

Sunset Public Hearing Questions for
Local Governing Boards of Trustees of the Board of Regents State Universities
(University of Memphis Board of Trustees)

Created by 49-8-101 and 49-8-201, *Tennessee Code Annotated*
(Sunset termination June 2019)

Question 1: Provide a brief introduction to the board, including information about its purpose, statutory duties, and staff.

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

Governor Haslam announced eight appointees in October 2016 to serve as trustees of the University of Memphis. All eight individuals were confirmed by joint resolution of the Tennessee General Assembly in February 2017 to serve as trustees of the UofM. As required by statute, the University's Faculty Senate developed a process in Fall 2016 for the nomination and selection of the faculty trustee. At the inaugural UofM Board of Trustees (UofM Board or Board) meeting on March 17, 2017, the Board approved the Student Government Association to develop and implement a process for selecting the student trustee.

The purpose of the UofM Board is to manage and govern the University to the extent allowed and subject to limitations imposed by applicable federal and state law and certain powers and duties maintained by the Tennessee Higher Education Commission (THEC) and within its Bylaws.

Currently, the Board does not have staff. Melanie Murry, University Counsel, serves as the Board Secretary with assistance from Bruce Harber, Chief Operations Officer, who is responsible for sending communications to the Trustees.

Exhibits

Agenda5 - Student Trustee
UofM Bylaws March 2017

Question 2: Provide a list of board members and indicate how membership complies with Section 49-8-201, *Tennessee Code Annotated*.

The UofM Board members include:

- G. Douglas Edwards
- Marvin R. Ellison
- Alan B. Graf, Jr.
- Cato Johnson
- R. Brad Martin
- David A. North

- Carol L. Roberts
- Susan L. Springfield
- David Kemme
- Drew Gilmore

There are ten (10) members of the UofM Board (listed above). All current members, with the exception of Drew Gilmore, are voting members. All members, with the exceptions of David Kemme and Drew Gilmore, were appointed by Governor Bill Haslam in October 2016. Doug Edwards, Marvin Ellison, Cato Johnson, Brad Martin, and Susan Springfield are graduates of the University of Memphis. David Kemme is the current faculty representative, and Drew Gilmore currently serves as the student member.

Exhibits

Board of Trustees Members

Question 3: Are there any vacancies on the board and, if so, what is being done to fill those vacancies?

There are currently no vacancies on the UofM Board.

Question 4: Per Section 49-8-201, *Tennessee Code Annotated*, the state university boards shall meet quarterly. How many times did the board meet during the last two fiscal years? How many members were present at each meeting? Please note any meetings where the board did not have a quorum.

As of November 30, 2018, within the last two fiscal years, the UofM Board has met a total of eight (8) times, with a scheduled upcoming meeting on December 5, 2018. The attendance of members at each meeting of the UofM Board is described below:

- March 17, 2017
 - Trustees in attendance: Douglas Edwards, Alan Graf, Cato Johnson, David North, Carol Roberts, Kate Schaffzin (former faculty representative), Susan Springfield, and Jared Moses (former Student Government Association President), Brad Martin (via phone)
 - Trustee(s) absent: Marvin Ellison
 - Quorum: Yes
- June 6, 2017
 - Trustees in attendance: Doug Edwards, Marvin Ellison, Alan Graf, Cato Johnson, Brad Martin, David North, Carol Roberts, Kate Schaffzin, Susan Springfield, Taylor Mayberry (2017-2018 Student Trustee)
 - Trustee(s) absent: None
 - Quorum: Yes

- August 3, 2017 (special meeting)
 - Trustees in attendance: Doug Edwards, Alan Graf (via phone), Brad Martin (via phone), Carol Roberts, Susan Springfield (via phone), Kate Schaffzin, Taylor Mayberry, Marvin Ellison (via phone)
 - Trustee(s) absent: Cato Johnson, David North
 - Quorum: Yes

- October 4, 2017
 - Trustees in attendance: Doug Edwards, Alan Graf, Cato Johnson, Brad Martin, David North, Carol Roberts, Kate Schaffzin, Susan Springfield, Taylor Mayberry
 - Trustee(s) absent: Marvin Ellison
 - Quorum: Yes

- December 7, 2017
 - Trustees in attendance: Alan Graf, Doug Edwards, Brad Martin, Cato Johnson, Carol Roberts (via phone), Kate Schaffzin, Susan Springfield, Taylor Mayberry (via phone)
 - Trustee(s) absent: Marvin Ellison, David North
 - Quorum: Yes

