










September 2018 UofM Board of Trustees Meeting

| | |
|------------------|--|
| Schedule | Wednesday, September 05, 2018, 11:00 AM — 12:00 PM CDT |
| Venue | University Center Fountain View Suite - UC 350 |
| Organizer | Chelsea Connor |

Agenda

| | |
|--|----|
| 1. Call to Order | 1 |
| Presented by Alan Graf | |
| 2. Roll Call | 2 |
| Presented by Melanie Murry | |
| 3. Approval of Minutes - June 6, 2018 | 3 |
|  June 2018 Board Meeting Minutes.docx | 4 |
| 4. President's Update | 11 |
| Presented by M. David Rudd | |
|  September 2018 BOT PPT - President (1).pptx | 12 |
| 5. Provost's Update | 46 |
| Presented by Karen Weddle-West | |
|  Sept BOT presentation_final.pptx | 47 |
| 6. NCAA Institutional Performance Program Health and Safety Tool | 59 |
| Presented by Tom Bowen | |
|  University of Memphis Athletic Health and Safety Presentation.pptx | 60 |
|  Concussion RTL Color Chart Guidelines.pdf | 69 |
|  MENTAL WELLNESS Poster-Handout.pdf | 71 |
| 7. Opportunity Zone | 72 |
| Presented by Ted Townsend | |
|  September 2018 BOT PPT Opportunity Zones.pptx | 73 |

| | |
|---|----|
| 8. Update on Vision for Residence Life | 79 |
| Presented by Darrell Ray | |
|  September 2018 BOT Res Life Planning Final.pptx | 80 |
| <hr/> | |
| 9. Report and Recommendations of the Academic, Research and Student Success Committee | 86 |
| Presented by David North | |
| <hr/> | |
| 10. Report and Recommendations of the Audit Committee | 87 |
| Presented by Carol Roberts | |
| <hr/> | |
| 11. Report and Recommendations of the Governance and Finance Committee | 88 |
| Presented by Alan Graf | |
| <hr/> | |
| 11.1. Naming of Rifle Facility | 89 |
| For Approval - Presented by Tom Bowen | |
|  Agenda Item - Naming of Rifle Facility.docx | 90 |
| <hr/> | |
| 12. Additional Business of the Board of Trustees | 91 |
| <hr/> | |
| 13. Adjournment | 92 |
| <hr/> | |

1. Call to Order

Presented by Alan Graf

2. Roll Call

Presented by Melanie Murry

3. Approval of Minutes - June 6, 2018

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES

MINUTES OF BOARD MEETING
JUNE 6, 2018
Memphis, TN

The University of Memphis Board of Trustees meeting was called to order at 1:30 p.m. CDT, on Wednesday, September 5, 2018, on the main campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER AND OPENING REMARKS

Chairman Alan Graf called the meeting to order and welcomed everyone to the June 2018 Board of Trustees meeting. He recognized the hard work done in the morning committee meetings. He emphasized the great things being done at the University: the growth, increased graduation and retention rates, zero percent tuition increase (to be approved), numerous new programs, and \$200 million of building projects underway, among many other good things that are happening. For more information, he referred to the Memphis website and the University of Memphis magazine. Chairman Graf asked Secretary Murry for roll call and declaration of quorum.

II. ROLL CALL AND DECLARATION OF QUORUM

University Counsel and Board Secretary Melanie Murry called the roll, and the following members were present: Douglas Edwards, Alan Graf, Cato Johnson, David North, Carol Roberts, David Kemme, and Susan Springfield. Trustees Ellison, Martin, and Mayberry were absent. Secretary Murry announced that a quorum was present.

Members of the administrative staff, faculty, students, and media representatives were also present.

III. APPROVAL OF MINUTES – JUNE 6, 2018

Chairman Graf called for a motion to approve the minutes from the June 6, 2018, meeting of the Board. The motion was properly moved, seconded and unanimously approved.

IV. APPROVAL OF STUDENT TRUSTEE

Chairman Graf recognized President M. David Rudd to talk to the Board about the approval of the new student trustee.

After working with the Division of Student Affairs and the Vice President for Student Affairs and interviewing and prioritizing the finalists, President Rudd announced Drew Gilmore as the nomination for the new student trustee. There being no discussion, Chairman Graf asked for a

motion to approve Drew Gilmore as the student trustee. The motion was properly moved, seconded and unanimously approved.

Chairman Graf also notes another new trustee, David Kemme, as the faculty representative, who has replaced Kate Schaffzin. Mrs. Schaffzin stepped down to serve as the Interim Dean of the Cecil C. Humphreys School of Law.

V. PRESIDENT'S UPDATE

Chairman Graf recognized President Rudd to give the President's Update.

President Rudd states the University has partnered with a group called the Educational Advisory Board, in part to help drive our effort in recruitment and retention. He reviews the growth in freshmen applications and notes the University has done a better job in handling scholarship dollars and overall discount rate. Since the partnership started in 2014, both freshman enrollment and net tuition revenue have grown significantly, about \$19.9 million. Through the partnership, the University's reach has expanded from local to more regional. Looking at the incoming freshman class, the number of applications has increased; the number of transfer applications has also increased. This growth is good because of the anticipated regional declines expected over the next decade across the country. President Rudd notes that like other universities, the University of Memphis is tuition dependent, meaning tuition pays about 63% of our budget, and unfortunately, state funding has dropped.

President Rudd brings up the University's desire to expand the 250 mile radius for decreased out-of-state tuition to 650 miles; a presentation for which will be forthcoming. He then transitions into talking about the in-state affordability gains. Over the course of the last four years, the University has closed the affordability gap over 45%. The closing is partly due to the University's ability to retain students through one of its many programs, Academic Coaching for Excellence. Provost Karen Weddle-West echoes President Rudd's statements.

President Rudd notes the University is consistently awarding over 4,000 degrees on an annual basis. There has been steady growth in undergrad degree production, about a 5% growth over the last 4-5 years. The graduate growth has remained relatively stable. He points to contraction in the law school over the last 4-5 years, but it is poised to recover this year; the contraction was a fairly national trend across law schools.

President Rudd then discusses development activity and states fundraising should be in the \$26 million range by year's end. Also, this year will be a record year for academic fundraising with over \$20 million, and the University's return on investment is roughly \$6.00 for every dollar donated.

VI. MLK50 RECAP

Chairman Graf recognizes Interim Dean of the Cecil C Humphreys School of Law, Kate Schaffzin, to review the MLK50 activities.

On April 2, 2018, the law school began the week-long commemoration of the assassination of Dr. King by hosting a two-day symposium, entitled “Where Do We Go From Here?,” in conjunction with the National Civil Rights Museum. The first day had a legal focus and was held at the Peabody Hotel; it featured a keynote address by Eric Holder, the 82nd Attorney General of the United States, who was introduced by U.S. Senator of Alabama Doug Jones. The day consisted of panels discussing topics such as criminal justice, voting rights, persistent poverty, and 21st century activism, and featured a lineup of nationally-renowned panelists. Dean Shaffzin noted the event went extremely well, and it brought attention to both the University and the law school, while also having impacts within the national and local legal communities.

VII. ENROLLMENT GROWTH

Chairman Graf recognized Provost Karen Weddle-West to present on enrollment growth.

Provost Weddle-West echoed President Rudd’s positive thoughts on the partnership with the Educational Advisory Group. She first discusses that the University has decided to launch a 3+3 initiative due to the Tennessee promise that allows students to attend community college for free; it will help the University obtain and retain those students. Provost Weddle-West then brings up that the federal government made summer Pell eligible. As a result, there has been a major increase in summer enrollment, which has resulted in more money for the University and almost tripling the number of students with the lowest amount of income.

Next, Provost Weddle-West moves on to discuss other predictive data analytics showing record increases in fall enrollment. Because of the use of data analytics and other initiatives, she emphasizes that the University is able to draw higher quality students from a larger region all across the country and the world. All of the initiatives have resulted in a record number of degrees awarded. There was a record number of degrees awarded at the May 2018 commencement, which was 2,576.

Finally, Provost Weddle-West discusses the University’s Finish Line program. Finish Line, another nationally recognized program of the University, started in Fall 2013. It generates double the State outcomes-based funding for graduates because of the Adult/Pell status. 493 students graduated by Spring 2018, and the University expects to graduate approximately 600 by Fall 2018.

VIII. 2018 LEGISLATIVE UPDATE

Chairman Graf recognized Ted Townsend, Chief Economic Development and Government Relations Officer, to present the 2018 Legislative Update.

During the 110th General Assembly, Mr. Townsend and his team worked to advocate for the University’s continued success and defended against proposals contrary to the University’s student-focused mission. The University benefitted from additional monies in state funding for campus investment opportunities. Unfortunately, they were unsuccessful in not gaining

legislative approval of Governor Haslam's budget recommendation of \$5 million to establish the Research and Innovation to Strengthen the Economy (RISE) Initiative, but with the new administration, they will engage in discussions early on to increase awareness of this need for the state.

Mr. Townsend recognizes the 19 legislative interns from the University, who assisted during the entirety of the session, which was the largest cohort in the University's history and the largest from any other university in the state. There was positive feedback surrounding the interns in both Shelby County and around the state.

With respect to the package of bills related to higher education, it was a challenging session. The Complete College TN Act failed on the House floor, and the UT Focus Act was signed into law; however, the senate education committee did not approve, by resolution, 5 of the Governor's recommendations for appointees. Mr. Townsend presented examples of bills that passed and failed during the session:

- Passed – adding Locally Governed Institutions to present statute; THEC executive director appointment; University President selection
- Failed – prohibiting required meal plans; quality assurance funding based on teacher training; higher education efficiency audits

Finally, Mr. Townsend previewed the upcoming election cycle, which will present significant turnover in Tennessee's elected offices. In addition to transition in the Governor's office, there will be transition in the senate and house leadership; more than half of the state senate seats will be on the ballot, as well as every state house seat. He mentioned that he and his team will be organizing a legislative retreat and orientation that will bring newly elected members of the General Assembly to Memphis for an engaged series of sessions.

IX. FIRST GENERATION STUDENT INITIATIVE

Chairman Graf recognized Dr. Darrell Ray, Vice President for Student Affairs, to present on the First Generation Student Initiative.

Dr. Ray started off by emphasizing that the focus on first generation students has become very important and to aid them in persisting to completion. First generation students come with unique difficulties outside of merely financial, including assimilation into higher education. During the Fall 2017 semester, 5,512 students self-identified as first generation. Dr. Ray states Dr. Justin Lawhead, Dean of Students, created a committee to look at what the University is doing to aid first generation students and to make sure it is not frontloading these students with all of the information. As a result, the objective is to create a continuum of support so these students have what they need at every level. The committee is looking at and inventorying what the University has in place to look at what gaps need to be filled and what programs can be expanded for these students.

Dr. Ray next addressed some of the next steps. A First Generation Work Group holds bi-weekly meetings to assess, align, and examine current institutional offerings. They brainstormed a landing page for the website so that all resources for first generation students can be found in one place. The University is actively pursuing grants and fundraising, as well as ways to engage parents. He also brought up some challenges relating to this community: student engagement, help-seeking behaviors, and strategic timing and placement of messaging.

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

Chairman Graf recognized Trustee David North to give the report and recommendations of the Academic, Research and Student Success Committee.

Trustee North began by speaking about Dr. Ray's presentation where the committee discussed the various means of communications of how we are informed about events occurring on campus and how we communicate back with the faculty and students. In particular, the committee talked about the LiveSafe app.

Next, Trustee North reviewed Provost Weddle-West's presentation, who talked about various new academic programs. Trustee North then asked Provost Weddle-West to discuss the new programs. Provost Weddle-West discussed the THEC and board process for approval of programs. There were three non-substantive proposal revisions – Doctor of Liberal Studies, Bachelor of Science in Commercial Aviation, and Master of Science in Biostatistics – submitted for final approval to the Board. Provost Weddle-West moved on to discuss the three new academic proposals for approval by the Board:

- (1) Doctorate of Physical Therapy (DPT). There is a nationwide need for and interest in the degree program. The University of Memphis program would be housed at the Lambuth campus, where there is plenty of space and need.
- (2) Doctorate of Social Work. There exists a shortage of professionals holding both a doctorate and Master of Social Work, but an increase in bachelor and master degree holders. There exists few to teach because a doctorate is required, yet there are few offerings.
- (3) Master of Science in Engineering Management. This would not only present a great collaboration between the Herff College of Engineering and the Fogelman College of Business and Economics, but also be good for the city of Memphis.

