







March 2021 Board of Trustees Meeting


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| Schedule | Wednesday, March 10, 2021 9:00 AM — 11:00 AM CST |
| Venue | Zoom Video Conference |
| Organizer | Sparkle Burns |

Agenda

| | |
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1. Call to Order and Opening Remarks

Presented by David North

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Meeting Minutes for December 2, 2020

For Approval

Presented by David North

THE UNIVERSITY OF MEMPHIS

BOARD OF TRUSTEES

MINUTES OF THE BOARD OF TRUSTEES MEETING

December 2, 2020

Memphis, TN

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

I. CALL TO ORDER

Chairman North called the meeting to order.

Chairman North thanked those that were watching the meeting. He thanked the community, faculty and staff, the president's council, athletics, and others for the work they have done during the pandemic.

II. ROLL CALL AND DECLARATION OF QUORUM

Chairman North called the meeting to order.

Secretary Murry asked the board members two questions, to verify that they could hear her clearly and if they were alone and present. The following Trustees were in attendance:

All Trustees verified they could hear clearly, and they were alone.

Trustee Edwards

Trustee Ellison

Trustee Graf

Trustee Johnson

Trustee Martin

Trustee North

Trustee Roberts

Trustee Springfield

Secretary Murry announced the presence of a Quorum.

*Trustee Kemme joined the meeting later during the President's Update and verified that he could hear, and he was alone.

III. APPROVAL OF MINUTES-SEPTEMBER 2, 2020 AND JUNE 3, 2020

Chairman North noted that there was an amendment to the June 3, 2020 minutes adding the questions “can hear clearly and are you alone,” which failed to be included in the last meeting minutes.

Chairman North called for a motion to approve the meeting minutes for June 3, 2020 and September 2, 2020. The motion was made by Trustee Johnson, and properly seconded.

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

A roll call vote was taken and unanimously approved.

IV. PRESIDENT’S UPDATE

Chairman North recognized University of Memphis President, Dr. Rudd. Dr. Rudd made comments regarding the COVID-19 vaccine and the possibility of the pandemic coming to an end. Dr. Rudd expressed his appreciation to the faculty and staff, students, and Board of Trustees for their efforts during the pandemic. Shown in the revised budget the University has had financial losses over the last year, but Dr. Rudd is confident that the University will come out of this crisis stronger. Dr. Rudd expressed his appreciation to the staff in Student Services, Financial Services, and Advising for the help they provided students during this past year.

The University held its first outdoor graduation at the Liberty Bowl after canceling previous graduations because of COVID-19. The University received excellent feedback from staff, students, and parents and is considering having future outdoor graduations. Dr. Rudd expressed his appreciation to Tammy Hedges, her team, and Dr. Weddle-West.

Dr. Rudd expressed his appreciation to Hilliard Crews and Crews Family Foundation for their donation, which is the largest single academic gift in University’s history to name the Crews School of Accountancy. Dr. Rudd thanked Joanna Curtis, her team, and Dean Damon Fleming in the Fogelman College of Business and Economics for their efforts. This gift will impact not only the School of Accountancy but also the Fogelman College of Business and Economics, and the University as a whole.

Dr. Rudd presented recommendations to the Board from the workgroups addressing race and social justice issues on the University’s campus and community. Dr. Rudd expressed his appreciation to the Student Government Association and the work they did with the workgroups. Dr. Rudd presented three naming recommendations to the Board for approval:

- A marker to be placed at Jones Hall in honor of Mariam Decosta Sugarmon, the first Black faculty member at the University.
- The renaming of the Alumni Mall to the Luther C. McClellan Alumni Mall in honor of Luther C. McClellan being the University’s first Black graduate.

- The renaming of the University Center to the Maxine A. Smith University Center and the creation of a mural to share Maxine A. Smith's story with the students at the University and the community. Maxine A. Smith was denied admission to complete her graduate studies at the University because she was Black.

Chairman North recommended three separate motions for the naming and one roll call will be completed for all three motions.

- Chairman North called for a motion for the naming of Jones Hall in honor of Mariam Decosta Sugarman. The motion was moved by Trustee Roberts, and properly seconded.

Chairman North asked if any commentary needed to be made on this motion, none was provided.

- Chairman North called for a motion for the renaming of the Alumni Mall in honor of Luther C. McClellan. The motion was made by Trustee Johnson, and properly seconded.

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

- Chairman North called for a motion for the renaming of the University Center in honor of Maxine A. Smith and the creation of the mural. The motion was made by Trustee Roberts, and properly seconded.

Chairman North asked if there was any discussion for the motions, none were provided.

Chairman North applauded the information provided by Dr. Rudd to recognize the individuals being honored and the actions taken to improve social injustice.

Trustees offered comments about the recognition of the individuals and applauded the University team for making those efforts.

Chairman North asked if there were any other comments, none were provided. A roll call vote was taken as one vote for all three motions and unanimously approved for all three motions.

V. UPDATE OF LAMBUTH CAMPUS

Chairman North recognized Dean of Lambuth Campus, Dr. Niles Reddick. Dr. Reddick presented an update of the Lambuth Campus. The Lambuth Campus began operations on August 8, 2011 and there has been a 430% increase of students since that time. Currently, the Lambuth Campus has a budget of \$9 million. There are 70 faculty members, with 30 of those faculty being part-time and there are 30 staff members.

Dr. Reddick presented Lambuth's enrollment for the last three years. Despite the pandemic, the Lambuth Campus had a 20% increase in enrollment. The Lambuth Campus has 16 undergraduate programs, with the Nursing program being the largest. The Lambuth supported the research missions of the University of Memphis by opening the Center for Community Criminology Research, CAESAR-Center for Applied Earth Science and Engineering Research, and other University of Memphis sponsored events.

The Lambuth Campus has several Community Partnerships including, the Early Reporting Center, the Swim Club, the Madison Academic High School Athletics, and several others. There are also several registered student organizations. Dr. Reddick mentioned that Lambuth has several student engagement activities including, an art show through the museum in Memphis, a writer's event, and a swim-in. There are several Student Academic Engagement activities including the University of Memphis Lambuth Undergraduate Research Symposium, which is led by faculty.

Student Activities representative Beth Ann Simpson manages the internships on the Lambuth Campus. Majority of the internships listed are led by faculty. There is also a UMRF Call Center that employs 75 students and has paid over \$1 million in wages. The Lambuth Campus has several traditions including:

- The J.L. Williams gate ceremony
- Lambuth Alumni event called True Blue Day
- Lambuth Historical Preservation Committee

The Lambuth Campus has several development activities. Dr. Reddick presented a list of new scholarships in those academic areas including the Wes Henley Music Studio Gift for Internships, which was a studio gifted by Mr. Wes for the students to use as a recording studio. The Lambuth Campus is also having campus improvements completed. The Jacqueline Fleener Fountain was one of the improvements completed on the Lambuth Campus this year. All the improvements are an investment for \$21 million by the State of Tennessee.

The Lambuth Campus plans to move toward a more health center campus in the future, offering various degrees in that field including a doctorate of physical therapy, working to offer doctorate of occupational therapy, doctorate of nursing practice, adding an accelerated Bachelor of Science in Nursing, and working with the hospital to increase the MSN-FNP. The Madison Academic High School is being built on the Lambuth Campus and a dual enrollment program is expected to be created this fall.

Dr. Reddick concluded his presentation. Chairman North open for questions or comments from the Board. Trustee Springfield applauded the work completed on the University of Memphis Lambuth Campus and what it means to the community of Jackson, TN, and alumni. Trustee Edwards commented on how excited he is about the health center campus transition the Lambuth Campus is making.