- March 7, 2018
 - Trustees in attendance: Doug Edwards, Alan Graf, Cato Johnson, Brad Martin, David North, Carol Roberts, Kate Schaffzin, Susan Springfield, Taylor Mayberry
 - Trustee(s) absent: Marvin Ellison
 - Quorum: Yes

- June 6, 2018
 - Trustees in attendance: Doug Edwards, Alan Graf, Cato Johnson, David North, Carol Roberts, David Kemme (new faculty representative), Susan Springfield
 - Trustee(s) absent: Marvin Ellison, Brad Martin, Drew Gilmore (2018-2019 Student Trustee)
 - Quorum: Yes

- September 5, 2018
 - Trustees in attendance: Doug Edwards, Marvin Ellison, Drew Gilmore, Alan Graf, Cato Johnson, David Kemme, Brad Martin, David North, Carol Roberts, Susan Springfield
 - Trustee(s) absent: None
 - Quorum: Yes

Exhibits

BOT Minutes March 2017
 BOT Minutes June 2017
 BOT Minutes August 2017
 BOT Minutes October 2017

BOT Minutes December 2017
 BOT Minutes March 2018
 BOT Minutes June 2018

Question 5: In accordance with Section 49-8-201, *Tennessee Code Annotated*, trustees shall be reimbursed all necessary travel expenses they may incur through service to the board. How much was reimbursed during the last two fiscal years?

Fiscal Year 2017

No Travel Reimbursements

Fiscal Year 2018

Taylor Mayberry	\$	506.13
Kate Schaffzin	\$	2,787.99
Total Travel	\$	<u>3,294.12</u>

Reimbursement for Taylor Mayberry’s expenses are related to travel to and from Nashville, Tennessee for orientation. Kate Schaffzin’s travel expenses are related to her attendance at the Association of Governing Boards annual conference in Spring 2018.

Question 6: What were the board’s revenues and expenditures for the last two fiscal years?

The UofM Board has no revenue for the last two fiscal years.

	<u>2017</u>	<u>2018</u>
Salaries	\$ -	\$ 26,693
Employee Benefits	-	9,681
Travel	-	846
Operating Expenses	27,251	58,281
Initial Startup Costs *	93,022	-
Insurance	-	35,000
Total Expenses	\$ 120,273	\$ 130,501

*Initial startup costs incurred to ensure that the Board Meetings are in compliance with State Law (mainly computer and AV equipment).

Question 7: Has the board promulgated rules? If rules have been promulgated, please cite the reference.

The Board had two rules on its agenda for approval at its December 5, 2018, meeting.

Question 8: How does the board comply with Sunshine law requirements (Section 8-44-101 et seq., *Tennessee Code Annotated*) for public notice of meetings, prompt and full recording of minutes, and public access to minutes? What procedures does the board have for informing the public of its meetings and making its minutes available to the public?

To comply with Sunshine law requirements, notice of all meetings is posted at least five (5) days prior to the meeting. Currently, there is a list of upcoming meetings on the UofM Board's website as well as a link which provides the dates for all meetings through December 2019. The Trustees receive notice at least two (2) weeks prior to the meeting. The written notice is normally delivered via email, which is acceptable per the Bylaws. In addition, special and emergency meetings of the UofM Board may be called with no less than five (5) days' notice, and, if urgent, by telephone, facsimile transmission, or electronic mail to each Board member, who must be advised of the purpose(s) of the meeting. Notice of all regular and special public meetings and committee meetings is given in a manner reasonably calculated to give interested persons actual notice of the time and place of the meeting and the principal subjects anticipated to be considered at the meeting. Notice of an emergency public meeting is such as is appropriate to the circumstance(s).

Before all UofM Board meetings, all meeting materials are published on the University of Memphis Board of Trustees' website (<http://www.memphis.edu/bot/>), which includes minutes from the previous committee meetings and UofM Board meeting. A press release is also sent to the media and posted on the Board website; each press release contains a direct link to the live stream of the meeting and all recordings of previous meetings. Additionally, each UofM Board meeting is streamed during the actual meeting. Following the meeting, the Chair of the Board announces the date of the next meeting, and the full recorded live stream is posted on the website.

Exhibits

June 6 Press Release
September 5 Press Release
UofM Bylaws March 2017

Question 9: What policies does the board have in place to address potential conflicts of interest by board members, staff and employees?