Trustee North then presented three recommendations to the Board:

- (1) Grant final approval to the programs of Doctor of Liberal Studies, Bachelor of Science in Commercial Aviation, and Master of Science in Biostatistics;
 - The motion was made, properly seconded and unanimously approved.
- (2) Approval of Doctorate of Physical Therapy, Doctorate of Social Work, and Master of Science in Engineering Management, and delegate to the Provost to make any necessary changes to facilitate the program approval by THEC; and

- The motion was made, properly seconded and unanimously approved.
- (3) Approval and grant of tenure and promotion as it pertains to the faculty members recommended by the Provost.
 - The motion was made, properly seconded and unanimously approved.

XI. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Graf recognized Trustee Carol Roberts to give the report and recommendations of the Audit Committee.

Trustee Roberts began by discussing the committee's review of the Audit Committee's responsibilities as it pertains to Internal Audit, along with the corresponding calendar. Next, she talked about the Internal Audit Charter presented to the committee by Vicki Deaton, Chief Audit Executive, for approval. Trustee Roberts then said how Ms. Deaton went on to present the FY2019 audit plan for approval. There was a robust discussion in the committee meeting regarding the plan, how audits were performed based on risks for the University, how audits are performed by outside entities, level of activity of the committee, how the Lambuth campus is covered in the audits, and risk assessment and overall compliance for the University and how the committee interfaces with that. Trustee Roberts voiced her praise for the plan for the upcoming year.

Along with the Audit Plan, the committee reviewed the budget for the upcoming year. Trustee Roberts commented that the budget is mainly for people and noted the discussion surrounding staffing of the department. Ms. Deaton's request for an additional staff member will be reviewed by the University as the year progresses.

Trustee Roberts discussed the normal reports given to the committee: internal and external audit reports, consulting project report, summary of investigations, audit issue follow-up, and external project review. She then mentioned that Secretary Murry presented the Expenditure Policy for review and approval.

Finally, Trustee Roberts presented recommendations to the Board:

- (1) Approval of the internal audit charter, FY2019 audit plan, and FY 2019 audit budget; and
 - The motion was made, properly seconded and unanimously approved.
- (2) Approval of the Board of Trustees' President's Expenditure Policy.
 - The motion was made, properly seconded and unanimously approved.

XII. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman Graf gave the report and recommendations of the Governance and Finance Committee.

Chairman Graf presented the committee's recommendations for approval by the Board:

- (1) Capital Budget Requests that will be sent to the State for FY2019-2020 time period. The University will ask the State for \$36 million for an engineering STEM facility, which is estimated to cost \$40 million. The University must raise 10% of what we request from the State. A request for \$14,830,000 for capital maintenance. The University is required to disclose the number of items the University funds or plans to fund and information items for the upcoming years.
 - The motion was made, properly seconded and unanimously approved.
- (2) Natatorium project funding. This is a \$13 million project and partnership with Memphis Tigers swimming, Splash Midsouth, and the Rose Foundation. Raaj Kurapati asked for up to a \$6 million short-term loan, while the University raises the remainder.
 - The motion was made, properly seconded and unanimously approved.
- (3) President's salary supplement. To bring his salary in line with other institutions, there is a recommendation to continue the \$50,000 supplement, as long as there are private funds raised.
 - The motion was made, properly seconded and unanimously approved.
- FY2018-2019 proposed budget and FY2017-2018 estimated budget recommendation. Chairman Graf emphasized the need to hold our expenditures equal to the revenue we know we are going to receive. It is based on 2.5% salary approval, a 5% residence life rate increase, incorporated additional ticket sales and donations from the athletic department. The proposed budget is for \$516.1 million. The estimated budget included approximately \$511 million in revenue and \$532 million of expenditures; the difference is due to timing issues on some things.
 - The motion was made, properly seconded and unanimously approved.

XIII. ADDITIONAL BUSINESS

Chairman Graf and President Rudd presented Dean Schaffzin with a gift in appreciation for her service to the Board of Trustees.

At the June 2018 Board meeting, the Board adopted the Folds of Honor scholarship, which is a scholarship awarded to dependents of veterans. Since then, the University has received national recognition for its adoption of the scholarship. President Rudd was interviewed on Fox and Friends regarding the Folds of Honor scholarship. Trustee North noted that many institutions across the nation are now having discussions about following the lead and adopting such a scholarship and expressed his pride in being associated with the University.

Chairman Graf announced the next meeting as being September 5, 2018.

XIV. ADJOURNMENT

The Board meeting was adjourned at 2:30 p.m. CDT.

4. President's Update

Presented by M. David Rudd

President's Update

Board of Trustees

M. David Rudd

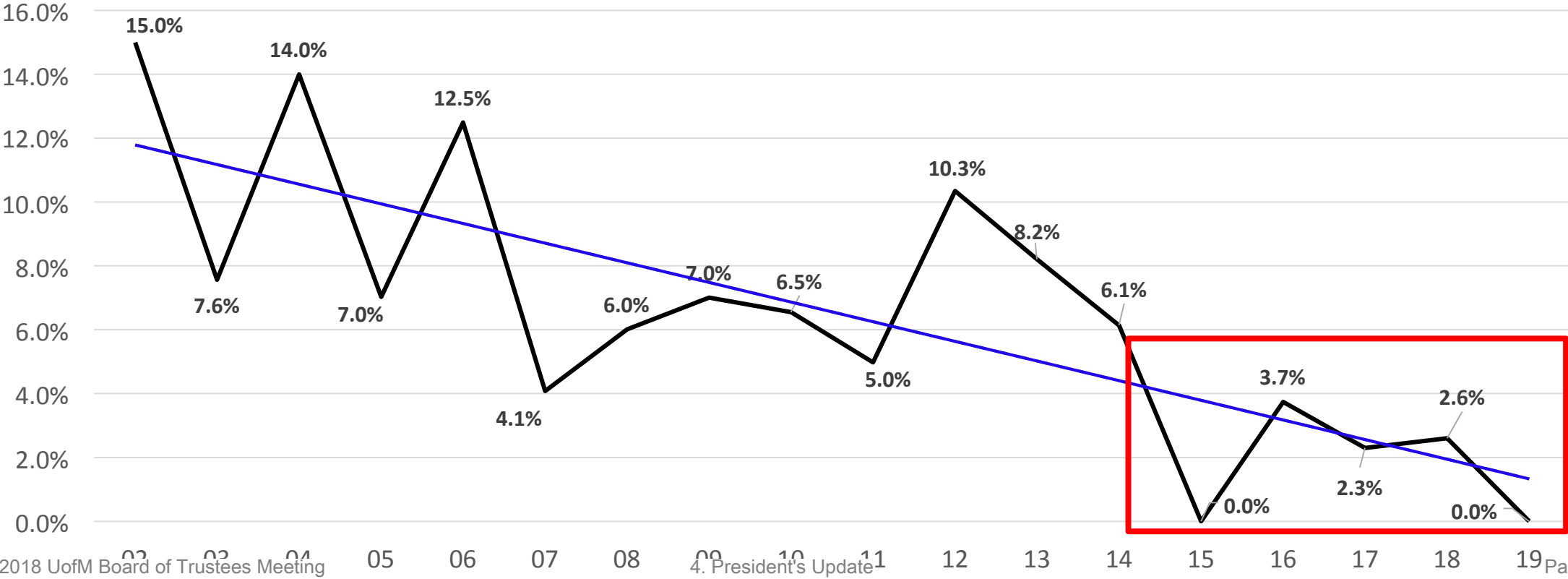
September 5, 2018

University Center

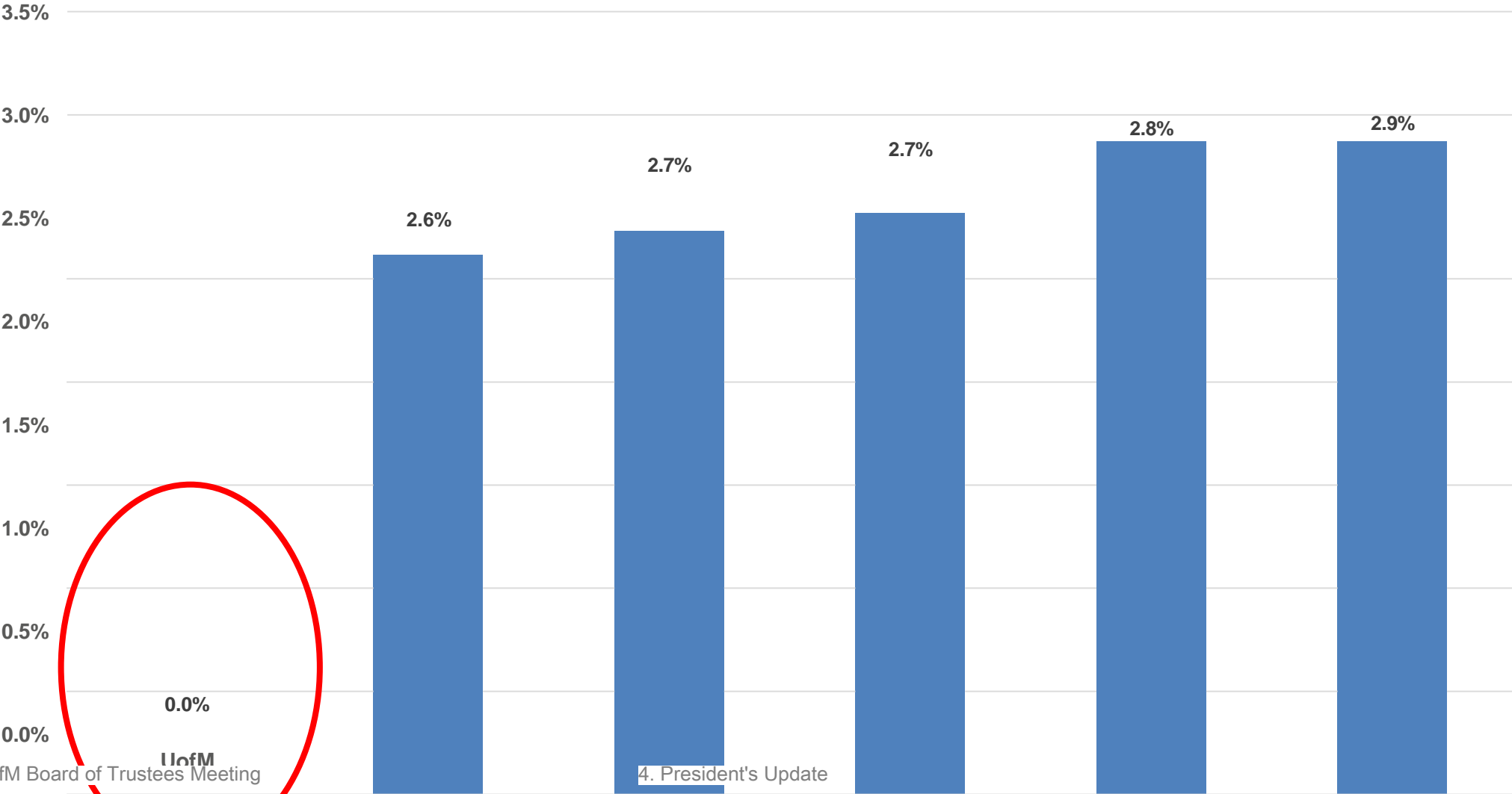


Historical Tuition % Change

8.0% average increase previous 15 years
1.7% average increase over the last 5 years