Chairman North commented that it is clear the Lambuth Campus is relevant and applauded the Lambuth staff for how relevant they have made the Lambuh Campus in the community. Dr. Rudd thanked Dean Reddick and his leadership and the city of Jackson, TN for their support of the Madison Academic High School.

VI. INCREASING GRADUATION RATES/CLOSING COMPLETION GAPS: CURRENT AND FUTURE PROGRAMS, STRATEGIES AND GOALS

Chairman North recognized Vice President of Student Academic Success, Dr. Karen Weddle-West and Provost, Dr. Tom Nenon. Dr. Weddle-West shared the success of increasing graduation rates and closing completion gaps.

To increasing graduation rates and close completed gaps the University must continue to enroll high populations of students. The University of Memphis had the highest enrollment than all the other institutions in Tennessee this past year and for the second year the University is the 2nd largest public University in Tennessee. While enrollment has grown, quality has been enhanced by higher GPAs, steady levels of ACTs, and a higher percentage of honor students. The Clearinghouse data is important to mention because it shows the students that enrolled at the University of Memphis and transferred to other Universities and those students that transferred from other Universities to the University of Memphis.

The University of Memphis saw an increase in the graduation rates from 2008 through 2020. Programs that helped the University get to those high graduation rates include:

- Complete to Compete Initiative
- The consolidation of Academic Affairs and Student Affairs
- Employing Predictive Analytics
- Enhanced Early Alerts
- Student Academic Success Center created
- Center for Athletic Academic Services
- Office of First-Generation Student Success
- Parent and Family Services program
- Dean of Students extended their services
- Student Success Teams

Completion Gaps have been closed because of the initiatives. The University is recognized for its ranking for undergraduate degrees for graduating African American students, law degrees, master's programs, and for the enrollment of the largest percentage of high-achieving Lantix students in our district through the University's Talented Tenth Induction Program. Retention rates have increased from first year to second year students, with 79.5% being the University's second highest rate. Graduation gaps have been identified as being Pell related but the University has decreased the gap to 11% for historically underrepresented minorities, however the persistent Pell gap remains. Dr. Weddle-West presented information to show how important it is to close completion gaps financially related to the Memphis Advantage Scholarship. Student who received the \$4,000 scholarship graduated African American students at 68.1% this past summer, which is the highest percentage the University has had, compared to the 42.1% of students that did not receive the scholarship. The University's Finish Line Program continues to have a major impact on closing completion gaps and increasing rates of historically underrepresented populations with 745 graduates. The Talented Tenth program is the University's major recruiter that allows the University to bring in the top 10% from the surrounding areas to induct them early.

Summer enrollment increased at the University with the implementation of the 3+3 program and financial opportunities to help the Pell students. Now that the University has moved virtually, 24/7 free online tutoring has increased with student involvement. The African American Male Academy has seen involvement from the 13-year-old boys that are part of the middle school virtually on Saturday. Dr. Weddle-West thanked the donors for providing tablets, and Trustee Johnson and Trustee Ellison for their involvement. The African American Academy graduated 274 African American males in Fall 2020. UofM Global continues to help increase graduation rates. The psycho-social program for Academic Coaching for Excellence continues to provide incentives and instruction that the University's low-income and underrepresented population needs. Dr. Weddle-West mentioned again the purpose of the Eradicating Systemic Racism and Promoting Social Justice Initiative, which is to focus on increasing rates and closing gaps.

The next steps the University is taking to increase graduation rates and close completion gaps include:

- Creating a model for a Culture of Student Academic Success by measuring risk
- Just-In-Time Initiatives
- Registration Incentives
- Micro-Grants
- Three Year Graduation Plan
- Future Practices through the Dean of Students Office
- Creation of the endow Completion Scholarship for the African American Male Academy
- Bruns Scholarship Challenge Fund
- Springfield First Generation Scholarship
- Towler, Cheng, Searcy Family Completion Scholarship

Chairman North commented that the presentation showed that Dr. Weddle-West is working every aspect to achieve the results that the University has shown. Dr. Nenon acknowledged the work the Office of Institutional Research completes and thanked Dr. Weddle-West for her work.

Chairman North opened for questions or comments from the Trustees. Trustees offered comments about the efforts and work being completed by the University.

No other comments were provided.

VII. MEMPHIS ATHLETICS UMADE WORKGROUP PROGRESS

Chairman North recognized Athletic Director Laird Veatch and Associate Athletic Director for Student-Athlete Welfare, Marlon Dechausay.

Mr. Veatch offered comments about Mr. Dechausay and introduced him. Mr. Veatch also provided some background information about the workgroup. Athletics wants this to be

sustainable and an ongoing part of their culture. Athletics intentionally engaged the student athletes and staff in the process.

Mr. Veatch introduced Mr. Dechausay to present the UMADE Workgroup Progress. In June after the George Floyd incident, Athletics wanted to check on their student athletes and staff. A series of high-level engagement was conducted virtually with the athletics staff, minority staff, and student athletes and surveys were sent as well.

A core group of 11 people including coaches, student-athletes, staff, and external partners was created. The group met every week for 5 to 6 weeks to review the surveys and provide an outline of the priority action items.

Actions completed this summer for the student-athletes were:

- Voter education and registration
- Unity Walks
- Black Lives Matter Helmet Sticker this season

Some national representation for the Athletics' department were:

- The appointment of the NCAA Athletic Diversity and Inclusion Designee. Mr. Dechausay serves in that role.
- Mr. Veatch American's Racial Equality Action Group along with two student-athletes
- In September 2020, Mr. Dechausay was selected to serve on the LEAD1 Diversity and Inclusion Working Group.

From the surveys, themes and priorities were created and will be used as the pillars for the year.

The Pillars are:

- Diversity and inclusion: athletics wanted to see more representation within the athletics department and coaches but evaluation how to attract more diverse candidates.
- Training and Education: having mandatory diversity training and the creation of a UMADE resource website.
- Promotion and Visibility: part of this pillar is the creation of the equality logo and athletics honoring the first African American Athletes in all sports next year.
- Communication and Accountability: improving communication.

The Equality Logo was unveiled during the presentation. The logo will be worn as patches on Athletic uniforms and game day apparel. The patch represents diversity, respect, and the Memphis State Eight. A video was presented from Student Athletes about what they feel equality, dignity, and respect means to them.

Chairman North asked if there were any question or comments. Trustees offered comments and applauded the work the UMADE workgroup has done.

No other comments were provided.

VIII. REPORT AND RECCOMENDATION 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 meeting on December 1, 2020.

There were two informational items presented to the committee including:

- Associate Dean of Students, Darren Wibberding presented an overview of a new Student Code of Rights and Responsibilities that is currently being developed.
- Faculty Senate President, Jeffrey Marchetta presented a presentation on the Shared Governance between the Faculty Senate and the Administration.

There was one action item presented to the committee, which was reviewed and approved by the committee and requests the Board's approval. The following item was presented and motioned by Trustee Kemme:

- A motion was made to the renaming of the School of Accountancy 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 asked if there were any questions, none were provided.

IX. REPORT AND RECCOMENDATION OF THE AUDIT COMMITTEE

Chairman North recognized Trustee Springfield. Trustee Springfield presented the items that were presented at the Audit Committee meeting on November 30, 2020.

Trustee Springfield presented an overview of the items discussed in the Audit Committee meeting including:

All were presented by Chief Audit Executive, Vicki Deaton.

- Summary of audit reports issued
- Summary of investigations issued
- External audit report for the University of Memphis Foundation Financial Statements
- External audit report for the University of Memphis Research Foundation Financial Statements
- External audit report for the University of Memphis Auxiliary Services Financial Statements
- External audit report for the Herff Trust Financial Statements all as of 6/30/2020

Executive Vice President and Chief Financial Officer, Raaj Kurapati presented information on the Risk Assessment.