The UofM Board adopted a Conflicts of Interest policy that applies to any Trustee and the Trustee's immediate family, defined as spouse, dependent children or stepchildren, or relatives related by blood or marriage.

In addition, the UofM Board adopted a Code of Ethics which also has a section which addresses Conflicts of Interest. Further, the UofM has a conflict of interest and conflict of commitment policy applicable to the entire University community.

Exhibits

Board Code of Ethics
Board Conflict of Interest Policy

UofM Conflict of Interest Policy

Question 10: What were the major accomplishments of the board during the last two fiscal years?

Over the last two fiscal years, some of the major accomplishments of the UofM Board include:

- Approval of the University's 2017-18 and 2018-19 budgets, ensuring the continued financial viability of the University of Memphis;
- Provisions for employee salary increases during the 2017-18 and 2018-19 fiscal years;
- Approval of a simplified tuition structure, in keeping with previous year's policy of little to no tuition increases keeping the cost of higher education affordable for all students;
- Approval of the Folds of Honor scholarship, a first of its kind in the state of Tennessee, which provides educational scholarships to the children and spouses of fallen and disabled service members;
- Improvement in retention and graduation rates;
- Collaboration with FedEx to establish the LiFE (Learning inspired by FedEx) program, which makes available a higher education degree program to hub employees in Memphis, TN, Indianapolis, IN and Oakland, CA, with additional sites to be added in the future;
- Approval of eleven (11) new undergraduate and graduate academic programs, including: Bachelor of Arts in Creative Mass Media (BA), Bachelor of Science (BS) in Commercial Aviation, Doctor of Nursing Practice (DNP) Program, Doctor of Liberal Studies (DLS), Doctor of Physical Therapy (DPT), Doctor of Social Work (DSW), Master of Science (MS) in Biostatistics, Master of Science (MS) in Engineering Management, Doctor of Philosophy (PhD) in Counselor Education and Supervision, Doctor of Philosophy (PhD) in Nursing, and Doctor of Philosophy (PhD) in Urban Affairs;
- Establishment and expansion of UofM Global, UofM online degree programs;
- Approval of current and future building projects, including the Alumni Mall Amphitheatre, a land bridge over the railroad tracks, a new parking structure, a new Student Wellness and Fitness Center, a Football Training Center, the realignment of a campus street and intersection, the Scheidt Family Music Center, an advanced manufacturing research lab, the resurfacing of Memorial Track, UMRF Ventures Call Center, a natatorium, the complete renovation of the top floor of Wilder Tower for a Student Recruitment Center, and a STEM Research and Classroom building; and
- Increased emphasis on efficiencies and initiatives that support UofM Research and Innovation – including increasing the physical footprint and financial investment that supports these efforts – in order to achieve Carnegie I status.

Exhibits

June 2018 FY18 and FY19 Operating Budgets

June 2017 Salary Increase
September 2018 Tuition Structure Proposal
March 2018 Folds of Honor Scholarship
September 2018 BOT PPT - President - Enrollment.Building Projects.Research
March 2017 Academic Programs DNP PhD Nursing
October 2017 Agenda Programs.BA Creative Mass Media.PhD in Counselor
Education and Supervision
March 2018 Agenda Academic Program PhD Urban Affairs
June 2018 Presentation Academic Programs DSW.MS Engineering
Management.DLS.BS aviation.MS biostat.DPT

Question 11: Explain how the role of the board has differed from the role of the University President.

Although the UofM Board and the University President work closely together, there is a degree of separation. The President reports to the UofM Board and is its only employee. The University President provides day-to-day guidance and management of the University, while the UofM Board offers a different, broader view of how things should operate, but specifically limits its activities to that of governance. Specifically, the UofM Board is responsible for the fiscal and academic health of the University.

Question 12: What is the structure and function of the board (i.e. officers, committees, etc.)?

The officers of the Board consist of a Chair and a Vice Chair who perform such duties as may, from time to time, be prescribed by the Board and the Bylaws. The officers of the University designated to support Board activities are the President, Provost, Chief Financial Officer, Secretary, and Chief Audit Executive.

The UofM Board consists of three standing committees – Academic, Research and Student Success; Governance and Finance; and Audit. At a minimum, each committee meets before each full UofM Board meeting.

Exhibits

Board Committees Policy
Academic Research and Student Success Committee Charter
Audit Committee Charter
Governance and Finance Committee Charter

Question 13: Briefly describe how the board ensures the university is in compliance with the bond program agreement between the Tennessee State School Bond Authority and the Tennessee Board of Regents.