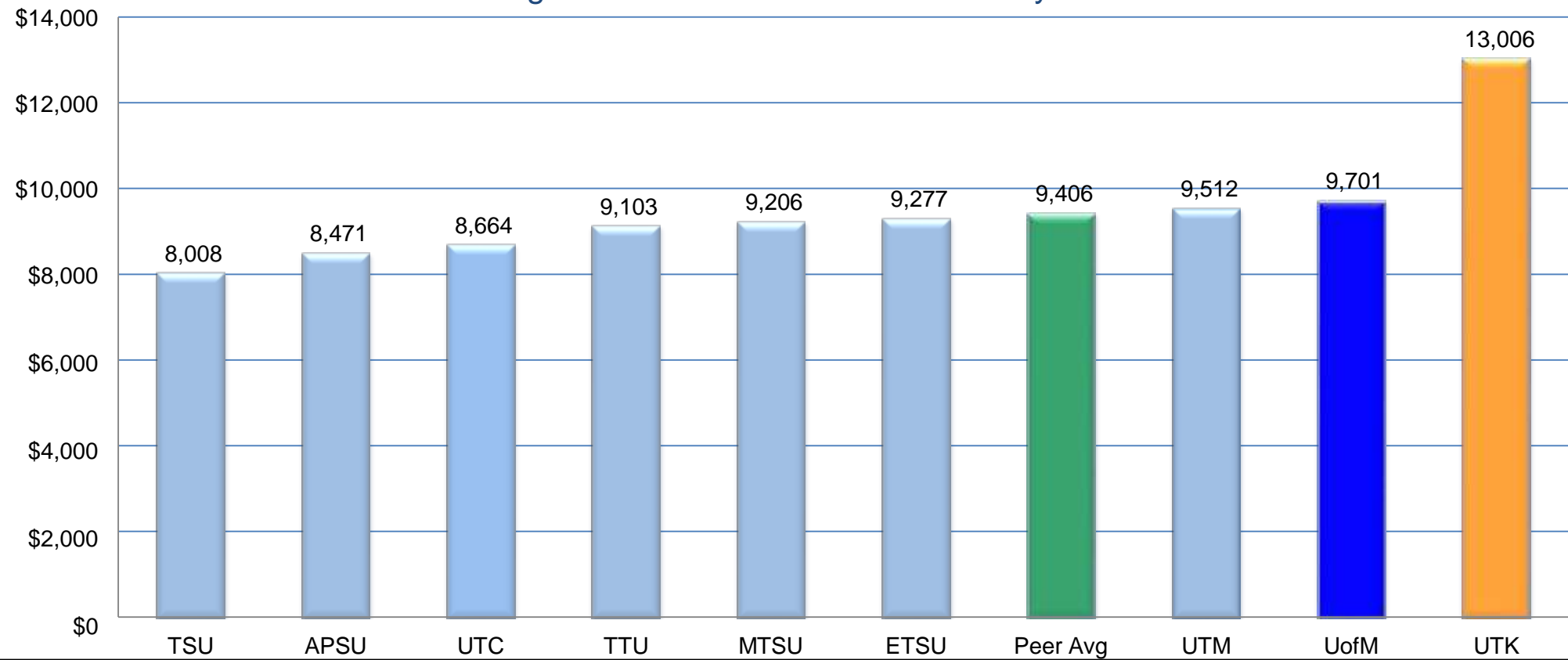


LGI's 2018-19 UG Tuition % Increase



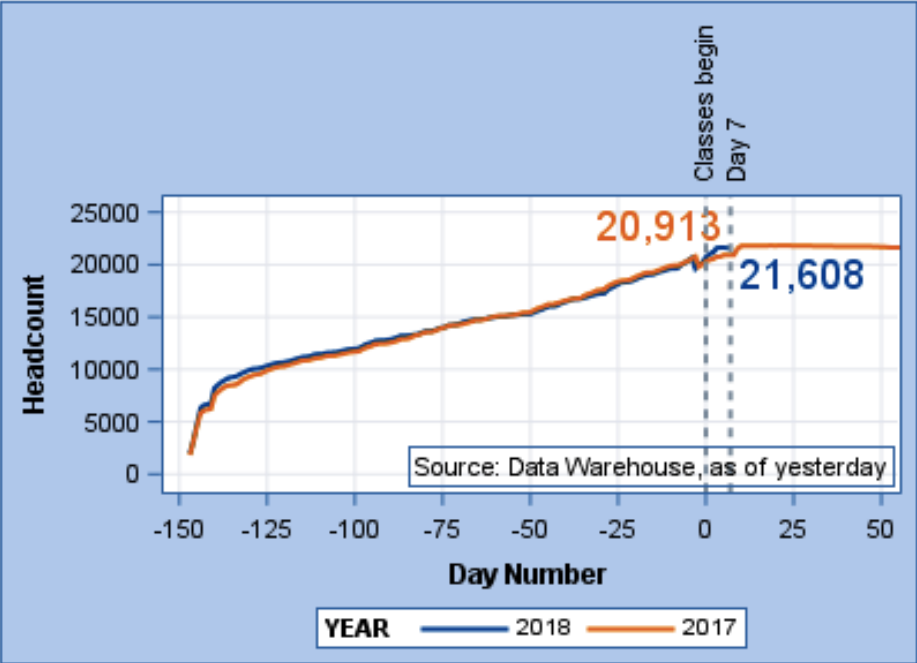
UofM In State Rate Comparison to Tennessee Peers

FY19 Fall 2018 - Spring 2019
Undergraduate Maintenance & Mandatory Fees



UofM - University of Memphis
UTK - University of Tennessee-Knoxville

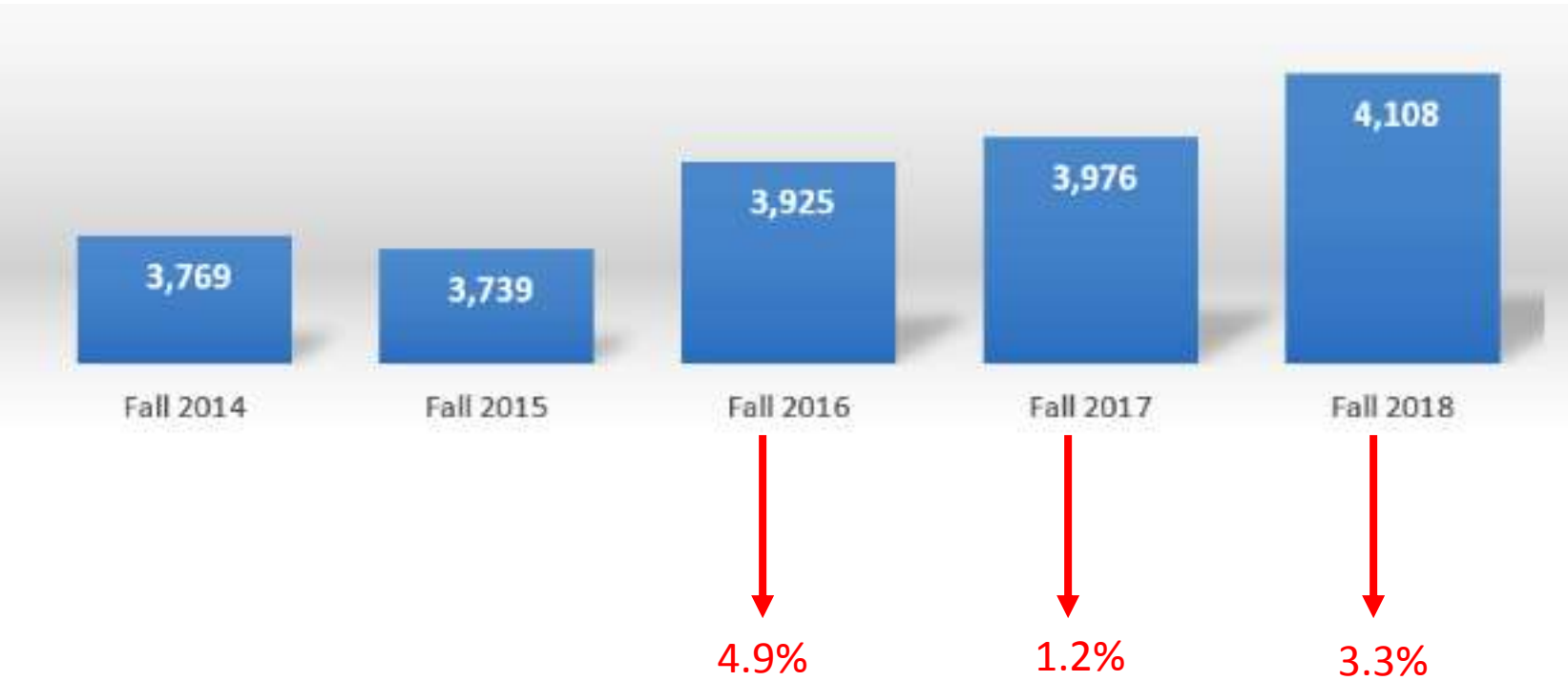
Source of data: August 2018 from universities' websites



Fall Student Level Details as of Day 7

| | 2018 | | 2017 | | |
|---------------|-----------|--------------|-----------|--------------|--------------------|
| Level | Headcount | Credit Hours | Headcount | Credit Hours | % Change Headcount |
| Graduate | 4,108 | 27,927 | 3,976 | 26,907 | 3.32% |
| Law | 312 | 4,533 | 310 | 4,511 | 0.65% |
| Undergraduate | 17,188 | 243,006 | 211,088 | 242,506 | 3.37% |
| | 21,608 | | 20,913 | | 3.32% |

Fall 2018 Graduate Student Headcount as of Day 7



- Review of infrastructure support
 - Classroom, lab, dining
 - Dining services RFP ready to be released
- New parking already being built
- Review of older dorm spaces
 - Housing RFP
- Selectivity
- Divisional reviews of administrative efficiency

Fundraising Total Raised Past 5 Years: \$157.1M

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| Total Academic | \$ 11,369,689 | \$ 21,080,174 | \$ 20,144,948 | \$ 14,380,529 | \$ 23,145,636 |
| Total Athletics | \$ 18,721,650 | \$ 15,090,660 | \$ 17,794,437 | \$ 7,660,047 | \$ 7,681,055 |
| Total | \$ 30,091,338 | \$ 36,170,834 | \$ 37,939,385 | \$ 22,040,576 | \$ 30,826,692 |

Past 5 Year Average per Year: \$31.4M

Net Management Fee for Endowment Funds

| | FY2018 | FY2017 | FY2016 |
|----------------------|-----------|-------------|-------------|
| Total Fee Net | \$876,237 | \$1,744,464 | \$1,913,067 |

