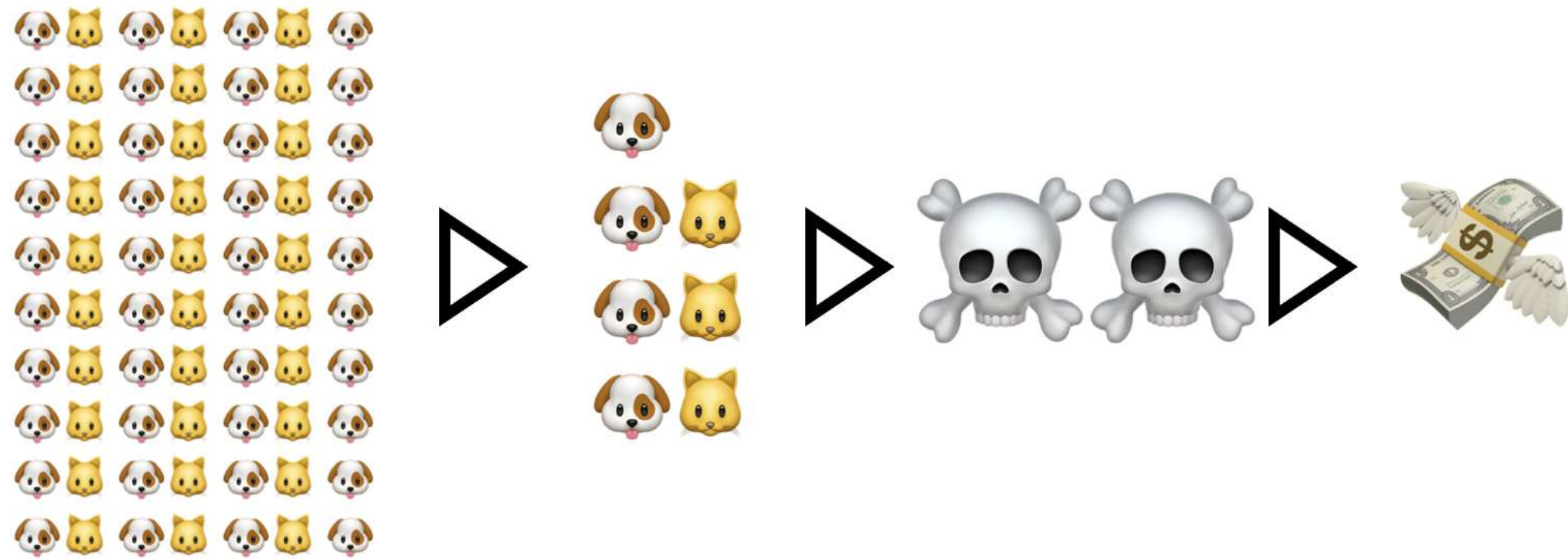
The Problem: Animal Overpopulation

Prevalence
50 million strays

Shelter rate
10%

Kill rate
20%

Cost
\$1 billion



The Reason: Not Enough Vets

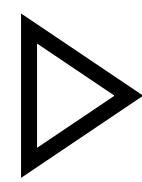
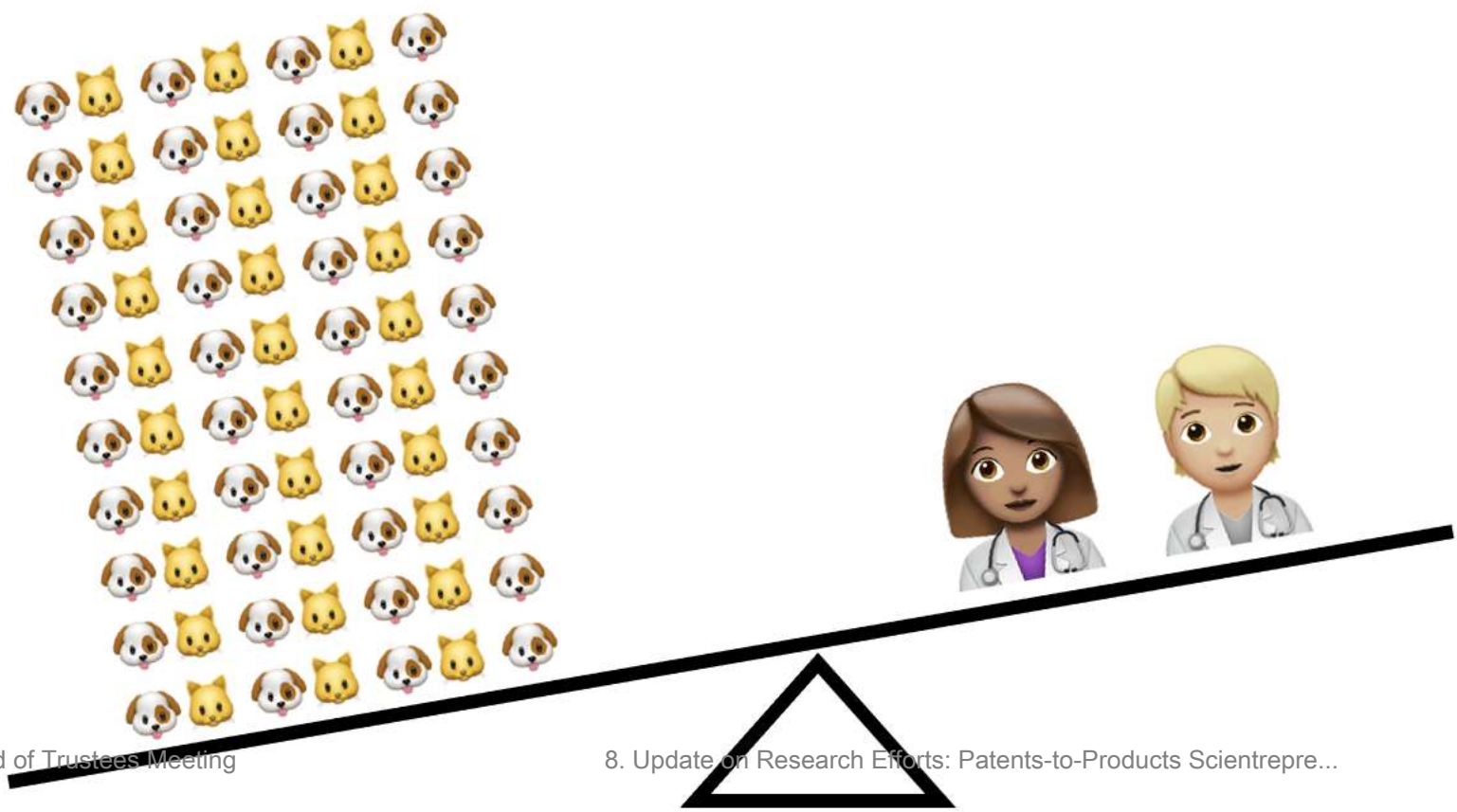
Growth rate