Director of Institutional Equity and Chief Compliance Officer, Tiffany Cox presented information on the Compliance program.

Chief Information Officer, Robert Jackson provided an update on the Information Security program.

There were no items that required action or Board approval.

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

X. REPORT AND RECCOMENDATION OF THE GOVERNANCE AND FIANCNE COMMITTEE

Chairman North recognized himself to present an overview of the items presented at the Governance and Finance Committee meeting on December 1, 2020. The following items were presented:

Chief Financial Officer Raaj Kurapati presented information on the following:

- The fiscal year 2021 revised operating budget
- Student housing development

There were two items presented to the committee for action and requests board approval. The following items were presented and motioned by Chairman North:

- The professional development policy that was presented to the committee by Board Secretary Melanie Murry. A motion was made to approve the professional development policy and properly seconded.

Chairman North asked if there was any discussion, none was provided. A roll call vote was taken and unanimously approved.

- A motion was made to approve the fiscal year 2021 operating budget and properly seconded.

Chairman North asked if there was any discussion or questions, none were provided. A roll call vote was taken and unanimously approved.

XI. ADDITIONAL BUSINESS

No additional business

XII. ADJOURNMENT

Chairman North adjourned the meeting to executive session.

4. President's Update

Presentation

Presented by M. David Rudd

5. Student Perception of COVID-19 Impact

Presentation

Presented by Desiree' Dyson and Danielle Fong

The University of Memphis Board of Trustees

Presentation
For Information

Date: March 10, 2021

Committee: Board of Trustees

Presentation: Student Perception of COVID-19 Impact

Presented by: Desiree' Dyson, President of the Student Government Association
Trustee Danielle Fong, Student Trustee

Background:

Desiree' Dyson and Trustee Danielle Fong will present information on the student perception of the COVID-19 impact.

How COVID-19 Impacted Our Students

Board of Trustees

Desiree' Dyson
Student Body President
Student Government Association

March 10, 2021
Zoom Video Conference



MARCH 2021

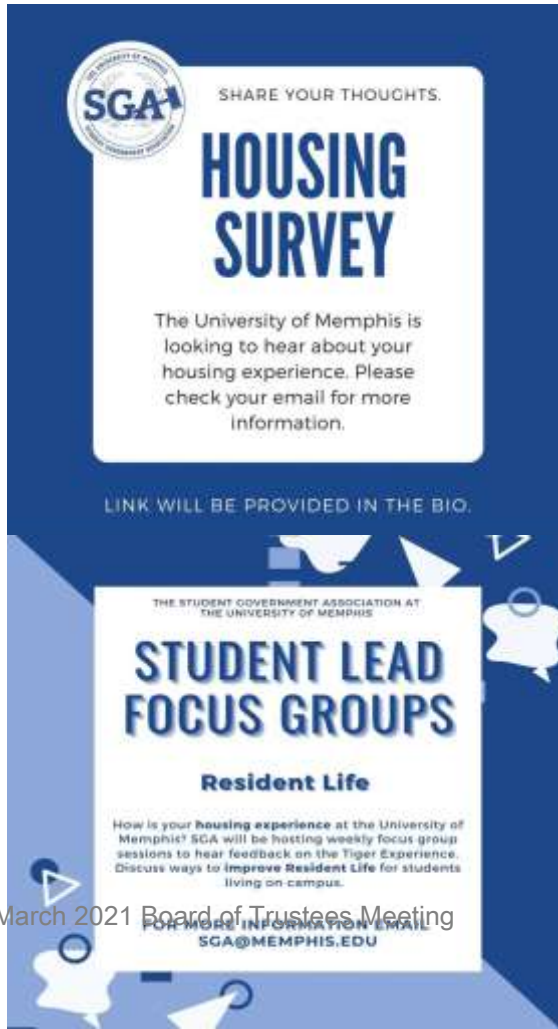
A Little Bit About Me




March 2021 Board of Trustees Meeting

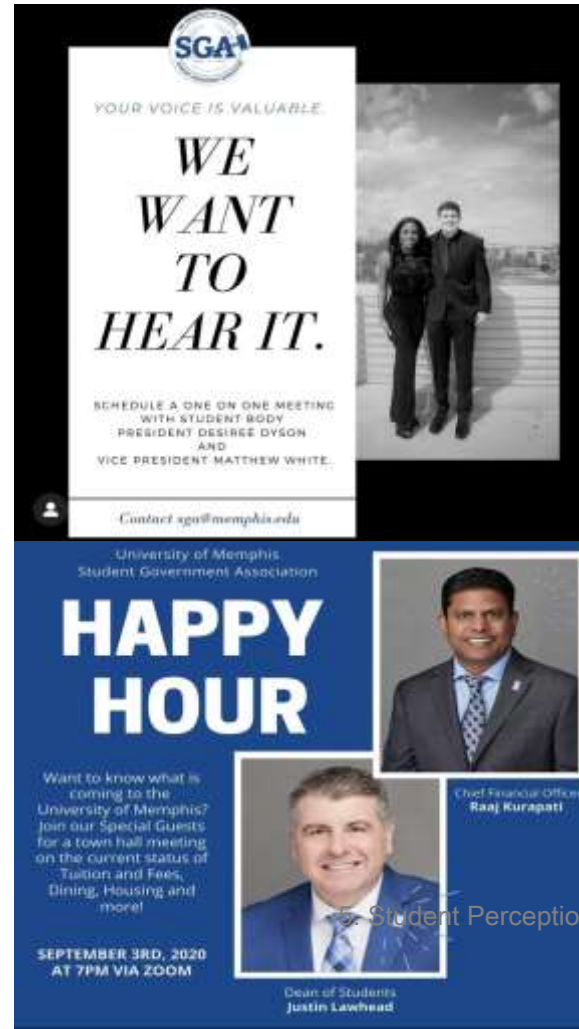
5. Student Perception of COVID-19 Impact

A Little Bit About SGA




SHARE YOUR THOUGHTS.
HOUSING SURVEY
 The University of Memphis is looking to hear about your housing experience. Please check your email for more information.
 LINK WILL BE PROVIDED IN THE BIO.

THE STUDENT GOVERNMENT ASSOCIATION AT THE UNIVERSITY OF MEMPHIS
STUDENT LEAD FOCUS GROUPS
Resident Life
 How is your housing experience at the University of Memphis? SGA will be hosting weekly focus group sessions to hear feedback on the Tiger Experience. Discuss ways to improve Resident Life for students living on campus.
 FOR MORE INFORMATION EMAIL: SGA@MEMPHIS.EDU




YOUR VOICE IS VALUABLE.
WE WANT TO HEAR IT.
 SCHEDULE A ONE ON ONE MEETING WITH STUDENT BODY PRESIDENT DESIREE DYSON AND VICE PRESIDENT MATTHEW WHITE.
 Contact sga@memphis.edu

University of Memphis Student Government Association
HAPPY HOUR
 Want to know what is coming to the University of Memphis? Join our Special Guests for a town hall meeting on the current status of Tuition and Fees, Dining, Housing and more!
 Chief Financial Officer **Raaj Kurapati**
 Dean of Students **Justin Lawhead**
 SEPTEMBER 3RD, 2020 AT 7PM VIA ZOOM




 THE STUDENT GOVERNMENT ASSOCIATION
Mr. and Mrs. U of M
 SGA will be accepting nominations for Seniors worthy of the crown. To submit a nomination, visit SGA's page on Tiger Zone. Contact Matthew White, mdwhite@memphis.edu for inquiries.
 DUE SEPTEMBER 24TH, 2020 AT 11:59PM