Major Current Funded Projects



Alumni Mall Amphitheatre



Before



After

Land Bridge and Parking Garage



Before



Southern Avenue

After

Bonds: Land Bridge, Parking Garage



Before

September 2018 UofM Board of Trustees Meeting



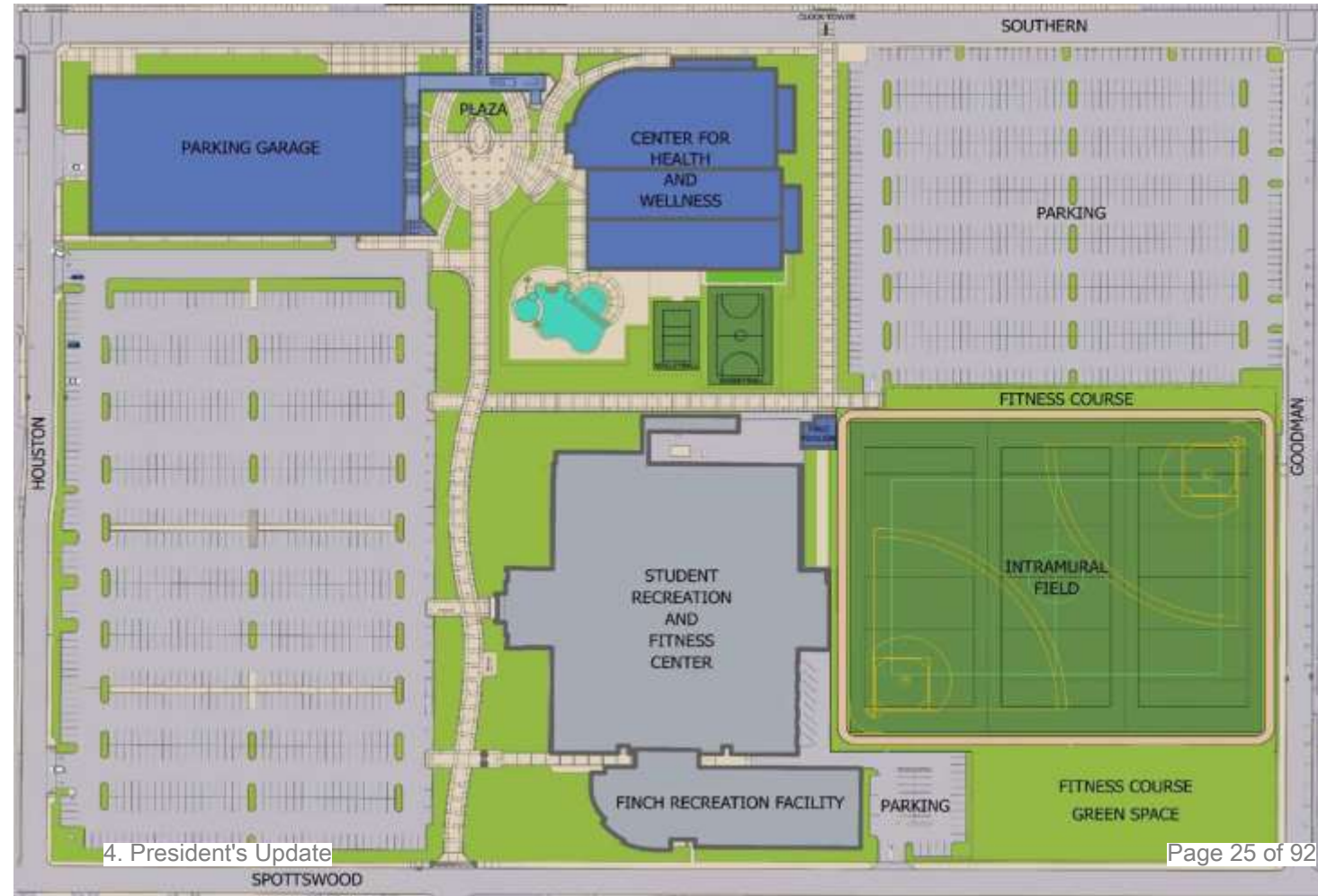
After

4. President's Update

Page 24 of 92

Student Wellness & Fitness Center

- Programmed for Health Studies and general recreation
- \$30,000,000
- 74,000 S.F.
- Pool, courts, artificial turf
- Programmed for use with improved existing center
- Opens in 2020



Student Wellness & Fitness Center



Athletics: Football Training Center \$10 m Gifts: Phase I



THE UNIVERSITY OF
MEMPHIS

Board of
Trustees



Athletics: Football Training Center \$10 m Gifts: Phase II



THE UNIVERSITY OF
MEMPHIS

Board of
Trustees



Grant: Patterson Ave. Realignment – 2.2 City



Before



After

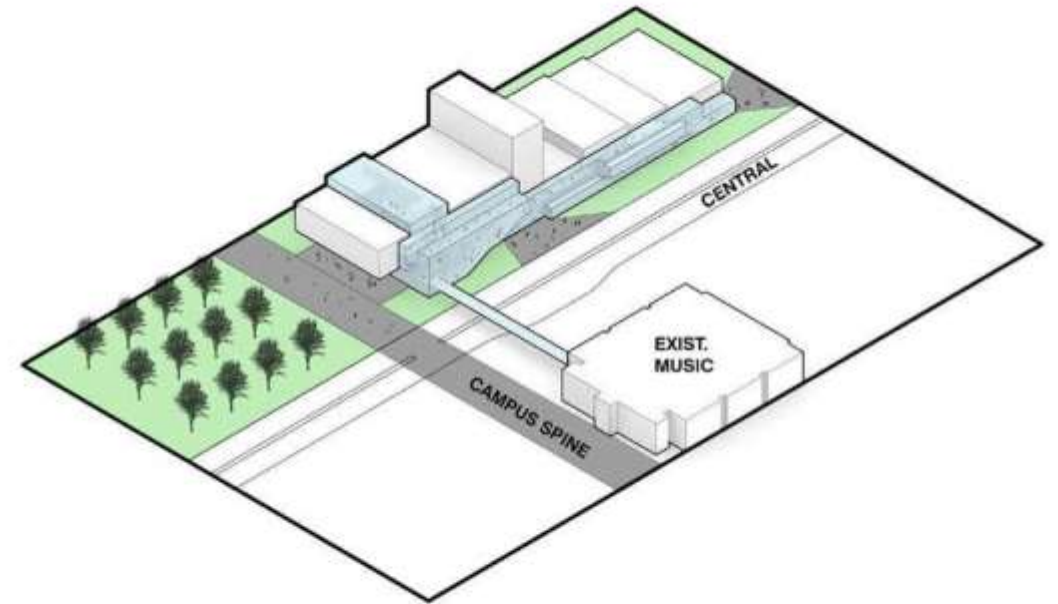
Scheidt Family Music Center \$40m



U of M - Scheidt Family Music Center

archimania with FLEMING ARCHITECTS

Site Plan



U of M - Scheidt Family Music Center

archimania with FLEMING ARCHITECTS

Scheidt Family Music Center \$40m



Lobby



Main Hall



Support Space



Rehearsal Space

- Advanced Manufacturing Research Lab
- Memorial Track resurfacing
- Ventures Call Center
- Getwell Entry Gate

\$2,100,000
 \$250,000
 \$500,000
 \$185,000



ADVANCED MANUFACTURING RESEARCH LAB



September 2018 UofM Board of Trustees Meeting

MEMORIAL TRACK RESURFACING



4. President's Update

VENTURES CALL CENTER



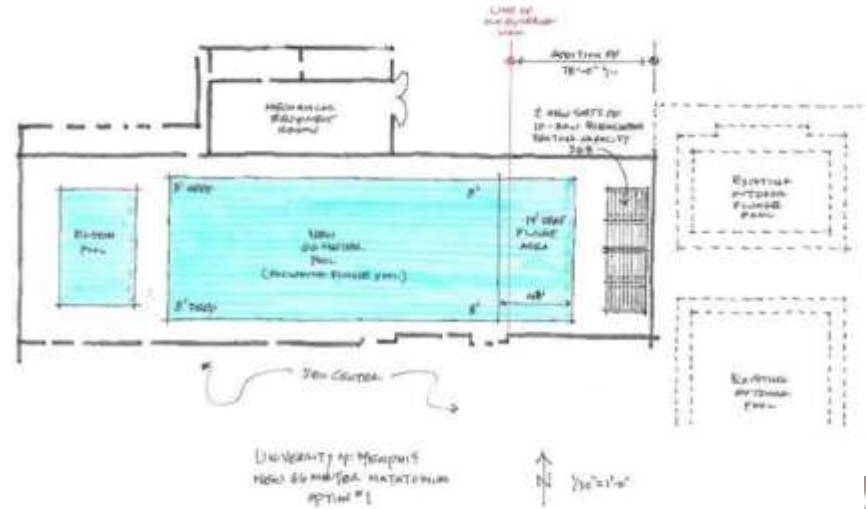
Page 32 of 92

GETWELL ENTRY GATE

Future Projects



• 13.5 million State and Gifts



- Expanded Pool
- HVAC Replacement
- Pool Equipment Replacement
- Lighting
- Seating Increase