25 million puppies & kittens

Veterinarians

50,000

Solution



easier &
faster
sterilization

Our Solution: TriSteris



TriSteris

Surgical neuter

Procedure	single injection	surgery
Procedure time	5 minutes	30 minutes
Licensed vet required	No	Yes
Environment	Anywhere	Sterile
Recovery time	Minimal	3-6 hours + “cone of shame”

Progress & Plan Forward

2020 2021 2022 2023 2024

- Research
- IACUC approval
- Business planning
- Patent drafted

Product 1

- Companion animal Proof of Concept in rats
- Full patent filed
- FDA planning
- Grant applications

Product 2

- Farm animal proof of concept
- File 2nd patent

Product 1

- Dog clinical studies
- Manufacturing
- Fundraising Series Seed

Product 2

- Development
- FDA planning

Product 3

- Top secret
- Proof of concept
- 3rd patent filing

Product 1

- FDA filing

Product 2

- Development
- Clinical studies
- Manufacturing

Product 3

- Development

- FDA approval
- Fundraising Series A
- Market entry
- Continue Product 2 & Product 3



Thank you

leta@nuttbio.com

Portable super-resolution microscope for medical diagnosis

Board of Trustees

Cong Van, PhD, Founder of MakeScope
Patents2Products (P2P) Fellow

June 2, 2021

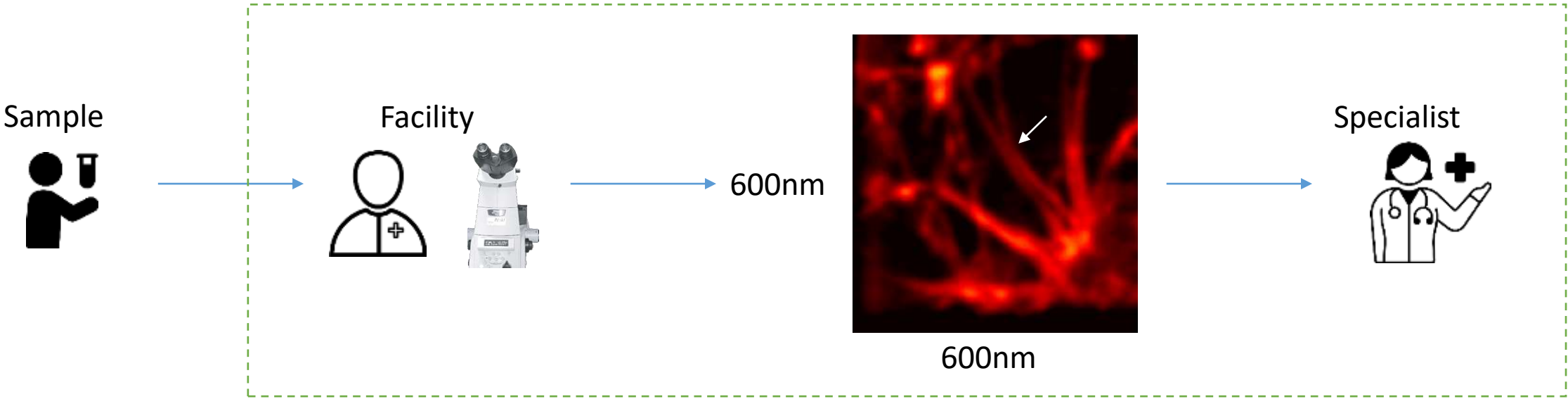
University Center and Zoom Video Conference