The UofM Board reviews and approves the University Operating Budget, which includes adequate funding for annual payment of debt-related principle, interest and administrative costs. Additionally, the Board approves all new debt project requests prior to submission to the Tennessee State School Bond Authority. The Board ensures adequate debt payment funding is identified prior to project approval. Debt-funded projects are presented to the

Board for approval compliant with all requirements specified in the Second Program Financing Agreement. This agreement was negotiated between the Tennessee School Bond Authority and the Tennessee Board of Regents (TBR) on November 1, 1997, and is the agreement stipulating debt terms and conditions.

Additionally, and as mandated in the FOCUS Act, TBR reviews and approves the UofM operating budget for compliance with the Second Program Financing Agreement. There are three TBR budget analysis forms relating to the bond intercept program. These forms are submitted three times each year to TBR for review and approval.

Question 14: What is the board's role in approving the university budget?

The UofM Board has the power to approve the operating budget and set the fiscal policies for the schools and programs under its control. In exercising its powers, the Board's governance duties include ensuring the University's fiscal integrity, overseeing the University's financial resources and other assets, reviewing and approving annual University budgets, and preserving and protecting the University's assets for posterity.

The UofM Board reviews and approves the University's budget three (3) times each year: the proposed budget in June for the upcoming fiscal year; the revised budget in December; and the estimated or final budget in June for the current fiscal year. In-depth variance analyses are submitted to the Board for review prior to consideration of the budget for approval.

Question 15: What steps does the board take to monitor the financial stability of the university?

The Governance and Finance committee meets no less than quarterly. The committee provides oversight for the University's finance, business, administration, and facilities activities. The committee advises the UofM Board on the state of the University's financial operations, budget, student fees, personnel policies, and facilities. During the meetings, the committee hears from key management personnel, including the Chief Financial Officer, on a varied number of issues impacting the finances of the institution. The committee regularly asks questions of presenters to ensure appropriate oversight of continued financial stability of the University. Prior to any UofM Board action, items are vetted within the Governance and Finance Committee.

Results of the annual financial audit, conducted by the Office of the Comptroller, are presented to the Board annually at the meeting subsequent to the issuance of the report. In addition to review of the audit, the Composite Financial Index (CFI) trends are presented to the Board. The CFIs, specifically the CFI trends, are a measure of overall financial health and stability. Additionally, the Board approves the annual operating budget and ensures that the Proposed Operating Budget is balanced. As the budget is revised, the Board is presented with variance narratives that inform their evaluation of the budget presented and overall financial stability of the institution.

Question 16: What is the board's involvement in setting tuition and fees? How does the board balance the needs of the university against sensitivity for what students are required to pay?

As mentioned above, the UofM Board's Governance and Finance committee meets with key management personnel at least quarterly. This committee is charged with hearing presentations that deal with the setting of tuition and fee rates. When such presentations occur, the committee asks questions about the need and/or desire to increase or decrease the tuition and fees, while keeping the customer (i.e., the student) in mind. Factors historically considered in determining fee changes include: level of State funding; THEC binding range for Tuition and Mandatory Fee increases; inflationary factors and mandatory cost increases; efforts to mitigate cost increases to students; infrastructure or compliance requirements; and critical needs to drive the University mission.

After this vetting process, the committee either recommends or declines to recommend tuition and fee proposals brought forth by management to the full UofM Board to approve for consideration and action.

One of the University's central focuses is student service. Therefore, in making any decision, the UofM Board keeps in mind the needs, wants, and best interests of the students, including affordability, student support and success needs, and academic excellence, thus the reason for no tuition increase this past year.

Question 17: How does the board monitor academic programs offered by the university? How does the board address low-producing academic programs?

The UofM Board's Academic, Research and Student Success committee meets at least quarterly and presents to the Board at each meeting. Paramount among the agenda items presented to the Board is the monitoring of existing academic programs for innovation, meeting current patterns of student demand/market, opportunities of modification(s) in modes of delivery to increase enrollment and meet student needs, and the approval of all new academic programs. The committee, in collaboration with academic leaders, strives to advance the mission and vision of the University as an internationally recognized, urban public research university by preparing students for success in a diverse, innovative, global environment and providing the highest quality education by focusing on research and service benefitting the local and global communities. At its meetings, the committee hears from key management personnel, including the Provost and President, and key faculty and student leaders. Presentations include materials related to the various academic programs offered by the University. This committee asks questions to presenters to ensure students are receiving a quality education through the academic programs offered and reviews accreditation reports, program reviews conducted by external experts in the discipline, and college/program level strategic plans and alignment with projected career opportunities in the respective discipline. For example, the Board was presented an Overview of Degree Programs matched with careers and a template prepared by faculty in each college and school of their 2025 Vision for revising/creating programs to align with projected "high demand" careers as defined by the Department of Labor Statistics.