September 2018 UofM Board of Trustees Meeting



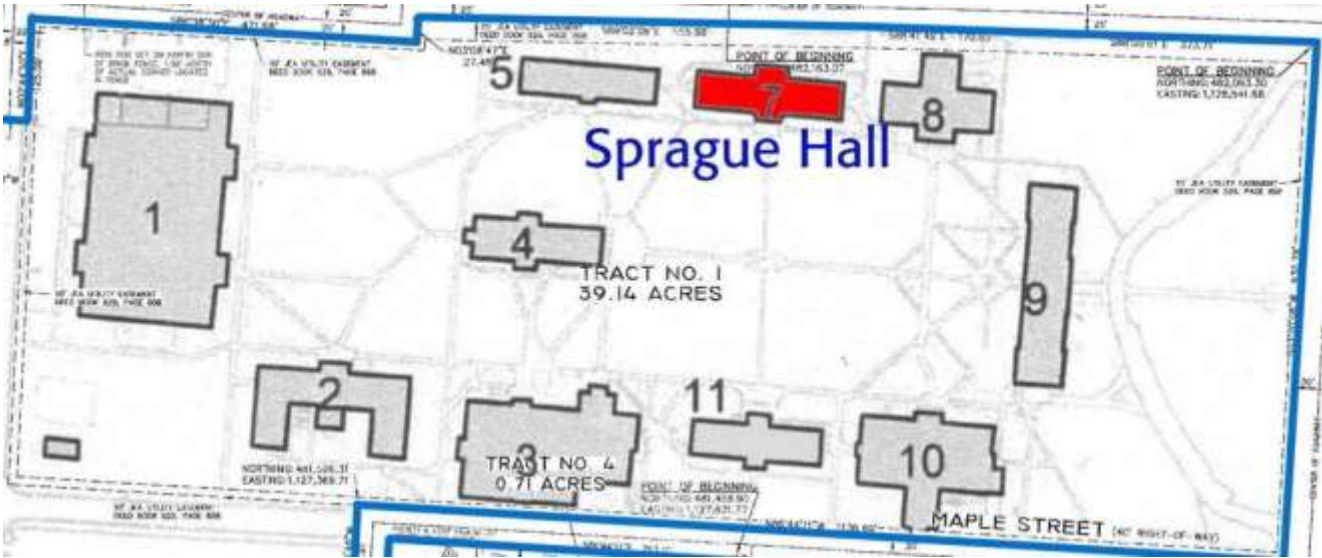
4. President's Update



Student Recruitment Center \$650,000



Lambuth Sprague Hall \$6,000,000



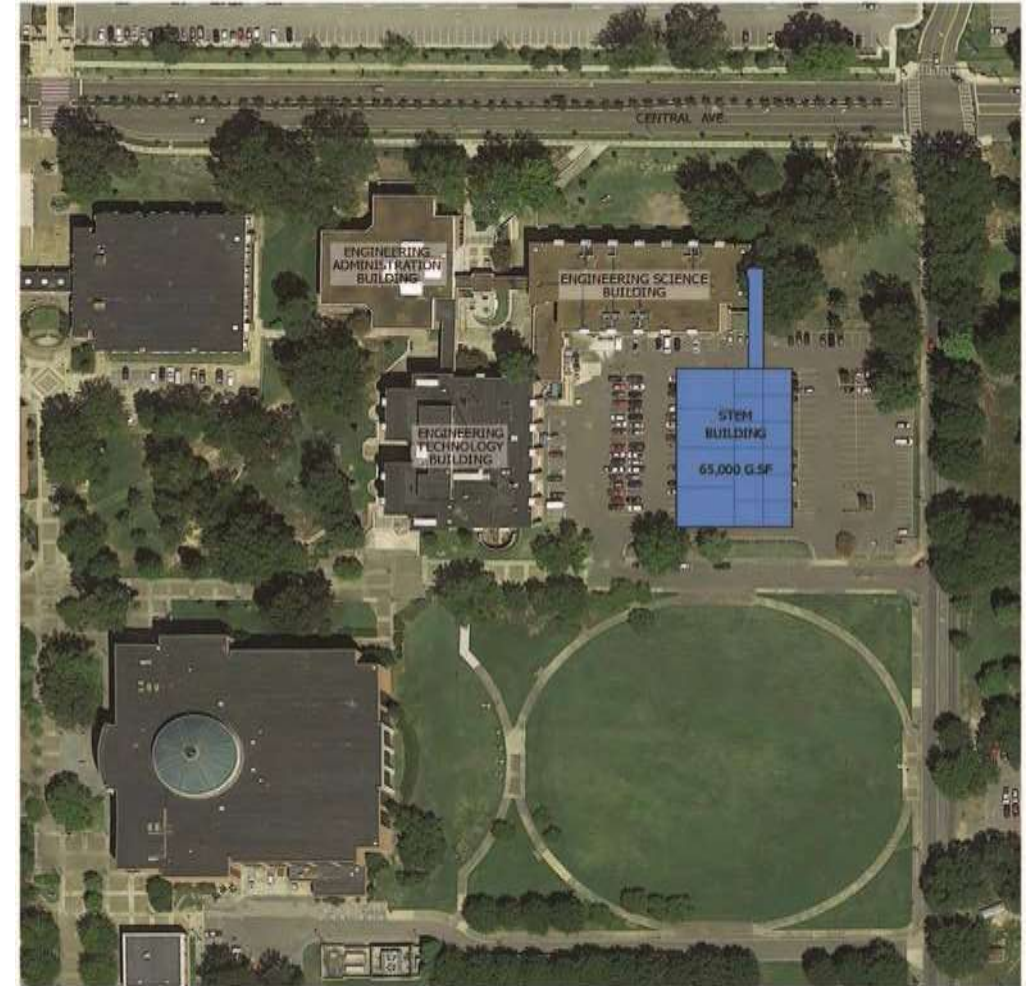
STEM Research and Classroom Building

Outlay: \$40,000,000

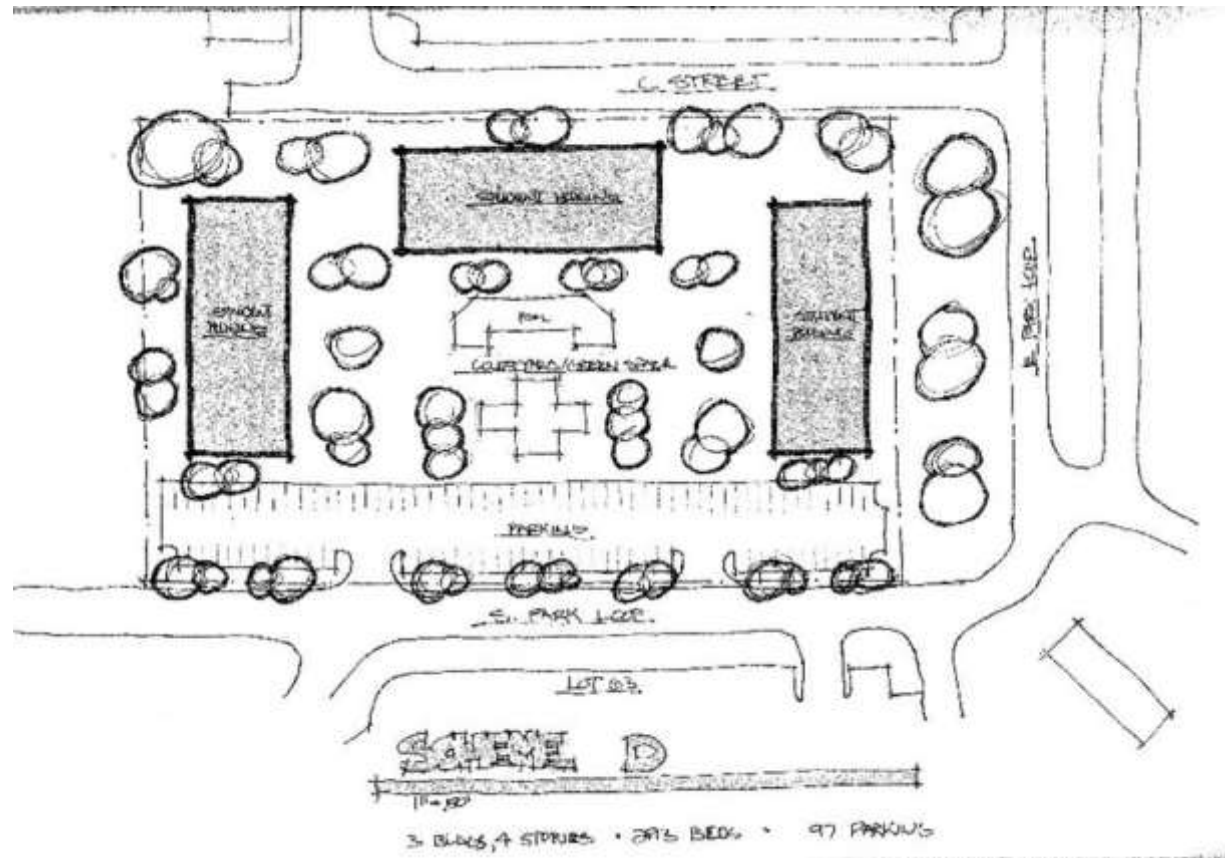
- 60,000 SF New
- 17,000 SF Renovated

Relocate research to new space to allow existing to be utilized for increased enrollment

- STEM emphasis



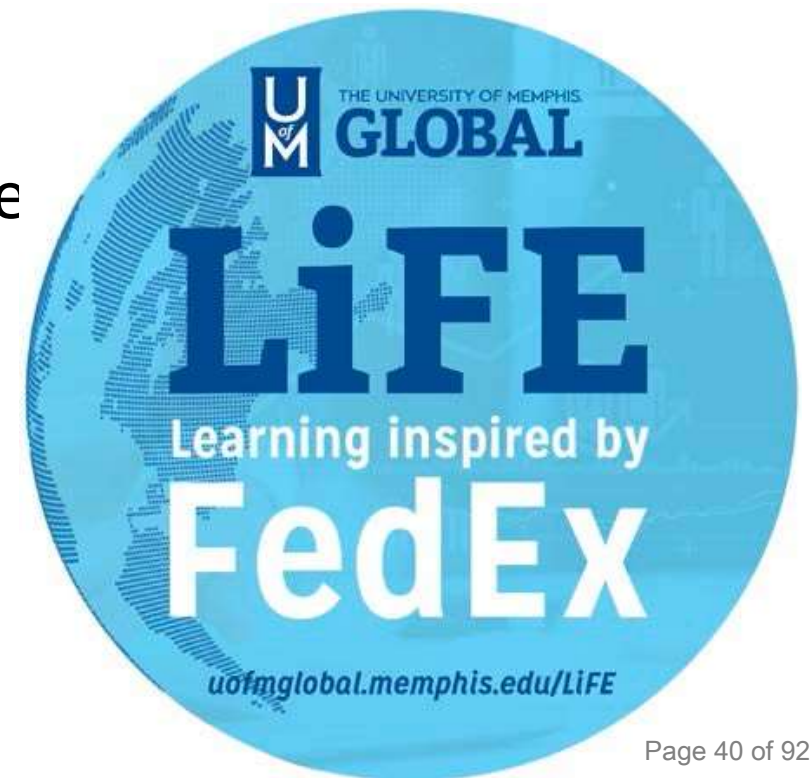
- 400 Beds
- Public / Private



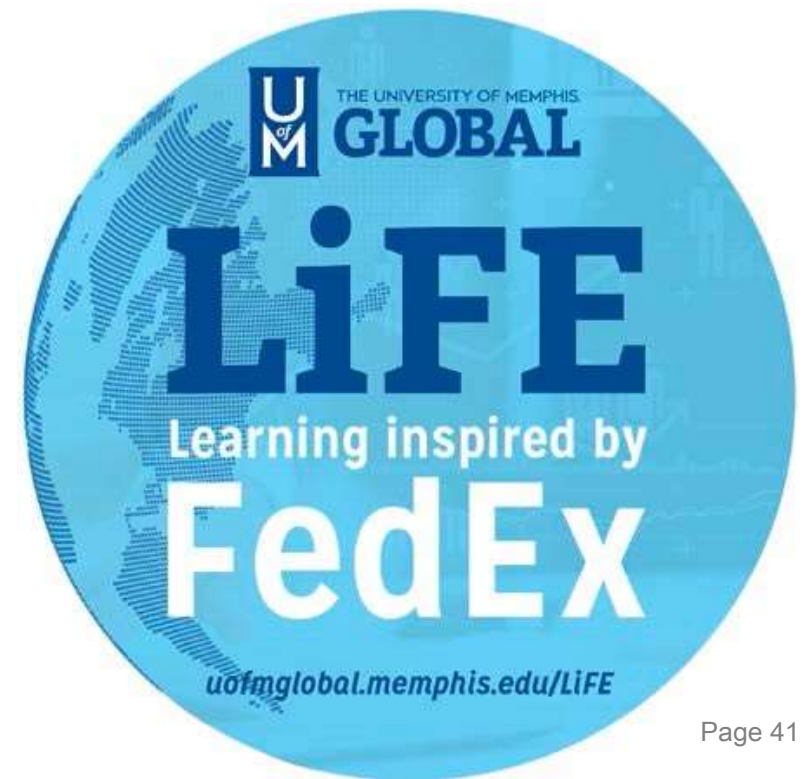
- Created UofM Global with anticipation of significant growth
- Initial response remarkably positive
- 11,000 employees immediately eligible
- Expanding to Indianapolis and Oakland hubs in the next few months
- Don't be surprised if UofM is the largest university in TN in 24 months



- FedEx identified three challenges their employees face
 - Financial constraints
 - Anxiety about returning to school
 - Lack of high school diploma or college acceptance
- UofM Global provided strategies to overcome obstacle
 - Direct, deferred billing to FedEx
 - LiFE Prep Academy
 - An all-star team of advisors, tutor & academic coaches



- Online Degree Program for FedEx Memphis Hub employees
- LiFE Prep Academy: Jumpstart for students returning to school or taking courses online for the first time
- LiFE Journey: Students will earn Bachelor of Professional Studies in Organizational Leadership



Biggest obstacle to graduation – funding. Ventures was established to help students find financial stability, provide professionalization and empower them to complete college. Students make \$15 - \$25 per hour, positioning the UofM to recruit and retain top student/graduate talent.

- **Level 1 IT Help Desk at UofM Main Campus** – Launched September 2017; employs 45 agents
- **Level 1 IT Help Desk at Lambuth** – Launched May 2018; employs 33 agents
- **FedEx IT Command Center – Systems Analytics at UofM Main Campus** – Launched June 2018; employs 45 graduate students from STEM disciplines and provides support for WTC Command Center



A University of Memphis Research Foundation Ventures Inc. program has received the American Association of State Colleges and Universities (AASCU) 2018 Excellence and Innovation Award for Regional and Economic Development.

The award recognizes institutions that demonstrate excellence and innovation in their approach to student success, regional and economic development, international education, teacher education, and leadership in development and diversity.

- Consolidation of Research and Innovation
- Actively studying efficiencies in pre/post award and grants accounting structure
- Research expansion investment of \$5 million over the next 5 years
- FedEx Innovation investment of \$2.25 million
- Submitted request for \$40 million STEM Building in July
- Pursuing independent research expansion funding in Legislature this session
- Creation of University Research Council

THE UNIVERSITY OF MEMPHIS

LEADING THROUGH INNOVATION

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 PRIORITIES

- Student Success, Access and Affordability
- Academic Excellence
- Research and Innovation
- Diversity and Inclusion
- Community, Alumni and External Collaborations
- Brand Enhancement and Global Visibility
- Sustainability and Enhancement

OUR 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 our society through our knowledge and our effort.

Student Success

We provide every student with the opportunity to excel.