JUNE 2021

Microscope is the “standard method” in diagnosing the following diseases (WHO reports)

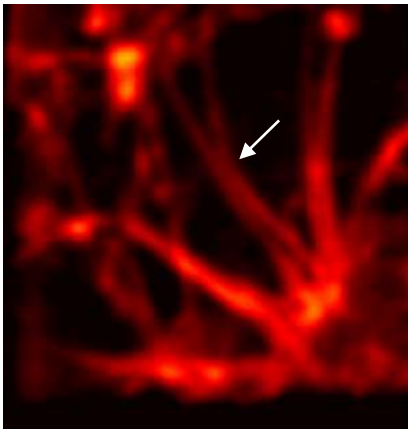
	Diagnosed Cases	Deaths
Malaria	229 million	409,000
Tuberculosis (TB)	7 million	1.4 million
Others (in progress)		



Our technology (patented at UM)

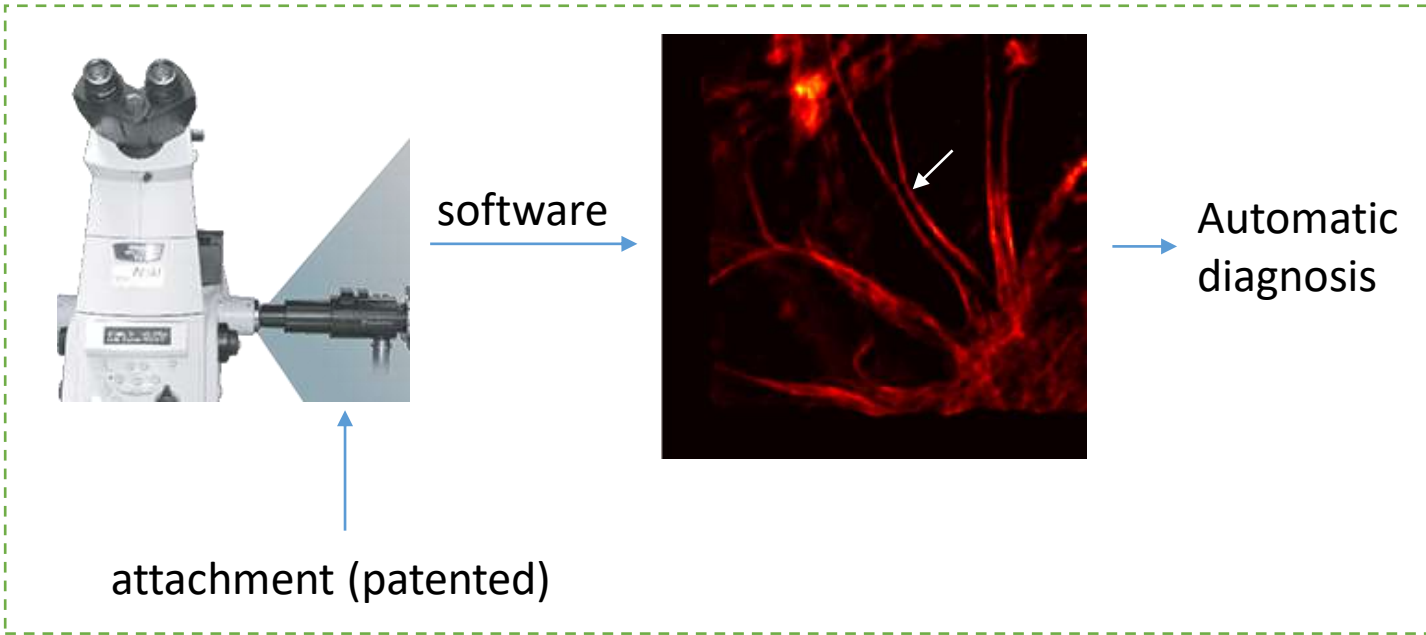


→ 600nm



600nm

at MakeScope



Milestones

- Year 2020: prototype, software/algorithm, incorporation, customer discovery
- Year 2021: partnership (portability), testing our microscope with real samples (malaria, TB), initial fund raising
- Year 2022: build the framework for other diseases, final product, look for initial customers, more fund raising
- Year 2023: bring our product to market!

Thank you for your supports!