TIGERS CALL TO ACTION
 A PEACEFUL PROTEST AGAINST CAMPUS INEQUALITY AND RACIAL INJUSTICE IN AMERICA
 Date: Juneteenth (June 19th) 5:00 P.M.
 Meet at: Med R. McWhorter Library Ellipse
 March Ends, Alumni Mall (kneeling for Rain 4sec)
 A MASK IS REQUIRED, SIGNS AND POSTERS WELCOME.
SILENCE = COMPLICITY




TIGERS TAKE ACTION
Protest Gear Donation Drive
 JUNE 9TH - 12TH, 2020 1:00 PM TO 3:00 PM
 DROP OFF
 ZACH CURLIN PARKING GARAGE UNIVERSITY OF MEMPHIS 505 ZACH H CURLIN ST, MEMPHIS, TN 38111
 MASKS
 WATER
 GLOVES
 FACE SHIELDS
 HAND SANITIZER
 RUBBING ALCOHOL
 DISINFECTING WIPES
 DISINFECTING SPRAY
 HYDROGEN PEROXIDE
 PROTECTIVE GOGGLES


FINALS FREEBIES with SGA
 Outside the Bookstore
Monday, December 9, 2019 7:30am-10am
 Driven by doing

COVID-19 Challenges

- Academics
- Adaptation
- Mental Health
- Financial Hardship

Academics

- Daily Access
- Online Learning
- Work From Home Environment

What The UofM Has Done

- Virtual Tutoring
- Virtual Advising Appointments
- Virtual Student Success Resources

Adaptation

- Friendships
- “Hallway Talk”
- In-person Classes
- On Campus Events
- Sporting Events

What SGA Has Done

- Social Media
- Open Line Policy
- Power Hours
- Two on One Opportunities
- Student Led Focus Groups

Mental Health

- Loneliness
- Anxiety
- Stress
- Other Responsibilities
- The crushing uncertainty of the next few years

What The UofM Has Done

- Virtual Counseling Services
- Virtual Group Therapy
- Virtual One on Ones

Financial Hardship

- The Uncertainty of the Job Market
- Books and Other Class Resources
- Housing
- Tuition
- Food Insecurities

What the UofM Has Done

- CARES ACT
- Student Emergency Fund
- Tiger Pantry

What Can Be Done Moving Forward?

- Planning Ahead
- Expand Access
- More Small Gatherings
- More Funding for Students During Crisis
- More Interactive Social Media Posts
- More Widespread Interactive Virtual Events Year Round
- Hand Hygiene and Respiratory Etiquette Courses
- Adequate Supplies Readily On Hand For All



Cecil C. Humphreys School of Law: Student Trustee Update

Board of Trustees

Danielle Fong
Second-Year Law Student
Student Trustee, 2020 – 2021
Director of Events, Student Bar Association

March 10, 2021
Zoom Video Conference

March 2021 Board of Trustees Meeting



**Board of
Trustees**

MARCH 2021

COVID-19 CHALLENGES & ACCOMPLISHMENTS

- **Lessons Learned Moving Forward**

- Town Hall
- Mental Health
- Mentorship Program

- **Diversity**

- How can we adapt – not react?

- **Shift to Virtual Events**

- Orientation
- Trivia Night

- **Community Service**

- Drive for the Children Advocacy Center
- How can we contribute to our local community?
- How can we help students in need?



STUDENT SUPPORT INITIATIVES: Mental Health

- **Mindfulness Initiatives**
 - Commission on Lawyer Assistance Programs - Mindfulness
 - Lawyer-led support groups for students
- **Counselling Center & Telehealth Opportunities**
 - Student Practicum
 - Additional in-person support for law students
 - Scheduling days according to semester schedule
- **Equivalent Access to Main Campus Wellness Programming**



STUDENT SUPPORT INITIATIVES: Physical Health

- **Fitness Programming**

- YMCA & other local businesses
- Student-led groups
- Wellness Room



- **School of Health Sciences Collaboration**

- Opportunities for both HS and law students
- Smoothie Bar



STUDENT SUPPORT INITIATIVES: Diversity

- **Committee on Diversity**
 - Event programming
- **Diversity Week**
 - Student Panel
 - Speed Mentoring Event
- **Reconsideration of Student Organizations**
 - How can SBA better support ALL its students?
 - How can SBA ensure that ALL students are represented?



SPEED MENTORING

THE UofM STREET LAW CHAPTER
PRESENTS

Speed Mentoring
with current
Memphis Law students

Tuesday, Feb. 23
5:00 p.m.

REGISTER BY CLICKING HERE

*Immediately following the event, our admissions
office will host a Q&A for high school students
interested in attending law school.*

Co-sponsored by the Memphis Law Student Bar Association

INITIATIVES FOR THE STUDENT COMMUNITY

- **Expanding access to wellness programming**
 - Continued, permanent use of telehealth
 - Eliminate limitations on the number of sessions
 - Competitive salary for counsellors
- **Communications between graduate schools and main campus**
 - Increasing opportunities for student input
 - Collaborating on mutual goals



INITIATIVES FOR THE STUDENT COMMUNITY

- Support to incoming transfer students
 - Web page exclusively for transfer students
 - One Step Closer Program
 - Partnerships with local community colleges' a
 - Mentorship

[REQUEST INFO >](#)[VISIT >](#)[APPLY >](#)

| START IN | FALL | SPRING | SUMMER |
|----------|--------|--------|--------|
| APPLY BY | JULY 1 | DEC 1 | MAY 1 |

Deadlines may vary for reapplicants, international students and specific programs (ex: nursing). [View additional details and deadlines >](#)

What's Next?



After You Apply
Apply to UofM ✓
Wondering what happens next?
[Next Steps >](#)



Student Life
Get involved and make the most of your college experience.
[Check Out Campus Life >](#)



After Admittance
Did you receive your acceptance letter?
Congrats! Complete these steps next.
[Admitted Students >](#)



Academic Support & Student Services
Counseling, tutoring and more services are available.
[Support Resources >](#)



About UofM
Check out a virtual tour, and learn more about the city, student life and more.
[About UofM >](#)

Meet Your Admissions Counselor



Carol Chancellor
Email: cchnc@memphis.edu

[SCHEDULE A VIRTUAL MEETING WITH CAROL >](#)

Are you driven to *do more*?

You've come to the right place, and you're not alone. Each year 1,000+ students transfer to the UofM to further their education, to advance their careers, to take part in ground breaking research and to find their new home. We offer our diverse student body countless ways to enhance their college experience and meet their academic and personal needs.

At the University of Memphis, you can choose from more than 250 program areas in 12 colleges and schools. Location is key as well, so you can choose to attend on-ground in Memphis, at the UofM Lambuth campus in Jackson, TN, or anywhere you'd like through our fully-online and nationally ranked program, UofM Global.



Transfer Student Guide

Learn more about programs, financial aid and more.

[DOWNLOAD GUIDE >](#)

Transferring Credits

Will my credits transfer? Learn more and review the equivalency table.

[TRANSFER CREDIT GUIDE >](#)

Graduate Transfer Students

Review information for grad student transfers.

[GRAD STUDENTS >](#)

SUCCEEDING STUDENT TRUSTEE GUIDANCE

- **Increased Communication**
 - Regular meetings with administrative and student leaders, and with relevant Board of Trustees (BOT) committees
 - Quarterly or monthly meetings with prior student trustee
- **Structured guidance memorandum**
 - Preceding trustee's ongoing projects and initiatives
 - Suggested projects to undertake
 - Issues currently confronting the university
 - What to expect, who to communicate with and when
- **Creating a regular forum for ALL student input**
 - Town Halls
 - Communication between the undergraduate schools, graduate schools, and student trustee
 - Meetings with all student leaders
 - Increased representation of graduate and doctoral students





Thank you for your consideration!