5. Provost's Update

Presented by Karen Weddle-West

Provost's Update

Board of Trustees

Karen Weddle-West, Ph.D.
Provost/Director of Diversity Initiatives

September 5, 2018
University Center



- 1 of 4 Freshmen Fall 2018 is in the Honors College/Largest entering class—634!!
- Largest total enrollment Fall 2018 – approaching 2,000 students
- Honors College continues to fund “Research Fellows” program for work-study undergraduate students to work with faculty on research projects in AY 2018-19



First Time Freshmen Fall 2018, Record Increases

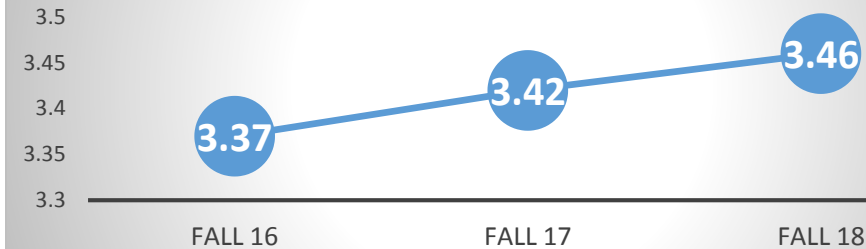


THE UNIVERSITY OF
MEMPHIS

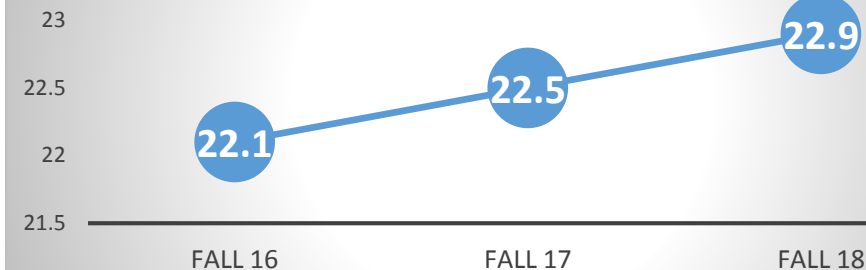
**Board of
Trustees**

- 2,452 Enrolled
- 50% Pell-eligible
- 33% First Generation
- 18% (436) were previously enrolled as dual enrollment students
- Come from 45 TN Counties, 32 states, and 12 countries.

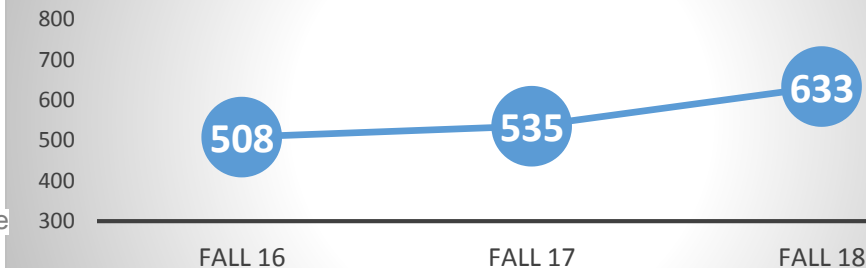
HS GPA



ACT Composite



Honors Students



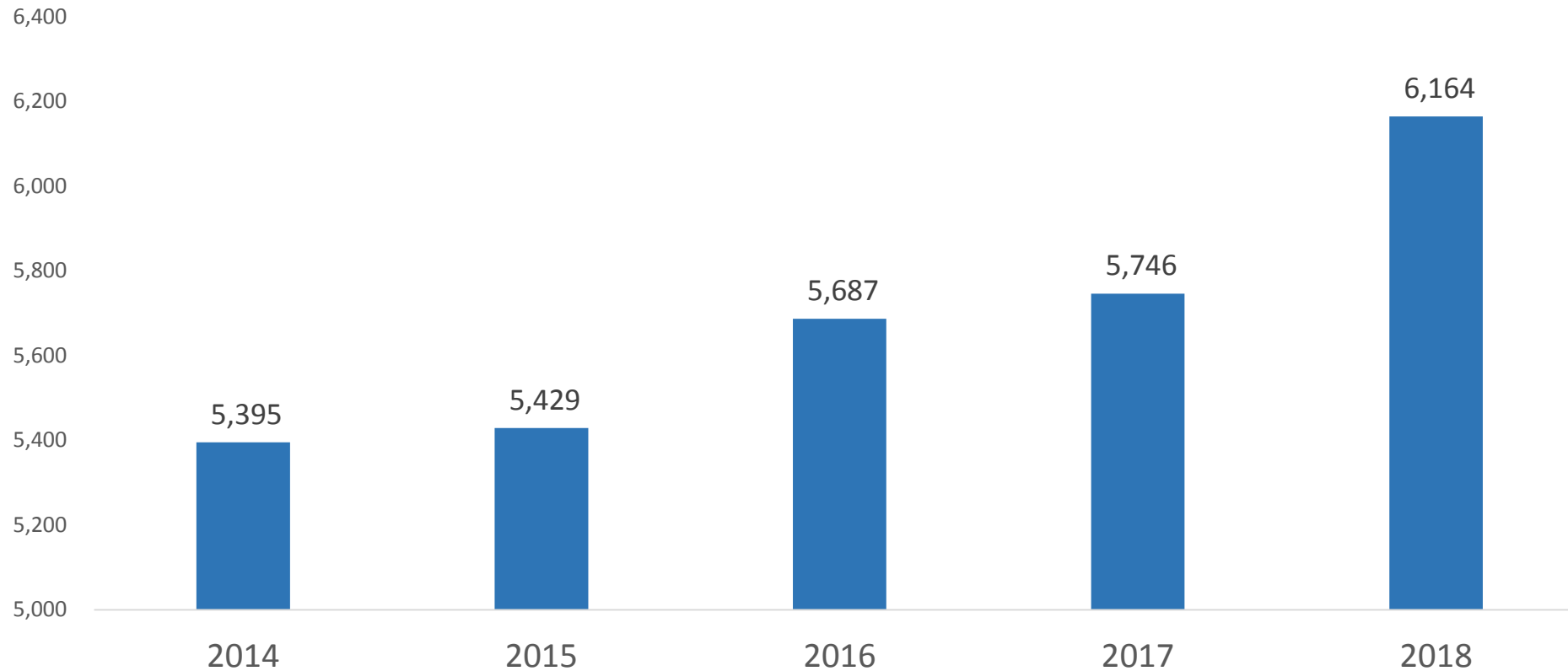
- #1 online college in Tennessee
- 5 programs in UofM Global recognized as Best Online Programs by U.S. News and World Report
- 1/3 of the programs are nationally-ranked in the top 40
- Only TN Public Online Institution Ranked by U.S. News and World Report
- 3,000+ students completing ALL coursework fully online
- 16% growth in students taking only online classes for Fall18 (2.566 to 2.969)

Summer Enrollment: Record Increases (Persistence)



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees



Summer Pell was available in 2018, doubling the number of Pell students enrolled (**881** in Summer 2017 vs **1,601** in Summer 2018). The portion of summer Pell students rose from 17% to 33% of undergraduates enrolled.

- Predictive Analytics – Scholarship Optimization
- Finish Line:
 - Started in Fall 2013----Graduated >500 students to date
- Complete to Compete (C2C)
- Access & Diversity Grants
 - Memphis Advantage Scholarships
 - Completion Scholarships
 - 1st Generation Ph.D. Fellowships
 - Law School Scholarships (TIP)
 - Completion Academy (MLK50 Fellows)



- Record number of degrees awarded at May 2018 commencement
 - **2,264**
- 2017-2018: highest number of degrees ever awarded
 - **4,396**
- 80% FTFT Fall to Fall retention 2017-2018
- Anticipated 52% 6-year graduation rate
- 7% growth in Lambuth headcount for Fall '18
- Law School increase in 1st year class and first-time predominantly female



• **Carnegie Classification Goal: R1/Research University/Very High Activity**

- Online Nursing Program - Graduate (15 2017: 82)
- Audiology-Graduate (17)
- Speech-Language Pathology-Graduate (24)
- Rehabilitation Counseling-Graduate (21)
- Health Care Management—Graduate (47)
- Online Criminal Justice - Graduate (51-67 2017: not ranked)
- Online MBA (89 2017: 95)
- Clinical Psychology-Graduate (102)
- Earth Sciences-Graduate (106)
- Public Affairs-Graduate (115)
- Social Work-Graduate (123)
- Online Bachelor's (125 2017: not ranked)
- Math-Graduate (126)
- Business (128 tied)
- English - Graduate (133)
- History - Graduate (134)
- Engineering - Graduate (139)
- Law-Graduate (140)
- Fine Arts-Graduate (147)
- Psychology-Graduate (148)
- Online Education - Graduate (150 2017: 166)
- Engineering (162)
- Education-Graduate (180)
- Part-Time MBA (182)
- Biological Sciences-Graduate (209)
- Nursing-Graduate (209)
- National Universities (231-300)
- High School Counselor (228)

Top 25 Programs (Ranked by Online Sites)



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

- **Accounting (Online)**

- (1) BestChoiceSchools.com
- (2) AffordableColleges.com
- (2) Online-Accounting-Degrees.net
- (7) BestColleges.com
- (18) Master-of-Finance.org
- (24) Most Affordable TopAccountingDegree.org

- **Business Administration (Online)**

- (14) AffordableColleges.com

- **Business Management**

- (21) BestColleges.com
- (16) Most Affordable – CollegeChoice.net

- **Communication (Online)**

- (3) AffordableColleges.com
- (8) AffordableCollegesOnline.org
- (10) BestCommunicationDegrees.com
- (14) BestColleges.com

- **Computer Science (Online)**

- (5) Most Affordable - GradSchoolHub.com

- **Criminal Justice (Online)**

- (11) AffordableColleges.com

- (17) BestCollegeReviews.com

- (18) BestColleges.com

- (16) GreatValueColleges.net

- (19) Top-Criminal-Justice-Schools.net

- **Criminal Justice – Graduate (Online)**

- (13) BestColleges.com

- (21) GoGrad.org

- **Education**

- (2) ToBecomeATeacher.org

- **Education – Graduate**

- (3) ToBecomeATeacher.org

- (4) TopEducationDegrees.org

- **Education – Graduate – Online**

- (8) TopEducationDegrees.org

- **Educational Psychology – Graduate (Online)**

- (9) BestColleges.com

- (14) BestMastersinPsychology.com

- (14) BestValueSchools.com

- (8) CollegeChoice.net

- (5) Online-Psychology-Degrees.org

- (10) Most Affordable – BestCollegesOnline.org

- (4) Most Affordable – CollegeChoice.net

- (9) Most Affordable – BestMastersDegrees.com

Top 25 Programs (Ranked by Online Sites)



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

- **English (Online)**

- (6) AffordableColleges.com
- (6) BestColleges.com
- (8) OnlineColleges.com
- (2) TheBestSchools.org
- (15) BestValueSchools.com

- **English – Graduate**

- (19) BestMastersDegrees.com

- **Environmental Nutrition – Graduate (Online)**

- (2) GoGrad.org

- **Finance (Online)**

- (12) BestDegreeProgram.org
- (12) GreatValueColleges.net

- **Healthcare Administration (Online)**

- (9) Most Affordable – BestMastersDegrees.com
- (2) TheBestSchools.org

- **Healthcare Administration – Graduate**

- (12) TopMastersinHealthcare.com

- **History**

- (5) BestColleges.com
- (6) TheBestSchools.org

September 2018 UofM Board of Trustees Meeting

- **History – Graduate (Online)**

- (3) AffordableCollegesOnline.org

- (10) GoGrad.org

- (14) AffordableColleges.com
- (7) CollegeValuesOnline.com
- (22) GuideToOnlineSchools.com

- **Instruction & Curriculum Leadership – Graduate (Online)**

- (12) TheBestSchools.org
- (12) BestValueSchools.com

- **Journalism (Online)**

- (11) GreatValueColleges.net

- **Journalism – Graduate (Online)**

- (5) BestColleges.com
- (9) BestValueSchools.com
- (4) TheBestSchools.org

- **Liberal Studies – Graduate (Online)**

- (12) BestMastersDegrees.com
- (15) MastersProgramGuide.com

- **Marketing**

- (4) AffordableColleges.com
- (10) BestColleges.com
- (10) CollegeChoice.net

5. Provost's Update

- **Marketing – Graduate**

- (11) AffordableCollegesOnline.org

Top 25 Programs (Ranked by Online Sites)