Cong Van, PhD, Founder of MakeScope

cyan@memphis.edu

Nuvelus

Board of Trustees

Ryan Hughes, PhD, Founder of Nuvelus
Patents2Products (P2P) Fellow

June 2, 2021

University Center and Zoom Video Conference



JUNE 2021

Problem & Opportunity



**Atopic Dermatitis
(Eczema)**

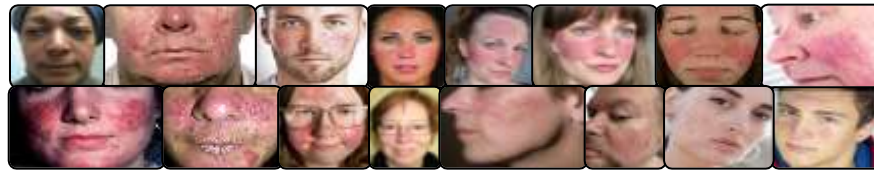


**Epidermolysis
Bullosa (EB)**

Psoriasis – 8 Million



Rosacea – 16 Million



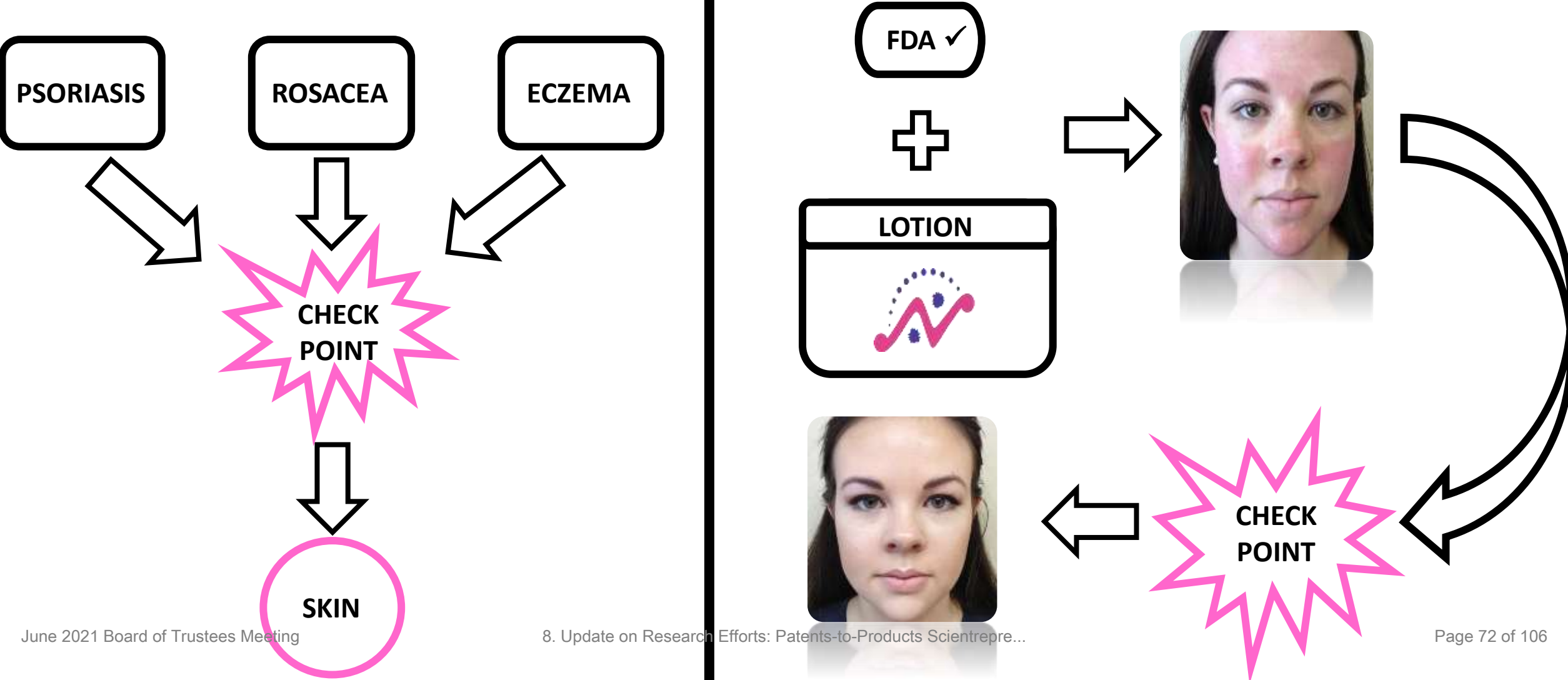
Eczema – >25 Million



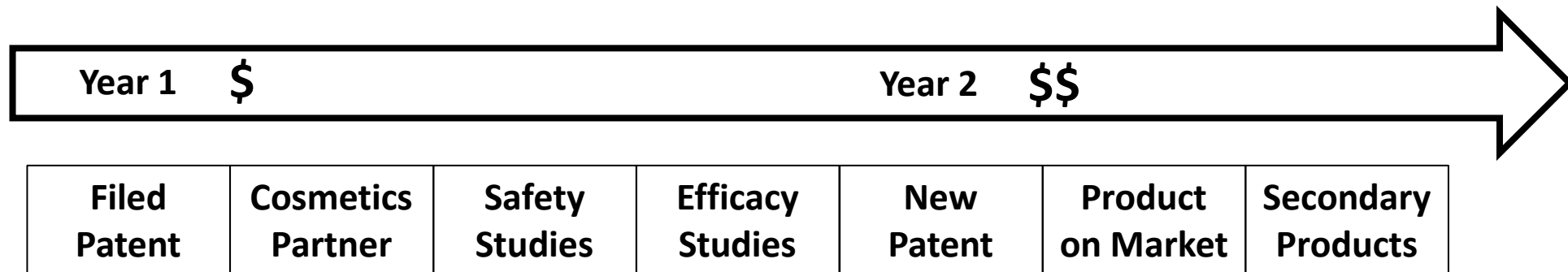
- Most cases are mild to moderate
- Topical corticosteroids
 - \$5 billion global market
- 90% of all AD cases are under 5 years of age

- Total Addressable Market (US)
 - Psoriasis - \$8.4 Bn
 - Rosacea - \$1.8 Bn
 - Eczema - \$10.4 Bn