6. Eradicating Systemic Racism and Promoting Social Justice Initiative Update

Presentation

Presented by Karen Weddle-West

The University of Memphis Board of Trustees

Presentation
For Information

Date: March 10, 2021

Committee: Board of Trustees

Presentation: Eradicating Systemic Racism and Promoting Social Justice Initiative Update

Presented by: Dr. Karen Weddle-West, Vice-President of Student Academic Success

Daphene McFerren, Esq., Executive Director, Benjamin L. Hooks Institute for Social Change

Linda G. Hall, Associate Dean of Multicultural Affairs

Background:

An update on the progress of the workgroups for the Eradicating Systemic Racism and Promoting Social Justice Initiative.

Eradicating Systemic Racism and Promoting Social Justice Initiative Update

Board of Trustees

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

Daphene McFerren, Esq.
Executive Director, Benjamin L. Hooks Institute for Social Change

Linda G. Hall
Associate Dean of Multicultural Affairs

March 10, 2021
March 2021 Board of Trustees Meeting
Zoom Video Conference

6. Eradicating Systemic Racism and Promoting Social Justice Ini...



MARCH 2021

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Closing Gaps in Retention and Completion of Students from Historically Underrepresented, First-Generation and Low-Income Populations

Co-Leads



Cory Major
Director
Office of First-
Generation Student
Success



Dr. Stephanie Ivey
Associate Dean for Research,
Herff College of Engineering;
Professor of Civil Engineering

Workgroup Members

- **Dr. Bill Akey**, Clinical Professor, Leadership Department, College of Education
- **Dr. Barbara Bekis**, Assistant Director, Educational Support Program
- **Kaylon Bradford**, Director, Student Leadership and Involvement
- **Julia Byrd**, Student, Biomedical Engineering
- **Ryan Crews**, Coordinator, Student Success, Student Academic Success
- **Dr. Russ Deaton**, Associate Dean for Academics, Herff College of Engineering
- **Marlon Dechausay**, Associate Athletic Director, Student-Athlete Welfare, Athletics
- **Dr. Olusegun George**, Professor, Department of Mathematical Sciences, College of Arts & Sciences
- **G.L. Guy**, Coordinator/Counselor II, Center for Academic Retention & Enrichment Services (CARES)
- **Melvyn Harding**, Director, Student Success Programs (TRIO)
- **MJ James**, Coordinator, Veterans and Military Services
- **Andrew Linn**, Associate Director, Student Financial Aid
- **Dr. Linh Luu**, Associate Director, Training Director-Internship and Practicum, Counseling Center
- **Braden Mangavalli**, Student, Mechanical Engineering Major
- **David Martinez**, Student, International Relations
- **Trellis Morgan**, Manager, Academic Advising, Fogelman College of Business & Economics
- **Shelia Moses**, Academic Services Coordinator, Herff College of Engineering
- **Jennifer Murchison**, Assistant Director, Disability Resources for Students
- **Kyle Nixon**, Director of Recruitment & Orientation, Undergraduate Admissions and Orientation
- **Dr. Lavonnie Perry Claybon**, Research Asst. Professor/Director, Mid-South Access Center for Technology
- **Dr. Chuck Pierce**, Associate Dean, Academic Programs, Fogelman College of Business & Economics
- **Dr. Eric Stokes**, Assistant Vice Provost, Strategic Enrollment Systems
- **Connie Thiemonge**, Assistant Director, Alumni Relations
- **Ryan Wade**, Program Manager/Graduation Coach, Multicultural Affairs
- **Cortez Washington**, Associate Director, Career Services

Goal: Eliminate Completion & Opportunity Gaps

- a.) Collaborate with Career Services to Create College to Career Program
- b.) Develop College to Career Resources for Faculty
- c.) Develop Experiential Degree Maps

Recruiting, Hiring and Retaining Tenured and Tenure-Track African American Faculty and Other Faculty of Color



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

Co-Leads



Dr. Damon Fleming
Dean, Fogelman College of
Business and Economics; Professor
of Accountancy



Dr. Kandi Hill-Clark
Dean, College of Education;
McRae Endowed Professor of School-
Based Clinical Practice

Workgroup Members

- **Richard J Bloomer**, Dean, College of Health Sciences
- **Beverly Greene Bond**, Professor of History, College of Arts and Sciences
- **Rosie Phillips Davis**, Professor of Counseling, Educational Psychology and Research
- **Linda Jarmulowicz**, Dean, School of Communication Sciences and Disorders
- **Enrica N Ruggs**, Assistant Professor of Management, Fogelman College of Business and Economics
- **Kevin M Sanders**, Director, Rudi E. Scheidt School of Music
- **Katharine T aylor Schaffzin**, Dean, Cecily C. Humphreys School of Law
- **Richard Joseph Sweigard**, Dean, Herff College of Engineering
- **Lan Wang**, Chair, Department of Computer Science
- **Melanie Murry, Esq.**, University Counsel

Doctoral Student Researchers Doctoral student researchers supported the working group under the supervision of Dr. Enrica Ruggs

- **Della Clark**, PhD student (year 1), Department of Marketing and Supply Chain Management
- **Ashley Robinson**, PhD student (year 1), Department of Management
- **Feigu Zhou**, PhD student (year 1), Department of Management
- **Darel Hargrove**, PhD student (year 1), Department of Management

Goal: Enhance Diversity in Faculty Hiring

- a.) Build faculty diversity pipelines with strategic partners (i.e., MSI's, HBCU's)
- b.) Identify, develop and report on relevant, attractive collaborations (e.g., academic programs, post-doc programs to promote win-win partnerships (i.e., what can we offer partners and what do we need from partners) Ex. Meharry Medical College Partnership

Co-Leads



Daphene McFerren, Esq.
Executive Director
Benjamin L. Hooks
Institute for Social Change



Dr. Charlie Santo
Department Chair
Department of City and
Regional Planning;
Associate Professor



Dr. Elena Delavega
School of Social Work;
Associate Professor

Workgroup Members

Internal

- **Katherine Lambert-Pennington**, School of Urban Affairs and Public Policy
- **Zack Carr**, Center for Service Learning and Volunteerism

External

- **Josh Spickler**, Just City
- **Mauricio Calvo**, Latino Memphis
- **Michael Scarborough**, Greater Memphis Chamber
- **Justin Merrick**, Center for Transforming Communities
- **Deveny Perry / Courtney Thomas**, BLDG Memphis
- **Eric Robertson**, Community LIFT
- **Mario Brown**, First Horizon

Goal: Develop a multifaceted communications and networking strategy that increases awareness of community engagement, social justice efforts, and engaged scholarship/other scholarship (research).

- Engage with University of Memphis internal and external media department to craft marketing and mass media presence
- Communicate research and scholarship to the community and enhance access to information, including data, research results, and publications such as policy papers etc.

Co-Leads



Dr. Aram Goudsouzian
Professor
Department of History



Kristil Davis
Director, HR Strategic Initiatives
and Talent Management



Tiffany Baker Cox
Director, Institutional Equity &
Chief Compliance Officer

Workgroup Members

- **Wendy Bedwell-Torres** (Management)
- **Kennedi Brown-Willis** (student)
- **Melanie Drisdale** (HR)
- **Steven Nelson** (Education)
- **Kathy Lou Schultz** (English)
- **Sarah Stuart** (Facing History and Ourselves)

Goal: Develop a Diversity, Equity & Inclusion Certificate for Employees

a.) Develop a certificate program designed to provide training on fundamental aspects of intercultural competency with options for employees to deepen their development with multiple levels of learning. Earning the Certificate could be used for professional development and considered in criteria for promotions

b.) Select UofM faculty and staff qualified to develop and facilitate the curriculum for courses/training that comprise the certificate program



Bridgette Decent
Director, Office of
Institutional Research



Daphene McFerren, Esq.
Executive Director
Benjamin L. Hooks Institute for
Social Change

Co-Leads



Joanna Curtis
Chief Advancement Officer,
Office of University
Advancement



Alena Marie Allen
Associate Professor, Cecil C. Humphreys
School of Law



Brandon Henderson
President, University of Memphis
Black Alumni Chapter



Dan Strahl, MS
Associate Director of Research for the
Center for Research in Educational Policy



Summer Owens
President, UofM Alumni Association



Rorie Trammel
Associate Director, Benjamin L. Hooks
Institute for Social Change

Goal: Increase racial minority participation in university advisory boards and search committees to reflect the student composition of the respective colleges and units.