At the UofM, new academic programs undergo an extensive review before being presented to the Board. The varying levels of review before the Board are as follow: program/departmental level curriculum committees; Department Chairs; college curriculum committee, comprised of representatives from each department; Deans; University

Curriculum Committees at the undergraduate and graduate levels, comprised of representatives from each college and school; Dean of the Graduate School; Vice Provost for Academic Innovation and Student Success for undergraduate programs; and Provost. Following the thorough review and approval process by faculty committees and academic leaders, all letters of notification and proposals for new academic programs are presented to the Board for review and approval. Usually, with the approval of new programs, the UofM Board delegates authority to the Provost and/or President to monitor and make necessary changes as recommended to THEC by external reviewers.

The viability of all academic programs is monitored regularly. Programs defined by THEC as low-producing – graduating less than ten (10) baccalaureates, five (5) Master’s and three (3) doctoral degrees annually over a three-year period – undergo a formal review process. Trend data on retention, persistence and graduation are gathered. Faculty and academic leaders of these respective programs prepare reports describing their plan of action to increase recruitment, retention and graduation rates to be removed from the list. Similar reports and plans of action are also developed for newly approved programs (i.e., THEC Post-Approval Monitoring).

Exhibits

2025 Vision for Academic Programs

Overview of Degree Programs Matched with Careers

Top 20 Careers and Programs

Question 18: Explain the board’s role in the university’s internal audit function. What is the board’s involvement in both internal and external audit reports, including corrective action plans?

The UofM Board’s role in the University’s internal audit function is carried out through the Audit Committee. The committee’s role includes reviewing and approving the annual audit plan for the University, including management’s request for unplanned audits; reviewing the result of the year’s work with the Chief Audit Executive and receiving and reviewing any other work prepared by the Chief Audit Executive for the University; receiving and reviewing reports, the results of internal audits performed, and any other work prepared by Internal Audit; ensuring that the University has the appropriate structure, staffing and capability to carry out its internal audit responsibilities; ensuring that the Internal Audit department has direct and unrestricted access to the chair and other committee members; approving the Internal Audit budget; appointing, replacing, or dismissing the Chief Audit Executive; and reviewing, approving, and updating the Internal Audit charter annually or more frequently if necessary.

The UofM Board’s role in the University’s external audit process is also carried out by the Audit Committee. The committee’s role includes meeting, as needed, with external auditors to discuss any matters that the committee or auditors deem appropriate; ensuring that any findings and recommendations made by the external auditors are received, discussed, and acted upon in an appropriate and timely manner (corrective action plans); and reviewing the results of the external auditors’ examinations and any other matters related to the conduct of the audits.

Further, all external audits and results are reported to the Board. An action plan for resolution of each issue is presented along with a timeline, and a responsible individual from Internal Audit monitors and reports to the Board Audit Committee regarding resolution of all audit issues. An established Board Audit Committee reporting structure was adopted by the Board, which details reporting requirements for issues dependent upon the severity of the issue. This structure defines the timeline, mechanism, and recipient of report for all audit issues and exceptions.

Exhibits

Audit Committee Event Communication Matrix v6.6.18

External Audit Overview

FY2018 Year End Report

FY2019 Audit Plan

Internal Audit Communication Matrix v.10.2018

Office of Internal Audit Charter

Question 19: Under the FOCUS Act, there were three areas where universities could request, through THEC, severance from the Tennessee Board of Regents at specific dates in the future: capital project management services, procurements and contracts, and data systems. Has the board requested severance in these three areas and if so, what were the dates and the current status?

On March 13, 2017, President M. David Rudd submitted a letter of intent to THEC to sever procurement and capital project planning and management from TBR effective July 1, 2018. The UofM Board approved the severance of procurement and capital project planning and management on December 7, 2017.

Severance from TBR for data submission has not been officially requested. However, the LGIs have been working with THEC on a proof of concept for data submission. The proof of concept is targeted for testing mid-spring of 2019.

Question 20: Describe any items related to the board that require legislative attention and your proposed legislative changes.