Solution



Traction & Milestones



POPCHECK Technologies

Board of Trustees

Erika Dillard, MD, PhD

Founder of POPCHECK Technologies

Patents2Products (P2P) Fellow

June 2, 2021

University Center and Zoom Video Conference



**Board of
Trustees**

JUNE 2021

THE PROBLEM



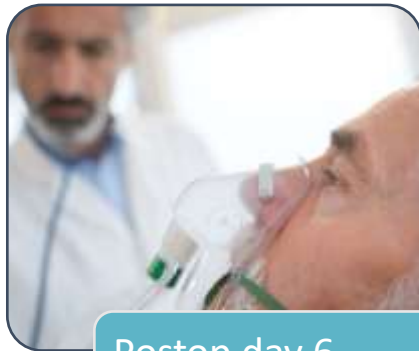
Postop day 2

- Discharged to rehab



Postop day 4

- Pain in left leg
- Decreased mobility



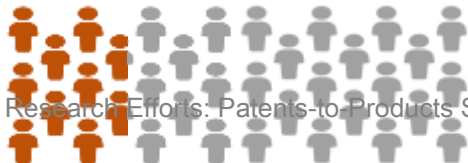
Postop day 6

- Worsening leg symptoms
- New shortness of breath

Incidence:
>1 million US per year



Mortality:
Close to 30% will die

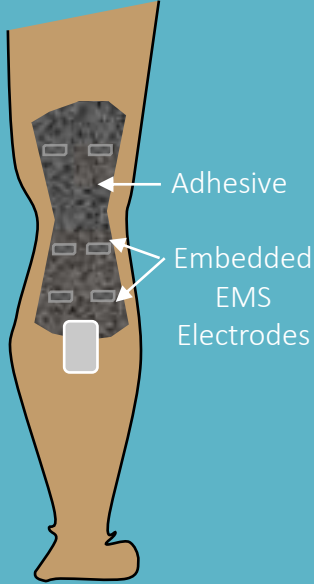


Cost Burden:
\$12B per year



TECHNOLOGY/DEVICE FEATURES

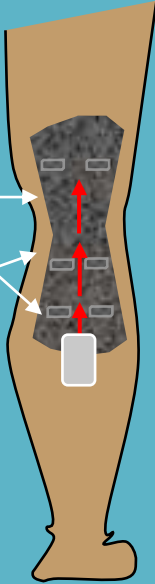
LEG
(Back View)



Adhesive

Embedded EMS Electrodes

#1: **Prevent** venous clots by external stimulation of peri-venous muscles.



Adhesive

Embedded EMS Electrodes

Intermittent Surveillance of Clot Biomarker

#2: **Detect** abnormal patterns in biomarkers predictive of venous clot formation.



10:50a
Thursday, December 3

POP CHECK

ALERT

#3: **Alert** the healthcare provider who can direct further management.

MILESTONES

Year 1

- **ADVANCED CUSTOMER DISCOVERY**
- **BRANDING**
- **DEVELOP MVP**
- **UTILITY PATENT**
- **PRECLINICAL ANIMAL STUDIES**



Year 2

- **DESIGN AND MACHINE LEARNING PATENTS**
- **HUMAN PROOF OF CONCEPT STUDIES**
- **REIMBURSEMENT AND HOSPITAL PROCUREMENT**
- **FDA 510K STRATEGY**





Erika A. Dillard MD, PhD
CEO and Founder

+1 901 299 2065
erika@popchecktech.com
PoPCheckTech.com

9. Kemmons Wilson School During COVID-19: Current Status and Performance

Presentation

Presented by Radesh Palakurthi

The University of Memphis Board of Trustees

Presentation
For Information

Date: June 2, 2021

Presentation: Kemmons Wilson School During COVID-19: Current Status and Performance

Presented by: Dr. Radesh Palakurthi, Professor and Dean of Kemmons Wilson School
of Hospitality and Resort Management

Background:

This presentation will illustrate the challenges to the Kemmons Wilson Culinary Institute posed by COVID-19 and show how the institute has successfully responded to these challenges.



JUNE 2021



Kemmons Wilson School During COVID

Current status and performance

Radesh Palakurthi
Professor and Dean

June 2, 2021
University Center and Zoom Video
Conference





Topics Covered

- Painting the landscape - Current state of the hospitality industry
- COVID impact on Kemmons Wilson Culinary Institute (KWCI)
- Future initiatives and programs
- Looking forward
- Q&A

KWS Response and Impact

- **Hospitality Employee Assistance Program (HEAP) – KWS response to immediate needs of the employees impacted by Covid.**
- **Impact on what we are expected to teach our students**
 - Integrating latest syndicated reports and pulse surveys into classes
 - Creating spreadsheet simulation models to assess newer revenue models
 - Guest speakers through zoom from all levels of the industry – owners, management companies, managers, and supervisors
- **Experiential learning components of curriculum was most impacted because of disruptions at facilities:**
 - Kemmons Wilson Culinary School – Culinary Arts labs
 - UM Holiday Inn – Hotel lab rotations
- **Challenges to traditional instructional formats**
- **Challenges to enrollment projects because of changes in the industry and the effects of COVID on students**
- **Challenges to external sponsors and supporters from the industry**



Hospitality Industry Employment Summary

- The pandemic has been devastating to the hospitality industry workforce, wiping out 10 years of job growth.
- Leisure and hospitality has lost 3.1 million jobs during the pandemic that have yet to return, representing more than a third of all unemployed persons in the United States, according to the Bureau of Labor Statistics.
- Even more stark, as the economy returns to normalcy, it is now becoming hard to find skilled workers because they have transitioned to other industries or are not hurting financially because of several government programs
- Gov. Lee's May 12th announcement to withdrawal from feds' pandemic unemployment programs could help the industry.
- Local restaurants paying \$22/hour for line cooks and still having trouble finding workers.