- a.) Formulate guidelines for filling advisory board and search committee positions
- b.) Create a guide and reference lists for soliciting minority participation in advisory boards and search committees.

Co-Leads



Latosha Dexter, Esq.
Deputy University Counsel,
Office of Legal Counsel



Judy Edge
Corporate Vice President
for HR, FedEx Corporation

Workgroup Members

- **Judy Bell** - Judy Bell Consulting
- **Kara Leigh Bowen** – Assistant Director of Admissions, University of Memphis Cecil C Humphreys School of Law
- **Dr. Jamein Cunningham** – Assistant Professor, Department of Economics, University of Memphis Fogelman College of Business and Economics
- **Tony Evans** - Physical Plant HVAC, University of Memphis
- **Dr. Dorothy Hale** – Assistant Director, Student Services, University of Memphis College of Professional and Liberal Studies
- **Nichole Love, MBA** – Memphis Airport Authority and member of Mid-South Compensation Association
- **Lisa Moore** - President and CEO of Girls Inc. of Memphis Ceecy Reed - Sr. Coordinator of Equity Programs, University of Memphis Office for Institutional Equity
- **Alisha Rose Henderson** – Director, University of Memphis Career Services
- **Minor Vawter** - Physical Plant Maintenance Repairs, University of Memphis

Goal: Diversity, equity and inclusion are embedded into all aspects of hiring, retention, and career progression so that the University can more effectively provide for student success.

a.) Implementation of consistent communications, actions and accountability to campus community to meet AA/EO obligations and further the values of diversity, equity and inclusion

b.) Embed Affirmative Action Plan into recruitment and hiring process

c.) Eradicating Systemic Racism and Promoting Social Justice Ini...

March 2021 Board Affiliates Meeting

Co-Leads



Dr. Remy Debes
Chair and Associate
Professor of Philosophy,
Department of
Philosophy



Dr. Beverly Cross
Lillian and Morrie Moss
Chair of Excellence in
Urban Education at the
UofM



Dr. Ladrica Menson-Furr
Associate Professor,
English; Director of
African and African
American Studies

Workgroup Members

- **Mr. James Beasley** (Graduate Student, Philosophy)
- **Dr. Ryan Fisher** (Associate Dean and Associate Professor, College of Communication and Fine Arts)
- **Dr. Rhema Fuller** (Associate Professor of Sport Commerce, Kemmons Wilson School of Hospitality)
- **Dr. Earnestine Jenkins** (Professor, Department of Art)
- **Dr. Daniel Kiel** (Professor, School of Law)
- **Dr. Marian Levy** (Associate Dean and Professor, School of Public Health)
- **Dr. Kim Oller** (Plough Chair of Excellence, School of Communication Sciences and Disorders)
- **Mr. Corey Reed** (PhD Candidate, Department of Philosophy);
- **Dr. Brian L. Wright** (Associate Professor and Program Coordinator of Early Childhood Education, College of Education & Coordinator of the Middle School Cohort of the African American Academy)
- **Dr. Hongmei Zhang** (Bruns Endowed Professor, School of Public Health)

Goal: Identify /Develop Actionable Frameworks for Diversity, Equity, Inclusion and Social Justice

- a.) All existing *Major Core/Required Courses in Programs/Curriculum* should be reviewed and revised to assure they address how racial inequities and social justice are relevant in and to the discipline (e.g., knowledge, impact on society, connections to racism)
- b.) Existing programs, majors, concentrations should be reviewed to identify the perspectives shaping them and assure that any gaps, inaccurate representations, and absence of diversity and inclusion are addressed

Co-Leads



Dr. Randy Floyd
Chair and Professor,
Department of Psychology



Dr. Andre E. Johnson
Associate Professor of
Rhetoric and Media
Studies, Department of
Communication and Film



Dr. Ladrica Menson-Furr
Associate Professor,
English; Director of
African and African
American Studies
(Liaison)

Workgroup Members

- **Dr. Will Adams**, Staff Psychologist, Counseling Center
- **Nathaniel Ball**, Media and Programs Coordinator, Hooks Institute for Social Change
- **Dr. Carol Danehower**, Associate Professor, Department of Management and Chair, University Undergraduate Council
- **Dr. Will Duffy**, Associate Professor, English
- **Terri Lee Freeman**, President, National Civil Rights Museum
- **Dr. Joanne Gikas**, Associate Dean, College of Professional & Liberal Studies
- **Dr. Matt Haught**, Assistant Chair and Associate Professor, Department Of Journalism and Strategic Media
- **Dr. Robin Poston**, Professor, Department of Business Information and Technology, and Dean of the Graduate School
- **Dr. Ron Serino**, Instructor, College of Professional & Liberal Studies
- **Dr. Maurice Williams**, Associate Director, Institute on Disability TigerLIFE (Learning Independence, Fostering Employment & Education)
- **Danesha Winfrey**, College Academic Advisor, College of Professional & Liberal Studies

Goal: Develop a strategic plan of action to review requests for programming within the context of existing academic programs focused on race and social justice to determine need and avoid duplication.

- a.) Identify a work group and administrative representatives to seek university approval for modified or new items to appear in proposal guidelines.
- b.) Ensure that proposals for new courses, majors, minors, concentrations, programs, and certificates address the goals of eradicating racism and promoting social justice

Co-Leads



Dr. Richard Lou
Professor and Chair,
Department of Art



Amanda Lee Savage
Instructor & Undergraduate
Advisor, Department of
History



Latica Jones
Business Officer III,
College of Arts and
Sciences

Workgroup Members

- Lucienne Auz
- Marella Baccay
- Tara Marie Buchannan
- Daniel A Bureau
- Gloria Fulton Carr
- Z U Ivy
- Rebecca Howard
- Latica Monique Jones
- Holly Lau
- Chelsea Dawn Liddell
- Richard A. Lou
- Amillyon Riley
- Amanda Lee Keikialoha Savage
- Linda Steele
- Isabel Machado Wildberger
- Shan'Ternera Aqua'Netta Williams
- Leah Windsor

Goal: Create Symposia/Conferences on Race/Social Justice/Community Building (possibly revenue generating)

a.) Select units that will lead and support efforts for organizing conference

b.) Enlist faculty, staff and students from a broad spectrum of disciplines to collaborate on organizing and generating topics for conference, dates.