The University is continuously evaluating the governing and operational statutes. At this time, the UofM has not identified issues requiring legislative action.

Question 21: Should the board be continued? To what extent and in what ways would the absence of the board endanger the public health, safety or welfare of Tennessee citizens?

Yes, the UofM Board should be continued.

The majority of students at the University of Memphis are Tennessee residents. Additionally, the University is rooted in its community and the state of Tennessee. If the UofM Board were to be discontinued, the students, citizens, and state would be affected. The ability to have an individualized governing board affords the University an opportunity to greatly and directly impact the lives of those in the community and the state. Unlike a

statewide governing board, an individualized governing board has a unique perspective. A majority of the UofM Trustees live and work in the Shelby County community where their decisions have a direct impact. The Board provides increased accountability and transparency to ensure that the University's organizational culture, capabilities, systems and processes are appropriate to protect the financial health and reputation of the University. Some members offer an even more unique perspective having attended the University themselves. Unlike a board that must govern the entire state, the UofM Board has the ability to make decisions that are best for the University and the community that it serves.

The University of Memphis Board of Trustees
Agenda Item No. 5

Date: March 17, 2017

Item: **Student Trustee**

Recommendation: Approval

Presented By: Dr. M. David Rudd, President

The Focus on College and University Success Act (FOCUS Act) provides for a 10-member Board of Trustees, one of which is a non-voting student to be appointed by the Board of Trustees. The Student Government Association is developing an application and interview process that consists of a selection committee with students from the undergraduate, graduate and law populations to vet interested students and provide recommendations to the President. The President will select a Student Trustee from those provided by the selection committee and present to the Board of Trustees for final approval.

MOTION: I move that the Board of Trustees allow the Student Government Association to develop a Student Trustee selection process providing recommendations to the President who will present the selected student for approval by Board of Trustees.

Board of Trustees (/bot/)

Board Members

G. Douglas Edwards

Doug Edwards is President of the Edwin M. Jones Oil Company of San Antonio. He was previously the CEO of Morgan Keegan and Company, a division of Regions Financial Corporation. Doug currently serves as senior advisor to Brown Brothers Harriman, a director of Microban International Corporation, a director of the SIFMA Foundation for Investor Education, and Chairman of the Baptist Memorial Healthcare Foundation. Doug is the past Chairman of the Teach for America Regional Board. Doug is a University of Memphis graduate and a previous member of its Board of Visitors. In 2008, he was awarded the University's Distinguished Alumni Award.

Marvin R. Ellison

Marvin Ellison is Chief Executive Officer of Lowe's. Before joining Lowe's in May 2018, JCPenney in November 2014, he spent three years as Chairman and CEO of JCPenney, 12 years as an executive with the Home Depot and 15 years with Target Corporation. Marvin serves on the Board of Directors for the National Retail Federation and FedEx. He is actively involved in philanthropic efforts, including mentoring programs for at-risk youth. Marvin was named to *Fortune's* "World's Greatest Leaders in 2016" and the "2016 Corporate Executive of the Year" by *Black Enterprise*. He earned a Bachelor's degree in Marketing from the University of Memphis and an MBA degree from Emory University.

Alan B. Graf, Jr

Alan B. Graf, Jr is Executive Vice President and Chief Financial Officer of FedEx Corporation. He is responsible for all aspects of FedEx Corporation's global financial functions and is a member of the five-person Executive Committee. Before FedEx Corporation was formed in 1998, Alan served as Executive Vice President and Chief Financial Officer of FedEx Express. Alan earned his Bachelor's degree and MBA from Indiana University, where he is a member of the Academy of Alumni Fellows. He serves on the Board of Directors for NIKE Incorporated, Mid-America Apartment Communities Incorporated, Methodist Le Bonheur Healthcare, and the Indiana University Foundation.

Cato Johnson

Cato Johnson has served as Chief of Staff and Senior Vice President of Public Policy and

Regulatory Affairs at Methodist Le Bonheur Healthcare since 1985. Active in public service for many years, Cato is former chair of the Tennessee Higher Education Commission and has served the University of Memphis, Southwest Tennessee Community College, and Shelby County Schools in many capacities. Currently, he is chairman of the TennCare Medical Advisory Committee and a member of the State Board of Education and Leadership Tennessee - Class IV. Cato earned a Bachelor's degree and a Master's degree from Memphis State University (now the University of Memphis).