Industry Paradigm



KWCI – Brief History...

**December 2018
to July 2019**

- December 18, 2018: L'Ecole Culinaire shuts down operations in Cordova
- December 21: Dean contacts the owner of the building to determine interest in working with the University
- Provost, Dean and CFO work with building owner and Building Commission on lease building including equipment left behind by L'Ecole
- Building inspected and rebranded for University by late July
- Culinary arts curriculum planning was ongoing during the year

**August 2019
to August 2020**

- First semester of culinary classes at KWCI in Fall of 2019 with limited approved culinary curriculum
- Worked with Undergraduate Curriculum Committee to get Certificate, concentrations, minors and new courses approved.
- Spring 2020 second semester of culinary arts classes offered when COVID shut the facility in March. Students were moved online. All Summer 2020 programs at the culinary school were cancelled. Restaurant opening plans were shuttered.
- Renegotiated lease to reduce payments and allow kitchen licensing. Worked to help the industry during its most difficult time in history.

**August 2020
to August 2021**

- For Fall 2020, obtained permission to offer face-to-face classes following all safety guidelines. Food lab class sizes were limited to half of full capacity. Contact tracing app was developed in-house and used. No COVID outbreaks happened at the culinary institute throughout the year.
- New restaurant, The Blue Room opened with limited menu and social-distancing seating in Spring 2021. Restaurant was fully run by students in relevant classes.
- Graduated the first cohort of five Culinary Essentials Certificate (CEC) students
- Offering summer classes for the first time although all other programs are cancelled.

KWCI Performance

- Despite Covid, KWCI performed well during FY 2020-21. Compared to the previous academic year, KWCI showed the following improvements:
 - Number of courses offered increased from 17 to 54 (218% up)
 - Number of Unique University Students increased from 125 to 299 (140% up)
 - UM Credit hours increased from 342 to 803 (135% up)
 - Number of Dual-Enrollment students increased from 80 to 172 (115% up)
 - Total Revenue increased from \$270,377 to \$839,220 (210% up)
- **Bottomline:**
 - KWCI managed to show a revenue surplus of \$18,686 for the past year
 - Despite Covid, KWCI is at break-event during its second year of operation

Future Initiative – Grow Dual Enrollment Programs



Grow Dual-Enrollment Programs:

- Current program at Collierville High School
- Five new school districts beginning in Fall '21 in culinary arts, hospitality and esports management:
 - Shelby County Schools
 - Tipton County Schools
 - Fayette County Schools
 - Bartlett City Schools
 - Gibson County Schools
 - Total enrollment expected to double to 250/semester
- TN DOE Innovative High Schools Model Grant:
 - Collaborative Partner with Hardeman County Schools - Embedded Culinary Essentials Certificate (CEC) in high school dual-enrollment programs.
 - Collaborative partner with Shelby County Schools at Bolton High School
 - Loan Oaks Farm's year-round short-term culinary programming in partnership with KWS
- Reaching out to other school districts in Jackson area to leverage Lambuth campus.

Future Initiative – High School and STEM Programs

- **TDOE - The Innovative High School Model Grant Opportunity:**
 - Hardeman County School District (\$1.8M fully funded)
 - UTIA's Lone Oaks Farm partnership
 - AgSTEM programs with KWS
 - Shelby County Schools
 - AgriSTEAM program at Bolton High School
 - 900 acres of farmland at school
- **New STEM undergraduate and graduate programs at KWS**





Looking Forward



- **KWCI Revenues and Covid:**
 - Blue Room Restaurant and events – full capacity operations at all mealtimes
 - Summer and study abroad programs
- **Expected AY2021-22 Enrollment:**
 - Unique students for UM credit: 350
 - UM Credit hours: 1,100 (\$500K in tuition \$ fees)
 - Dual-enrollment: 250 students (\$270K revenue)
- **Expanded space licensing at KWCI**



Choose a Starter, Entrée, Dessert, and Beverage for just \$9.01

STARTERS

ROASTED CAULIFLOWER SOUP
Cream, cauliflower, roasted garlic

CREAMY TOMATO BASIL BISQUE
Organic hydroponic basil, fresh thyme, tomatoes, cream

GREEK SALAD
Cucumbers, tomatoes, red onions, and kalamata olives with a red wine vinaigrette on a bed of mixed greens

WEDGE SALAD
Iceberg lettuce, scratch blue cheese dressing, cherry heirloom tomatoes, fried onions, bacon, chives, and blue cheese crumbles