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

- **MBA (Online)**

- (25) Princeton Review
- (1) Top in TN – OnlineMBAToday.com
- (15) OnlineMBAToday.com
- (21) Best Value – OnlineMBAToday.com
- (21) *Best Value* – OnlineMBAToday.com
- (1) AffordableColleges.com
- (2) BestColleges.com

- **Nursing (RN-to-BSN) (Online)**

- (15) Best College Reviews
- (23) AffordableColleges.com
- (23) AffordableCollegesOnline.org
- (13) BestValueSchools.com
- (9) TheBestSchools.org

- **Nursing – Graduate (Online)**

- (23) AffordableCollegesOnline.org
- (25) BestCollegesOnline.org

- **Philosophy**

- (5) BestColleges.com
- (10) GuideToOnlineSchools.com

- **Political Science (Online)**

- (2) TheBestSchools.org

- **Psychology**

- (18) GreatValueColleges.net
- (22) BestColleges.com
- (17) Most Affordable – BestValueSchools.com

- **Psychology – Graduate (Online)**

- (15) GoGrad.org
- (17) AffordableCollegesOnline.org
- (18) BestColleges.com
- (24) AffordableColleges.com

- **Public Health – Graduate (Online)**

- (21) AffordableCollegesOnline.org
- (23) AffordableColleges.com
- (25) Best College Reviews
- (15) MastersProgramGuide.com
- (6) GreatValueColleges.net
- (9) TopMastersInPublicHealth.com
- (9) Most Affordable – BestValueSchools.com
- (12) Most Affordable – CollegeChoice.net
- (23) Most Affordable – TopMastersInHealthcare.com

Top 25 Programs (Ranked by Online Sites)



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

- **Public Relations (Online)**
 - (12) CollegeChoice.net
 - (9) Most Affordable – TheBestSchools.org
- **Real Estate (Online)**
 - (10) OnlineColleges.com
 - (2) Most Affordable – BestValueSchools.com
 - (6) CollegeChoice.net
 - (1) Most Affordable – CollegeChoice.net
- **Sociology (Online)**
 - (11) GreatValueColleges.net
 - (13) BestColleges.com
 - (13) TheBestSchools.org
 - (20) AffordableColleges.com
- **Speech Language Pathology**
 - **(33) TopMastersinHealthcare.com**
- **Sports Management – Graduate**
 - (12) Best College Reviews
 - (15) TheBestSchools.org
 - (16) Top-Business-Degrees.net

6. NCAA Institutional Performance Program Health and Safety Tool

Presented by Tom Bowen

Athletic Department Medical Services: Health and Safety

Board of Trustees

Tom Bowen
Athletic Director

September 5, 2018
University Center



- Athletic Trainers
 - 6 Full-time Staff
 - Insurance Coordinator
 - 6 Part-time Staff (GA, Internship & Fellowship)
 - Available via phone 24 hours a day
 - Available in the athletic training facilities traditionally 12-15 hours a day
 - On Call practice coverage for low risk injury sports
- Physician Oversight/Protocol
 - Director of Internal Medicine
 - Director of Orthopedic Services

- Campbell Clinic for all Orthopedic care/Sports Medicine Care
 - 2 sports medicine fellowship trained physicians who host weekly on-campus clinic
- Cresthaven Internal Medicine for all General Medical, Labs and testing
- Methodist Healthcare
- Baptist Hospital and On-Campus Physical Therapist
- Logan University and On-Campus Chiropractor
- University Counseling Center, On-Campus Easy Access
- Medic One Medical Response - In-house IV fluids and EKGs
- Grove Park Dental Group

- Sickie Dex testing for all incoming student-athletes by Cresthaven Internal Medicine
- Semmes Murphey for Brain and Spine Care
- Southern College of Optometry / UEC for vision care
- Adam-Patterson Gynecology & Obstetrics
- Looking to expand relationships with providers in the following areas:
 - Nutrition
 - Sports Psychology
 - Drug Counseling & Rehabilitation

- All new incoming student-athletes are tested.
- Sickle Cell Education for Athletes and Coaches
- Written Protocol for individual with Sickle Cell Trait and notification waiver
- Ability to have next day ECHO testing if requested by physician at Methodist Le Bonheur prior to athletic participation

- 1) Concussion is diagnosed.
- 2) CAAS Staff will be informed of the student-athlete's injury with the Academic Concussion Awareness Letter.
 - a) The Athletics Learning Specialist & Mentor Coordinator for CAAS will navigate the return-to-learn with the student-athlete.
 - b) This letter will be passed along to the student-athlete's instructors and professors.
- 3) The student-athlete will receive academic accommodations as needed with help from the director of CAAS, Learning Specialist, CAAS athletic academic counselors and the Disability Resources for Students (DRS).
- 4) If the concussion symptoms worsen with academic challenges or symptoms persist, then the student-athlete will be re-evaluated by a team physician as needed.



| | Red: (Recovery Stage 1) | Orange (Recovery Stage 2) | Yellow (Recovery Stage 3) | Green (Recovery Stage 4) | Clear (Full Clearance) |
|---|--|--|---|--|---|
| Symptoms | Student reports severe symptoms that interfere significantly with activities of daily living. | Student reports having no or minimal symptoms without a stimulus and can complete work in short intervals without symptom exacerbation. | Student can control symptoms with activity modification and can be mentally engaged through an entire class. | Student is symptom-free for a full day of school without accommodations and student demonstrated clinical recovery. | Steps to obtain full academic clearance: |
| Instructors' Expectations: | <ul style="list-style-type: none">• No class attendance• No homework or make-up work expected• Minimal communication to instructors expected from student | <ul style="list-style-type: none">• Student can begin attending class with accommodations (see Form 1B)• Student may need to complete classwork in short intervals while in class• Studying and work will be completed in intervals as specified by an Athletic Trainer• Notes may need to be provided• Homework, make-up work, and studying will be completed on an "as-tolerated" basis.• Student should leave the classroom for a break if symptoms occur• Student may complete any assignment <25% of the total semester grade after 1 successful day in orange with accommodations | <ul style="list-style-type: none">• Student can complete full school days with few accommodations (see Form 1B)• Student is allowed to leave the classroom for 10 minutes if symptoms occur• Student is expected to try to be engaged when in the classroom and can take participation grade• Student may complete any assignment worth between 25 and 45% of total semester grade after two successful days in yellow. Student may still have accommodations. | <ul style="list-style-type: none">• Student can complete full school days without accommodations• Student is expected to be fully engaged• Homework is expected to be completed• Make-up work will be completed with reasonable due dates• Student may complete any assignment at this time without accommodations | <ol style="list-style-type: none">1. Student has arranged to complete all make-up work with professor.2. Student has signed the concussion acknowledgement form.3. Student athletes will complete a graded return to play progression |
| Student Expectations and Lifestyle Recommendations: | <ul style="list-style-type: none">• Student is expected to report to AT staff once daily• Student should maintain a regular sleeping schedule• NO drugs or alcohol• Make healthy dietary choices and eat regularly• Avoid any activity that exacerbates symptoms, which may include electronic use and loud noisy environments like parties or concerts• Rest as much as you like• May do short walks if permitted by AT | <ul style="list-style-type: none">• Student is expected to report to AT staff once daily• Student is expected to attend class, but will have accommodations, which may include attending some classes, but not others• No parties, concerts, or activities that may be noisy, stressful or may interfere with sleep• Try homework/studying in short intervals of 10 min work/20 min break & slowly increase (per Athletic Trainer/physician's recommendations)• Computer usage and phone usage can be increased if it doesn't create symptoms• No team meetings or practice attendance• No physical activity other than short walks when symptom-free• NO drugs or alcohol• Maintain a consistent sleeping and healthy eating schedule | <ul style="list-style-type: none">• Student is expected to report to AT staff once daily• Avoid activities that create symptoms• No activities that interfere with a full night's rest• Homework is to be completed in intervals no longer than 45 min work/ 15 min break• No physical activity other than walks when symptom-free• May attend practice/meetings IF all classes were attended• NO drugs or alcohol• Maintain a consistent sleeping and healthy eating schedule | <ul style="list-style-type: none">• Student is expected to report to AT staff once daily• Student is expected to communicate with instructor to create a reasonable timeline for make-up work to be completed• Student-athletes should expect to complete a Return-to-Play progression to be allowed to return to practice | |

- Written policy - reviewed yearly with an interdisciplinary team
- Use of On Campus Mental Health Services
- Implemented screening for all student-athletes as part of yearly physical
- Coaches and Student-Athlete Educational Handouts
- Informational Posters in Athletic Training Facilities
- On Campus Psychiatrist who can prescribe medication

WHY IS IT IMPORTANT?

There is more to being a student-athlete than physical preparation and performance. In addition to the pressures to perform and win games, student-athletes are overwhelmed with factors that may affect their mental health and wellness.

WHAT ARE SOME ASPECTS OF MENTAL WELLNESS?

| STRESS | ANXIETY | DEPRESSION |
|---|--|---|
| <p>Managing both sport and academic demands often result in elevated stress. Inadequate sleep, and inability to participate in other extracurricular or leisure activities that help promote overall well-being. Another frequent source of stress is pressure to perform athletically. Some of this pressure is central to identity, so is sport performance.</p> <p>If stress is chronic or inadequately managed, it can result in negative health outcomes either directly or through unhealthy coping behaviors (such as substance abuse).</p> <p>Interactions, resources, policies, programs and cultural attitudes in the sports environment have the potential to reduce the presence of stress and to help student-athletes deal effectively.</p> | <p>Nearly 1 in 3 adolescents in the United States meet criteria for an anxiety disorder.</p> <p>NCAA research shows that almost 85% of athletic trainers believe anxiety disorders are currently an issue with student-athletes on their campus.</p> <p>Signs and symptoms of an anxiety disorder can include the following:</p> <ul style="list-style-type: none"> • Feeling apprehensive or powerless • Sensing impending danger or panic • Having an increased heart rate • Breathing rapidly or sweating • Shaking or trembling • Feeling weak or tired <p>While everyone experiences some of these symptoms occasionally, student-athletes with anxiety disorders experience these symptoms frequently and severely enough to negatively affect their ability to function to their potential.</p> | <p>When we feel depressed our health and general performance in life can suffer. This can become a downward spiral into deeper depression if not noticed and addressed. In dealing with athletes, depression can be both a precursor to and a result of injury. Suicide risk has been linked to feelings of hopelessness and talk of death or suicide (both symptoms of depression).</p> <p>Symptoms of depression include:</p> <ul style="list-style-type: none"> • Withdrawing from social contact • Loss of interest or pleasure • Unexplained weight loss or gain • Changes in eating or sleeping habit • Loss of emotion • Mood swings • Fatigue or loss of energy • Excessive worry or fear • Problems concentrating, focusing, and remembering • Recurrent thoughts of death, recurrent suicidal ideation, suicide attempt or plan |

For more information on Mental Health visit the Mind, Body, and Sports Resources Guide at:
<http://www.ncaa.org/sport-science-institute/mental-health-education-resources>
 Talk with your athletic trainer or counseling professional
 National Suicide Prevention Lifeline: 1-800-273-8255

ON OUR CAMPUS

Counselor on Duty Crisis Service
 Campus Police
 901-678-4357 (HELP)