Co-Leads



J. W. Gibson
Chairman and CEO
Gibson Companies



Carolyn Hardy
President, Chism
Hardy Investments



Beverly Robertson
CEO, Greater Memphis Chamber



Nick Pappas
Executive Director, Procurement
and Contract Services



Dr. Albert Okunade
Professor, Department of Economics;
George Johnson Fellow in Research,
Fogelman College
of Business and Economics

- Goal: Enhance current diversity supplier program and establish measurable objectives connected to performance reviews.
- a.) Develop appropriate staffing plan to implement the Annual Supplier Diversity Program
 - b.) Update current Diversity Supplier Program to reflect the evolution of University's business requirements and objectives

Co-Leads



Otis Sanford

Professor, Hardin Chair of Excellence in
Economic and Managerial Journalism,
Department of Journalism and Strategic
Media



David Waters

Investigative Journalist;
Assistant Director of the
Institute for Public Service
Reporting

Workgroup Members

- **Anne Hogan**, dean of the College of Communications and Fine Arts
- **TK King**, instructor and coordinator of student radio
- **Tori Cliff**, instructor, Journalism & Strategic Media, Lambuth Campus
- **Venita Doggett**, director of development, College of Education
- **Karen A. Hall**, director of IT Security and Identity Management
- **Jeremiah Hall** and **Jordin Jackson**, students, Journalism & Strategic Media
- **Yancy Villa-Calvo**, Memphis artist, 2020-2021 Kennedy Center Citizen Artist Fellow

Goal: To explore, explain and expose systemic racism here in its many forms to inform, educate, and enlighten the public through the work of the Institute for Public Service Reporting, broadcasts on our partnership station WYXR, and the student-led campus livestream.

- a.) To describe the reality and consequences of systemic racism in the Memphis area and explore efforts to address systemic racism and promote social justice.
- b.) Institute faculty members, student interns, and community advisory board members will discuss ideas for print, audio and video stories that explore one or more aspects of systemic racism in Memphis; assign selected stories to faculty members and student interns for future publication in The Daily Memphian and the institution's website.

Recruiting and Graduating African American Doctoral/Law Students and Other Graduate Students of Color

Co-Leads



Dr. Ebenezer Olúṣégún George
Professor of Mathematics,
Department of Mathematical
Sciences



Dr. Esra Ozdenerol
Professor, Department of
Earth Sciences; Director of
GIS Certificate program,
Director of SAGE (Spatial
Analysis and Geographic
Education) Laboratory



Demetria Frank, Esq.
Associate Professor,
Director of Diversity,
Cecil C. Humphreys
School of Law



Dr. Richard Irwin
Professor of Sport Commerce,
Kemmons Wilson School of
Hospitality & Resort
Management; Executive Dean of
the College of Professional and
Liberal Studies and UofM Global

Workgroup Members

- **Kara Bowen**, Asst Dir of Admission, Law School
- **Michael Houston**, PhD Student, Dept. of Marketing & Supply Chain Management
- **LaVonda Clay**, Student
- **Chaylin Garrett**, Student
- **Vivian Morgan**, Student
- **Don Rodrigues**, Asst. Professor, Dept of English
- **Lilith Green**, Student
- **Raven Cohen**, Student
- **Kirbi Tucker**, Coordinator for Graduate Recruitment
- **Latetrica Wilson**, Student
- **Daniel Baker**, Assoc. Professor, Department of Chemistry
- **Earnestine Jenkins**, Professor, Department of Art
- **Miah Cobb**, Student
- **Jane Brown**, Student
- **Latrina Stewart**, Community Member
- **Kimberly Bledsoe**, Student
- **Helen Shaw**, Student
- **Tony Pinson**, Project Coordinator, Center for information Assurance

Goal: Increase application pipeline of URM graduate students by 10% each year for the next three years.

a.) Among the 107 HBCUs, select a subset of 30-50 for focused recruiting and develop a program of early interaction with promising junior and senior students, especially those with STEM majors. Also target AA junior and senior AA students in midsouth colleges and universities for early UM faculty interaction.

b.) Increase marketing of Prior Learning (PLA) for graduate students such as use of credit by exam, transfer credit, Experiential Learning Credit. Also, promote option to utilize certain number of credit hours of master level coursework to doctoral program.

Co-Leads



Ted Townsend
Chief Economic Development
and Government Relations
Officer, Office of Economic
Development and
Government Relations



Tammy Hedges
Executive Vice President
for University Relations



Kathy Johnson
Director of Space
Planning, Utilization
and Administration

Workgroup Members

- Nikita Bell
- Kimberly Grantham
- Katrina Heard
- Tony Poteet
- Otis Sanford
- Katie VanLandingham
- Willie Williams

Goal: Better visibly acknowledge and recognize diversity on campus through naming and branding.

Goals for Branding workgroup accomplished 2020-2021 Academic Year:

- **Placed historical marker at Jones Hall where the office of Dr. Miriam DeCosta Sugarmon, the first Black faculty member, was located.**
 - a. President Rudd, administrators, faculty, staff, students, legislators, alumni and family participated in the marker ceremony, December 14, 2021 (*per Board of Trustees approval on December 2*).

Marker Copy:

A Phi Beta Kappa graduate of Wellesley College, later earning her MA and PhD degrees from Johns Hopkins University, Miriam DeCosta Sugarmon was denied entrance to then Memphis State University in 1957. In 1966, she became the first Black professor at the University where she taught Spanish, was the advisor to the Black Student Association, and helped organize the Faculty Forum.

- **Rename the Alumni Mall to the Luther C. McClellan Alumni Mall in honor of our first African American graduate.**
 - a. McClellan was one of the Memphis State Eight and was the first African American to graduate from the UofM, earning his Bachelor of Science degree in mathematics in 1962. A historical marker will be dedicated in his honor. All signage, campus maps and related collateral will be designed.
- **Named the University Center the Maxine A. Smith University Center.**
- a. In 1957, Smith was denied admission to pursue graduate studies at the University of Memphis because she was African American. Among her many notable efforts, Smith went on to become involved with the NAACP where she was executive secretary; assisted in desegregating Memphis public schools; served on the Memphis Sanitation Strike committee and was the first African American elected to the Memphis City Board of Education, later being appointed by Governor McWherter to the Tennessee Board of Regents which served as the governing body for many public colleges and universities across Tennessee including the UofM. She was awarded an honorary doctorate from the University of Memphis in 2010.

Co-Leads



Dr. Lin Zhan

Dean and Professor of
Loewenberg College of
Nursing, Wharton
Executive Fellow



Dr. Jebose Okwumabua

Professor, College of
Health Studies

Workgroup Members

- **Dr. Marian Levy** (SPH)
- **Dr. Eric Bailey** (LCON)
- **Dr. Tasma Robertson** (LCON)
- **Dr. Gregory Washington** (Social Work)
- **Dr. Justin Lawhead** (Dean of Students)
- **Asia Monique Cross** (Nursing Student)
- **Danielle Youssef Hussein** (Law School Student)
- **Randolph Potts** (Community)
- **Dr. Jerry Watson** (Social Work)

Goal: Eliminate barriers related to the intersection of health disparities, systemic racism and academic achievement of our students.

a.) Strengthen SNAP (Supplemental Nutrition-Assistance Program) initiative to ensure all eligible students are enrolled in program, and provide support staff, perhaps via federal funding, to implement service activities.

b.) Strengthen mental health services to underserved student populations, and ensure diversity, inclusivity, and equity among providers representative of student diversity.

Assessment Strategies

- A 3-phase rubric is used for all 14 working groups to standardize assessment activities across teams with disparate goals and strategies, and plan for scheduled measurements of the status of progress towards strategies. ***Teams have identified strategies, metrics, and benchmarks to monitor progress during the three phases using SMART goals: Specific, Measurable, Achievable, Relevant, Time-Bound.***
- Successful initiative assessment requires centralized communication, collaboration, and ongoing assessment of progress towards goals throughout the lifecycle of the initiative. This includes collaboration with the Office of Institutional Research, outsourcing qualitative analysis to the Center for Research in Education Policy and adequately staffing key offices that provide DEI programming and conduct assessments.