R. Brad Martin

Brad Martin is Chairman of Chesapeake Energy, Chairman of RBM Ventures, and Retired Chairman and CEO of Saks Incorporated. During the 2013-14 academic year, Brad served as the Interim President of the University of Memphis. He served five terms as a member of the Tennessee House of Representatives, and is involved in several civic and philanthropic activities. Brad graduated from the University of Memphis where he served as president of the student body. He earned an MBA from the Owen Graduate School of Management at Vanderbilt University and was awarded an honorary Doctor of Letters from the University of Memphis.

David A. North

Dave North is President and CEO of Sedgwick, and has over 32 years in risk management services. Dave has served on the board of the Worker's Compensation Research Institute, is past chairman of the board of the Integrated Benefits Institute, and is a member of the Business Insurance Women to Watch Advisory Board. Dave is the director for The Institutes, the leading provider of professional education for the risk management and property-casualty insurance industry. Dave previously served on the University of Memphis Board of Visitors and concurrently serves on the Foundation Board and the UofM President's Innovation Board.

Carol L. Roberts

Carol Roberts is a retired Senior Vice President and Chief Financial Officer for International Paper. Carol leads the global finance organization, including Internal Audit, Tax, Accounting, Trust Investments, Investor Relations, Treasury and Strategic Planning; and Information Technology. Carol joined IP after earning a Bachelor of Science degree in Mechanical Engineering from Yale in 1981. She has held numerous positions in manufacturing, operations, human resources and general management. Carol serves on the Yale University Council, which advises the Yale president on key academic and administrative issues. Carol also serves on the Board of Directors and is Chair of the Audit Committee for Alcoa.

David Kemme

David M. Kemme currently holds the William N. Morris Chair of Excellence in International Economics at the University of Memphis. He has served as Director of the International MBA

program and Chair of the Economics Department. Prior to joining the UofM he was a W. Frank Barton Faculty Fellow at Wichita State University and Pew Charitable Trusts Scholar-in-Residence at the Institute for East-West Studies in New York where he directed the Economics and Security Program. He was also a Distinguished Fellow at the Mitsui Research Institute in Tokyo and a Fulbright Lecturer at the Main School of Planning and Statistics in Warsaw. Most recently he was a visiting scholar at the St. Louis Federal Reserve Bank.

Susan L. Springfield

Susan Springfield is Executive Vice President and Chief Credit Officer for First Horizon National Corporation and First Tennessee Bank. She is an executive sponsor of First Horizon's Inclusion and Diversity Council and their Women's Initiative. Susan is a board member for the Family Safety Center and Streets Ministries. She is a past board member for Hutchison School, SRVS, Le Bonheur Foundation, Rise Foundation, the Women's Foundation, and is a 2002 Leadership Memphis graduate. Susan earned her Bachelor's degree in Management and her MBA in Finance from the University of Memphis, and completed the Wharton School of Business Advanced Risk Management Program.

Drew Gilmore

Drew Gilmore is a senior accounting and finance major at the University of Memphis. Prior to serving as the 2018-2019 Student Trustee, Drew held many positions in the Student Government Association (SGA), including Cabinet member, Senator, and most recently, President of the SGA. In addition to SGA, Drew serves on the Fogelman College of Business & Economic Student Delegate Board and was the Executive Director of the University of Memphis Blue Crew. He has also been named to the Dean's List and is a member of Zeta Beta Tau, a social fraternity. Drew is originally from Cordova, Tennessee and will graduate from the University of Memphis in May.

BOARD OF TRUSTEES

MINUTES OF INAUGURAL BOARD MEETING

March 17, 2017

Memphis, Tennessee

The Inaugural Meeting of The University of Memphis Board of Trustees was held at 2:30 p.m. CST, on Friday, March 17, 2017, on the campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER/ROLL CALL/DECLARATION OF QUORUM

President M. David Rudd called the meeting to order, welcomed the attendees and recognized Governor Bill Haslam. Governor Haslam noted the importance of this first meeting of the Board, thanked the new Board members for their service and commitment, and encouraged everyone to continue thinking of ways to move the University forward while working collaboratively with the other member institutions of the State university system.

University Counsel Melanie Murry called the roll. The following members were present and provided a brief introduction: G. Douglas Edwards, Alan B. Graf, Jr., Cato Johnson, R. Brad Martin, David A. North, Carol L. Roberts, Susan L. Springfield and Katharine Traylor Schaffzin. Jared Moses, President of The University of Memphis Student Government Association, was in attendance for the unselected student trustee position.