ENTRÉES

STUFFED BELL PEPPERS
Brown rice, cilantro, jalapeños, corn, black beans, lime, parmesan, on tomato jam

CALIFORNIA BURGER
Swiss cheese-stuffed ground beef, avocado, tomatoes, red onion, alfalfa sprouts, on a kaiser roll. Served with sweet potato fries

SHRIMP RISOTTO
Cajun shrimp, sweet corn, parmesan

MAPLE-GLAZED PORK LOIN
Roasted garlic fingerling potatoes, sautéed broccoli

CHICKEN CAPRESE PANINI
Grilled chicken breast, sundried tomatoes, organic hydroponic basil and arugula, balsamic vinaigrette, fresh mozzarella, on a grilled flatbread with french fries

DESSERTS

PEAR UPSIDE DOWN CAKE

RED VELVET SHOOTER

MUST HAVE
menus

An aerial photograph of a university campus at sunset. The sky is filled with vibrant orange, pink, and purple clouds. The campus below is a mix of brick buildings, green lawns, and dense trees. A prominent tall brick tower is visible in the center. Large white text is overlaid on the image.

Thank you for your time! Q & A

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

Presented by David Kemme

The University of Memphis Board of Trustees

Recommendation For Approval

Date: June 2, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Tenure upon Appointment Davia Cox-Downey

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

Background:

Expedited tenure is crucial for Dr. Downey as Director of the new PhD program in Urban Affairs and Public Policy, a position advertised for a tenured Associate or Full Professor. Her role as the director of the program requires tenure to enable her to serve on College and University Committees that require tenure and allow her to serve on tenure committees for faculty who teach in the PhD program. As the following attests, she has met the requirements for tenure to Associate Professor and has an ongoing record of research and publications. Moreover, Dr. Downey's credentials have been reviewed according to T&P guidelines and her tenure has been recommended at the department and college levels.

Dr. Downey earned her PhD in Political Science from Michigan State University in 2011. She has an active research agenda focused on disaster and emergency management policy, comparative federalism, minority politics, and urban policy making. She received tenure at Grand Valley State University in 2017. At that time, she had 4 peer reviewed publications, 1 book chapter, and an edited volume, as well as 5 non-peer reviewed publications (e.g., scholarly reviews and encyclopedia entries).

Now three years beyond tenure, Dr. Downey's scholarly record demonstrates continued productivity since tenure; she has published 3 peer-reviewed articles, has a forthcoming book with Routledge, and several papers in process targeted for journals appropriate to the discipline. Further, she regularly presents at national conferences, including the Southern Political Science Association Annual Meetings, Urban Affairs Association Annual Meetings, and American Political Science Association Annual Meetings. Finally, she was awarded an ENACT Faculty Fellowship from the International Center for Ethics, Justice and Public Life at Brandeis University in 2020. She is a member of American Political Science Association, Southern Political Science Association, and the Urban Affairs Association.

Committee Recommendation:

The Academic, Research and Student Success Committee recommends that the Board approve and grant tenure upon appointment for Dr. Davia Cox-Downey.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Tenure and Promotion

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

Background:

Tenure is the principle that entitles a faculty member continuation of his or her annual appointment until relinquishment or forfeiture of tenure, or until termination of tenure for adequate cause. A healthy tradition of academic freedom and awarding tenure and promotion are uniquely fundamental to the academy and essential to the proper functioning of a University. Faculty members eligible for tenure must serve a probationary period and must demonstrate continuing value to the institution.

Tenure and promotion are granted only by positive action by the Board of Trustees to faculty members in a department, school, or college of the University of Memphis. The list of faculty members recommended for tenure and promotion is attached.

Committee Recommendation:

The Academic, Research, & Student Success Committee recommends that the Board approve and grant tenure and promotion to the faculty members recommended by the Provost in the department, school or college of the University indicated in the meeting materials.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Student Code of Rights and Responsibilities

Presented by: Darren Wibberding, Associate Dean of Students and Director of Student Accountability

Background:

The Uniform Administrative Procedures Act (UAPA) requires the University to implement a legislatively approved policy (rule) for matters related to the discipline of students. The University has relied on Tennessee Board of Regents' (TBR) policy but since we have separated from them, now the University needs to develop its own policies that fit our specific needs and campus philosophy related to student discipline. These rules must be approved by the Board of Trustees before going to the legislature. The department has been working on this policy since the University's separation from TBR but held off pending the Title IX regulations (which were approved on August 15th), so we are in a better position to move forward.

In follow up to our March 2021 presentation on the same topic, the University has now completed the public hearing requirement for rulemaking which took place on April 29, 2021. The proposed Student Code incorporated feedback from the campus community including students, faculty, and staff.

Committee Recommendation:

The Academic, Research and Student Success Committee recommends the Student Code of Rights and Responsibilities for approval.

11. Reports and Recommendations of the Governance and Finance Committee

Presented by David North

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Governance and Finance Committee

Presentation: Public Records Rule

Presented by: Melanie Murry, University Counsel and Board Secretary

Background:

The Tennessee Public Records Act requires the University to implement a legislatively approved policy (rule) regarding public records. These rules must be approved by the board before going to the legislature. A policy has been developed with consideration given to feedback received from various constituents as well as the state legislature. The University has now completed the public hearing requirement for rulemaking which took place on April 23, 2021.