Counseling Center
 214 Wilder Tower

<http://www.memphis.edu/counseling/>

Student Health Center
 200 Hudson Health Center
 901-678-4357

| | Red: (Recovery Stage 1) | Orange (Recovery Stage 2) | Yellow (Recovery Stage 3) | Green (Recovery Stage 4) | Clear (Full Clearance) |
|---|--|--|--|--|---|
| Symptoms | Student reports severe symptoms that interfere significantly with activities of daily living. | Student reports having no or minimal symptoms without a stimulus and can complete work in short intervals without symptom exacerbation. | Student can control symptoms with activity modification and can be mentally engaged through an entire class. | Student is symptom-free for a full day of school without accommodations and student demonstrated clinical recovery. | Steps to obtain full academic clearance: 1. Student has arranged to complete all make-up work with professor. 2. Student has signed the concussion acknowledgement form. 3. Student athletes will complete a graded return to play progression |
| Instructors' Expectations: | <ul style="list-style-type: none"> No class attendance No homework or make-up work expected Minimal communication to instructors expected from student | <ul style="list-style-type: none"> Student can begin attending class with accommodations (see Form 1B) Student may need to complete classwork in short intervals while in class Studying and work will be completed in intervals as specified by an Athletic Trainer Notes may need to be provided Homework, make-up work, and studying will be completed on an "as-tolerated" basis. Student should leave the classroom for a break if symptoms occur Student may complete any assignment <25% of the total semester grade after 1 successful day in orange with accommodations | <ul style="list-style-type: none"> Student can complete full school days with few accommodations (see Form 1B) Student is allowed to leave the classroom for 10 minutes if symptoms occur Student is expected to try to be engaged when in the classroom and can take participation grade Student may complete any assignment worth between 25 and 45% of total semester grade after two successful days in yellow. Student may still have accommodations. | <ul style="list-style-type: none"> Student can complete full school days without accommodations Student is expected to be fully engaged Homework is expected to be completed Make-up work will be completed with reasonable due dates Student may complete any assignment at this time without accommodations | |
| Student Expectations and Lifestyle Recommendations: | <ul style="list-style-type: none"> Student is expected to report to AT staff once daily Student should maintain a regular sleeping schedule NO drugs or alcohol Make healthy dietary choices and eat regularly Avoid any activity that exacerbates symptoms, which may include electronic use and loud noisy environments like parties or concerts Rest as much as you like May do short walks if permitted by AT | <ul style="list-style-type: none"> Student is expected to report to AT staff once daily Student is expected to attend class, but will have accommodations, which may include attending some classes, but not others No parties, concerts, or activities that may be noisy, stressful or may interfere with sleep Try homework/studying in short intervals of 10 min work/20 min break & slowly increase (per Athletic Trainer/physician's recommendations) Computer usage and phone usage can be increased if it doesn't create symptoms No team meetings or practice attendance No physical activity other than short walks when symptom-free NO drugs or alcohol Maintain a consistent sleeping and healthy eating schedule | <ul style="list-style-type: none"> Student is expected to report to AT staff once daily Avoid activities that create symptoms No activities that interfere with a full night's rest Homework is to be completed in intervals no longer than 45 min work/ 15 min break No physical activity other than walks when symptom-free May attend practice/meetings IF all classes were attended NO drugs or alcohol Maintain a consistent sleeping and healthy eating schedule | <ul style="list-style-type: none"> Student is expected to report to AT staff once daily Student is expected to communicate with instructor to create a reasonable timeline for make-up work to be completed Student-athletes should expect to complete a Return-to-Play progression to be allowed to return to practice | |



MENTAL WELLNESS

WHY IS IT IMPORTANT?

There is more to being a student-athlete than physical preparation and performance. In addition to the pressures to perform and win games, student-athletes are overwhelmed with factors that may affect their mental health and wellness.

WHAT ARE SOME ASPECTS OF MENTAL WELLNESS?

| STRESS | ANXIETY | DEPRESSION |
|---|--|---|
| <p>Managing both sport and academic demands often result in elevated stress. Inadequate sleep, and inability to participate in other extracurricular or leisure activities that help promote overall well-being. Another frequent source of stress is pressure to perform athletically. Some of this pressure is central to identity, so is sport performance.</p> <p>If stress is chronic or inadequately managed, it can result in negative health outcomes either directly or through unhealthy coping behaviors (such as substance abuse).</p> <p>Interactions, resources, policies, programs and cultural attitudes in the sports environment have the potential to reduce the presence of stress and to help student-athletes deal effectively.</p> | <p>Nearly 1 in 3 adolescents in the United States meet criteria for an anxiety disorder.</p> <p>NCAA research shows that almost 85% of athletic trainers believe anxiety disorders are currently an issue with student-athletes on their campus.</p> <p>Signs and symptoms of an anxiety disorder can include the following:</p> <ul style="list-style-type: none"> • Feeling apprehensive or powerless • Sensing impending danger or panic • Having an increased heart rate • Breathing rapidly or sweating • Shaking or trembling • Feeling weak or tired <p>While everyone experiences some of these symptoms occasionally, student-athletes with anxiety disorders experience these symptoms frequently and severely enough to negatively affect their ability to function to their potential.</p> | <p>When we feel depressed our health and general performance in life can suffer. This can become a downward spiral into deeper depression if not noticed and addressed. In dealing with athletes, depression can be both a precursor to and a result of injury. Suicide risk has been linked to feelings of hopelessness and talk of death or suicide (both symptoms of depression).</p> <p>Symptoms of depression include:</p> <ul style="list-style-type: none"> • Withdrawing from social contact • Loss of interest or pleasure • Unexplained weight loss or gain • Changes in eating or sleeping habit • Loss of emotion • Mood swings • Fatigue or loss of energy • Excessive worry or fear • Problems concentrating, focusing, and remembering • Recurrent thoughts of death, recurrent suicidal ideation, suicide attempt or plan |

For more information on Mental Health visit the Mind, Body, and Sports Resources Guide at:

<http://www.ncaa.org/sport-science-institute/mental-health-education-resources>

Talk with your athletic trainer or counseling professional

National Suicide Prevention Lifeline: 1-800-273-8255

ON OUR CAMPUS

Counselor on Duty Crisis Service
Campus Police
901-678-4357 (HELP)

Counseling Center
214 Wilder Tower
901-678-2068

<http://www.memphis.edu/counseling/>

Student Health Center
200 Hudson Health Center
901-678-2287

7. Opportunity Zone

Presented by Ted Townsend

Opportunity Zones

Board of Trustees

Ted Townsend

September 5, 2018

University Center



- The Opportunity Zones program was established through the Tax Cuts and Jobs Act in December 2017.
- It is a community development tax incentive program for private investors.
- The program is designed to drive long-term capital to rural and low-to-moderate income urban communities throughout the nation, and uses tax incentives to encourage private investment in impact funds.
- Investors are eligible to receive certain tax benefits on unrealized capital gains reinvested in Opportunity Zones through pooled Opportunity Funds.
- Opportunity Zone strategy should be tied with community development goals in order to leverage growth potential, investment in infrastructure, funding sources and incentives, and business and workforce development efforts.

- Opportunity Zone designations last for a period of 10 years.
- U.S. Treasury will release guidance on the process of certifying Opportunity Funds.
- U.S. investors are eligible to receive a temporary tax deferral and other tax benefits when they rollover unrealized capital gains into Opportunity Funds for a minimum of five years.
- A minimum of 90 % of Opportunity Fund assets must be invested in Opportunity Zones.
- The program provides an incentive for investors to reinvest unrealized capital gains into Opportunity Funds in exchange for a temporary tax deferral and other long-term holdings.
- **Designed to generate benefits for investments such as, but not limited to: low-income housing, manufacturing rehabs, infrastructure, startups, existing businesses, rural development, commercial development, colleges, etc.**
- All incentives are tied to the longevity of the investment (graduated series of incentives tied to long-term holdings).

Opportunity Zone Fund & Benefits

- Private investment vehicle (partnership or corporation) to aggregate and deploy long-term capital in Opportunity Zones that receives federal tax incentives.
- Those investing their capital gains in an Opportunity Fund get stock or a partnership interest.
- Minimum 90% of assets held in Qualified Opportunity Zone Property
 1. A **temporary deferral** of inclusion in taxable income for capital gains. The deferred gain must be recognized on the earlier of: the date on which the OZ investment is disposed of or 12/31/2026.
 2. A **step-up in basis** for capital gains. The basis is increased by 10% if the investment in the OZ Fund is held 5 years, and by an additional 5% if held for 7 years.
 3. A **permanent exclusion** from taxable income of capital gains from the sale or exchange of an investment in an OZ Fund held for 10 years. This exclusion only applies to gains accrued after an investment in an Opportunity Zone Fund.

OZ Fund Investment Example

Hold Asset for 10 Years

Assume: \$100 capital gain in 2018
 Combined Tax Rate: 23.8%
 New Investment Appreciates @ 7.0%

Not in Opportunity Zone

| | |
|--|------------------|
| 1. Value of asset in 2018 | \$100.00 |
| 2. Pay capital gains in 2018 | <u>(\$23.80)</u> |
| 3. Invest balance | \$76.20 |
| 4. Sell asset after 10-years. | \$149.90 |
| 5. - Tax on increased value (\$149.90 - \$76.20) | <u>\$17.54</u> |
| | \$132.36 |

In Opportunity Zone

| | |
|--|--------------------------------|
| 1. Defer capital gains in 2018; invest in Opportunity Zone Fund | |
| 2. Sell stock in Opportunity Zone Fund after 10-years. | \$196.72 |
| 3. - Tax on original \$100 of capital gains - basis is \$85 | \$20.23 |
| 4. - Exempt from capital gains on increased value (\$96.72) | <u>\$0.00</u> <u>(\$20.23)</u> |
| | \$176.49 |

7. Opportunity Zone
Opportunity zone ROI is 3.0% per year higher

University Opportunity Zone



- 8 census tracts anchored by the region's largest university.
- U District zone includes well-established, low- to moderate-income neighborhoods such as Orange Mound, Binghampton, Glenview, and Cooper Young.
- There are several public-private initiatives planned or completed in the area, including TIF districts established in Binghampton and the University District.
- Includes the Mid-South Fairgrounds site, the subject of a 160-acre redevelopment plan eligible for Tourism Development Zone (TDZ) designation.

8. Update on Vision for Residence Life

Presented by Darrell Ray

Residence Life Long Range Planning

Board of Trustees

Darrell C. Ray, PhD
Vice President for Student Affairs

September 5, 2018
University Center



Vision

To offer high quality residential facilities that showcase the merger of academic and personal development to transform students' experience at the University of Memphis.

Administrative Modifications

- Elevated position to Assistant Vice President to become a direct report
- Staffed the vacant Marketing & Communications position
- Converted Associate Director to Director level position
- Adding an Assistant Director for Training & Academic Initiatives

Current Inventory

Main Campus

1962 – Smith Hall (154)

1964 – Rawls Hall (302)

1970/72 – South Hall (163)

1990 – Carpenter Complex (497)

2010 – Living Learning Complex (LLC) (487)

2015 – Centennial Place (784)

Park Avenue Campus

1965/1970 – Park Avenue (74)

1965/1970 – Graduate Student

Family Housing (104)

Total Occupancy 2,565

Planning Timeline

- Research the competitive landscape to confirm growth capacity; market needs; and types of accommodations needed
- Ensure capacity to accommodate more 2nd year students
- Examine campus footprint to identify best places for growth that align with academic mission and future enrollment projections
- Confirm processes involving key State agencies
- Determine potential funding models available
- Provide initial findings for March Board of Trustees meeting

Questions/Comments

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

Presented by David North

10. Report and Recommendations of the Audit Committee

Presented by Carol Roberts

11. Report and Recommendations of the Governance and Finance Committee

Presented by Alan Graf

11.1. Naming of Rifle Facility

For Approval

Presented by Tom Bowen

Presentation to the Board of Trustees

The University of Memphis Board of Trustees
For Approval

Date: September 5, 2018

Committee: Governance and Finance Committee

Title: Approval of the Name of the Rifle Facility

Presented by: Tom Bowen, Director Intercollegiate Athletics

Background:

University policy, GE2003 Identification of Buildings and Facilities, stipulates the Board of Trustees must approve requests for the naming of any building or facility or any portion of a building or facility after an individual.

The Athletics Department is requesting a naming of the rifle facility. This facility, located in South Hall, brought the rifle program back to campus in the winter of 2017. The proposed name is Robert F. Fogelman II Family Rifle Range. Robert F. Fogelman II and his family's generous contribution will help with facility and equipment upgrades and expand recruitment internationally.

Recommendation:

The Governance and Finance Committee recommends approval to name the rifle facility as the Robert F. Fogelman II Family Rifle Range.

12. Additional Business of the Board of Trustees

13. Adjournment