Example of Assessment with Metrics and Benchmarks

Closing Gaps in Retention and Completion of Students from Historically Underrepresented, First-Generation and Low-Income Populations

| Goal 1: Eliminate Opportunity Gaps - eliminate Opportunity Gaps among future and current UofM students from first-generation, low-income, and underrepresented backgrounds (focus populations). | | | | |
|---|--|-------------|---------------|----------------|
| Strategy 1 | Partner with pk-12 schools, area community colleges, community-based organizations, and the UofM community (e.g., faculty, staff, students, alumni and administrators). | Phase 1 | Phase 2 | Phase 3 |
| Metrics | Number of partnerships with community colleges, community organizations, and external stakeholders. | Baseline | Baseline + 5% | Baseline + 10% |
| | Perceptions of partner stakeholders (survey). | Baseline | Baseline + 5% | Baseline + 10% |
| | Number of completed applications from focus populations (baseline Fall 2020) | 10181 | Baseline + 5% | Baseline + 10% |
| | Number of students from focus populations enrolled in Freshman class (baseline Fall 2020) | 1190 | Baseline + 5% | Baseline + 10% |
| | Yield rate for focus populations for Freshman class (baseline Fall 2020) | .20 | Baseline + 5% | Baseline + 10% |
| Strategy 2 | Establish a Transfer Student Services Office (TSSO) or program to provide support to students who transfer (or plan to transfer) to the UofM from other colleges and universities, with focus on community college partnerships. | Phase 1 | Phase 2 | Phase 3 |
| Metrics | Number of community college transfer students enrolled (baseline F2020) | Baseline346 | Baseline + 5% | Baseline + 10% |
| | Percent of progress made towards establishing TSSO office or program | 0% | 50% | 100% |

- Co-leaders have prioritized goals from High Impact/Low Cost to Low Impact/Low Cost and will present workgroup reports to President Rudd, Daphene McFerren, Linda Hall, Karen Weddle-West and other Co-Leads: March 2021
- Remaining faculty, staff, students and alumni who volunteered to serve on the 14 workgroups will be invited to serve as **“Implementation Ambassadors”** for the Eradicating Systemic Racism and Promoting Social Justice Initiative

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

Presentation

Presented by David Kemme

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 5, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Approval of Institutional Mission

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

Background:

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

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

Committee Recommendation:

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

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 5, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Tenure upon Appointment: Dr. Velma Zahirovic-Herbert, Finance, Insurance and Real Estate

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

Background:

Professor Velma Zahirovic-Herbert is receiving tenure upon appointment by University of Memphis as a Professor of Real Estate and holder of the Martha and Robert Fogelman Family Chair in Sustainable Real Estate in the Department of Finance, Insurance, and Real Estate (FIR). The University of Memphis and Fogelman College of Business and Economics policies for tenure and promotion have been followed for this appointment.

Dr. Zahirovic-Herbert received her PhD in Economics in 2007 from Georgia State University and is currently a tenured Full Professor at the University of Georgia. Dr. Zahirovic-Herbert has 33 publications (10 of which are on the FIR A+ rated journal list) and was ranked among the top 20 real estate authors worldwide for 2011–2015 by Real Estate Academic Leadership rankings published in the *Review of Real Estate Literature*. Dr. Zahirovic-Herbert is also the 2015 recipient of the annual American Real Estate Society William N. Kinnard Young Scholar Award. Dr. Zahirovic-Herbert has received multiple grants (as a Co-Principal Investigator) to support her research.

Dr. Zahirovic-Herbert has taught various courses at the undergraduate and graduate levels, served on doctoral dissertation committees, and managed program administration and development. She has developed several new courses to incorporate contemporary topics such as sustainability and residential development and housing finance.

Dr. Zahirovic-Herbert is serving as the managing editor of a high-quality research journal (FIR A rated), participating in the American Real Estate Society, and serving on the Board of the International Real Estate Society. She is also the Vice President of the Atlanta Chapter of Lambda Alpha International.

Committee Recommendation:

The Academic, Research and Student Success Committee recommends approval of tenure upon appointment for Dr. Velma Zahirovic-Herbert.

8. Report and Recommendations of the Audit Committee

Presentation

Presented by Susan Springfield

9. Report and Recommendations of the Governance and Finance Committee

Presentation

Presented by David North

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 9, 2021

Committee: Governance and Finance Committee

Presentation: Campaign Planning Task Force Recommendations

Presented by: Joanna Curtis, Chief Advancement Officer

Background:

Following the Board of Trustees approval of the planning phase of a comprehensive campaign in September 2020, the University convened a Campaign Planning Task Force made up of internal and external constituents to assess and vet recommendations and preliminary campaign plans. The Campaign Planning Task Force met monthly through the fall and winter and has reviewed the campaign feasibility study report, guided revisions to the campaign case for support, campaign counting guidelines, gift acceptance policies, naming guidelines and approved a campaign plan.

The Campaign Planning Task Force recommends that the University of Memphis Board of Trustees authorize a comprehensive university fundraising campaign with a working goal of \$600 million, with campaign counting beginning January 1, 2019 and anticipated to conclude approximately December 31, 2026. The Task Force further recommends the University immediately recruit and assemble a Campaign Steering Committee to provide philanthropic leadership for the campaign.

Committee Recommendation:

The Governance and Finance Committee recommends authorization and approval of the Campaign Planning Task Force's recommendation of a \$600 million comprehensive fundraising campaign, with campaign counting beginning January 1, 2019 and anticipated to conclude approximately December 31, 2026. The committee further authorizes and approves the University to immediately recruit and assemble a Campaign Steering Committee.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 9, 2021

Committee: Governance and Finance Committee

Presentation: Master Plan Update 2021

Presented by: Raaj Kurapati, Executive Vice President and Chief Financial Officer
Tony Poteet, Chief University Planning Officer

Background:

The University Master Plan links the strategic plan to the campus environment. The plan provides an overall direction for facility improvements, additions, replacements as well as land acquisition for expansion. All projects submitted to the State Building Commission must be in conformance with the master plan and periodic updates are required to remain current.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the changes to the Master Plan as presented in the materials.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 9, 2021

Committee: Governance and Finance Committee

Presentation: Presidential Review and Evaluation (Policy Change, SACSCOC Requirements and Timeline)

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

Background:

Based on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) requirements, the Board of Trustees (BOT) had previously approved the Presidential Review and Evaluation Policy indicating that the President's evaluation would be discussed annually during the September BOT meeting. To align the President's evaluation with the period being evaluated (fiscal year basis), the proposal is to make a minor revision to the policy so that the President's evaluation is discussed during the June BOT meeting instead of the September BOT meeting. A copy of the proposed policy changes is included in the Board materials.

Additionally, this presentation will detail the SACSCOC requirements regarding the President's performance assessment and how the University will comply as well as provide the timeline for completion.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the changes to the Presidential Review and Evaluation Policy as presented in the meeting materials.

10. Election of Board Chair and Vice-Chair

For Approval

Presented by David North

The University of Memphis Board of Trustees

For Approval

Date: March 10, 2021

Item: Selection of Chair and Vice-Chair

Presented by: Chairman North

Background:

Pursuant to T.C.A. 49-8-201, the Board Chair shall serve a two-year term. The Bylaws also provides that the Chair and Vice-Chair serve a two year term until a successor is elected or a vacancy occurs. The previous Chair and Vice-Chair were selected by the Board in March 2019. The relevant section from the Bylaws is provided:

Chair and Vice Chair: The officers of the Board of Trustees shall be a Chair and a Vice Chair to perform such duties as may, from time to time, be prescribed by the Board and by these bylaws. The Chair and Vice-Chair shall be elected by a vote of a majority of the voting members of the Board membership and shall serve a two (2) year term until successors are elected or a vacancy occurs. In the event of a vacancy before expiration of the term, a successor shall be elected to fill the unexpired term at the next meeting of the Board following creation of the vacancy.

11. Additional Business

Presented by David North

12. Adjournment

Presented by David North