Committee Recommendation:

The Governance and Finance Committee recommends the approval of the Public Records Rule.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Governance and Finance Committee

Presentation: FY2021-22 Proposed Budget, FY2020-21 Estimated Budget Recommendation and FY2022-23 Capital Budget

Presented by: Raaj Kurapati, Executive Vice President and Chief Financial Officer

Background:

Budget Control Policy (UM 1768) recognizes budgeting as the process whereby the plans of an institution are translated into an itemized, authorized, and systematic plan of operation, expressed in dollars, for a given period. This policy also recognizes that a budget is a plan and circumstances may necessitate revisions or changes from time to time. In view of this, we will submit budgets for approval three times each fiscal year. At this time, both the FY2021-22 Proposed budget and FY2020-21 Estimated budget are presented for consideration.

The *Proposed Budget* is prepared in the spring for implementation each fiscal year on July 1. This budget is based on the level of state funds recommended in the Governor's proposed budget as well as early estimates of factors such as enrollment projections, proposed tuition increases and research activities. The *Proposed Budget* is submitted to the Board for approval prior to the start of the subsequent fiscal year.

The final budget submitted for each fiscal year is the *Estimated Budget*. This budget includes carryforward balances from prior years that represent available resources at the departmental level. Although these funds are available, we do not anticipate that all resources will be spent in the current fiscal year. The *Estimated Budget* also includes final adjustments to the current year budget and is the budget against which final year-end actual amounts are compared. It is prepared, submitted, and considered by the Board at the same time as the *Proposed Budget* for the upcoming fiscal year.

The Capital Budget Request Summary for FY22-23 provides the priority project for FY22-23 and the priority listing of the four out-year Capital Outlay projects for the 5-year plan required by THEC and Finance and Administration. This item is revised from the March 2021 board presentation to include the "Various Academic Renovations" project as the number one request, which is due to new state requirements for renovation only projects to be submitted for the FY22-23 fiscal year.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the FY2020-21 Estimated Budget and the FY2021-22 Proposed Budget and assumptions as presented in the meeting materials, and also recommends approval of the FY22-23 Capital Budget revisions submitted since March 2021 board meeting.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Governance and Finance Committee

Recommendation: FY22 Tuition Recommendation

Presented by: Raaj Kurapati, Executive Vice President and Chief Financial Officer

Background:

Under the FOCUS Act, the Tennessee Higher Education Commission (THEC) now sets a binding range each year in which institutions can increase undergraduate in-state tuition, as well as a binding range for the combined undergraduate in-state tuition plus mandatory fees. For 2021-22, THEC approved both of these ranges at 0 – 2.0% at its May 20, 2021 Commission meeting.

In our continued effort toward access and affordability initiatives, we are proposing a 1.75% in-state tuition increase for Undergraduate, Graduate and Law and a 5% increase to the Out-of-State (OOS) premium tuition. There is no proposed mandatory fee increase at this time.

Committee Recommendation:

For FY22, the Governance and Finance Committee recommends approval of a 1.75% in-state tuition increase and a 5% increase in the OOS tuition premium as presented in the meeting materials.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021

Committee: Governance and Finance Committee

Recommendation: Executive Compensation Update

Presented by: Raaj Kurapati, Executive Vice President and Chief Financial Officer

Background:

The University hired Segal Consulting (formerly Sibson Consulting) to update the President's Executive Compensation study they completed and presented to the Board in September 2019 provide a recommendation for an executive compensation plan for the recruitment effort currently underway.

The recommendations from this assessment will be shared during this meeting and used as a guide for the salary and overall compensation plan for the next President.

Committee Recommendation:

The Governance and Finance Committee recommends granting the Chairman of the Board authority to set the total compensation package for the incoming president based on the information provided by Segal Consulting.

**The University of Memphis Board of Trustees
Recommendation
For Approval**

Date: June 2, 2021

Committee: Governance and Finance Committee

Item: Presidential Review and Evaluation

Presented by: Chairman Edwards

Background:

The Board of Trustees is responsible for the supervision of the President and pursuant to the Presidential Review and Evaluation (PRE) policy, the President is to be evaluated on an annual basis for an evaluative period of June through July. As part of the evaluative process the "Governance and Finance Committee shall . . . take appropriate action on any recommendations regarding compensation or other terms of employment. The Committee's action will then be submitted to the full Board of Trustees for approval or modification."

12. Reports and Recommendations of the Audit Committee

Presented by Susan Springfield

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: June 2, 2021
Committee: Audit Committee
Report: Proposed FY2022 Internal Audit Plan
Presented by: Vicki D. Deaton, Chief Audit Executive

Synopsis:

The Proposed FY2022 Internal Audit Plan for the University is presented for review and approval by the Audit Committee. Audit Committee approval of the Internal Audit Plan is required by the "State of Tennessee Audit Committee Act of 2005" (TCA 4-35-101 thru 108), the University of Memphis Audit Committee Charter, and the Office of Internal Audit & Consulting Charter.

Committee Recommendation:

The Audit Committee recommends the proposed fiscal year 2022 Internal Audit Plan for approval.

13. Additional Business

Presented by Doug Edwards

14. Adjournment

Presented by Doug Edwards