A quorum was present. Trustee Marvin Ellison was unable to attend the meeting. Members of the administrative staff and media representatives were present. The meeting was also webcast for the convenience of the University community, the general public and the media.

II. ELECTION OF CHAIR

President Rudd opened the floor for nominations for Board Chair. Trustee Doug Edwards nominated and moved that Alan Graf be elected as Board Chair. His motion was properly seconded. There being no other nominees or discussion, a roll call vote was taken and Trustee Graf was duly elected by a unanimous vote.

President Rudd congratulated Trustee Graf on his election and turned control of the meeting over to Chair Graf. Chair Graf acknowledged the confidence placed in him to lead the Board and thanked the Board for their trust.

III. ADOPTION OF BYLAWS

It was moved by Trustee Johnson and properly seconded that the Board review and approve the bylaws as drafted and presented in the meeting materials by reviewing and voting on each article separately. A roll call vote was taken and the motion was passed unanimously.

Article I – Organization

Trustee Schaffzin moved as follows:

Article I, Section IV(a), second sentence, be revised to state: “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.”

Article I, Section V(c), first sentence, be revised to state: “The Provost is the chief academic officer of the University and is appointed by the President, subject to Board approval, and serves at the pleasure of the President.”

Article I, Section V(f), last sentence, be revised to state: “The Chief Internal Auditor shall report directly to the Board’s Audit Committee and shall have direct and unrestricted access to the Chair of the Audit Committee and other Audit Committee members.”

The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Article II – Powers and Duties

Trustee Schaffzin moved as follows:

Article II, Section I(c) be revised to state: “Prescribe curricula and requirements for diplomas and degrees in the interest of maintaining alignment across state higher education to promote student success, postsecondary completion, and advancement of a master plan of the Tennessee Higher Education Commission;”

Article II, Section I(f) be revised to state: “Grant tenure and promotion to eligible members of the faculty upon the positive recommendation of the President;”

The motion was properly seconded. Question from Trustee Martin regarding number of promotions the Board would be required to approve. President Rudd and Provost Karen Weddle-West discussed the average number of promotions to be approved each year as well as the process. A roll call vote was taken and the motion was passed unanimously.

Article III – Meetings

Trustee Schaffzin moved as follows:

Article III, Section II(a) be revised to state: “Subject to the notice requirement contained in these bylaws, special and emergency meetings of the Board may be called at any time by the Chair, a majority of the members of the Board, or by the President of the University.”

The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Article IV – Committees

Trustee Schaffzin moved as follows:

Article IV, Section I(b), be revised to state: “The Board Chair shall appoint the members of each standing committee. The chairs and vice-chairs of each standing committee shall be selected from among the members of the Board appointed to each standing committee by a vote of the majority of the members of the Board present. Each standing committee shall develop a committee charter detailing the committee’s purpose and primary responsibilities, which shall be subject to the approval of the Board.”

The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Article V – Bylaws

Trustee Edwards moved to accept the bylaws as drafted and presented in the meeting materials. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Article VI – Indemnification

Trustee Johnson moved to accept the bylaws as drafted and presented in the meeting materials. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

IV. ELECTION OF VICE CHAIR AND SELECTION OF ACTING BOARD SECRETARY

Chair Graf opened the floor for nominations for Vice Chair. Trustee North nominated and moved that Trustee Brad Martin be elected to the role of Vice Chair. The motion was properly seconded. There being no other nominees or discussion, a roll call vote was taken and the motion was passed unanimously.

Trustee Johnson moved that University Counsel Melanie Murry serve as Acting Board Secretary until such time as the Board determines its permanent selection. The motion was properly seconded. There being no other nominees or discussion, a roll call vote was taken and the motion was passed unanimously.

V. SELECTION OF ELECTED MEMBER OF EXECUTIVE COMMITTEE

Chair Graf moved that Trustee Cato Johnson serve as the third member of the executive committee. The motion was properly seconded. There being no other nominees or discussion, a roll call vote was taken and the motion was passed unanimously.

VI. STUDENT TRUSTEE SELECTION PROCESS

President Rudd recommended that the Board accept the process as recommended by the Student Government Association. SGA President Jared Moses explained the process recommended by the SGA for selection of the Student Trustee.

Trustee Springfield moved that the Board approve President Rudd’s recommendation allowing the Student Government Association to develop and implement a process for selection of the

Student Trustee. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

VII. ADOPTION OF BOARD POLICIES

Chair Graf recognized University Counsel Melanie Murry to discuss the Conflicts of Interest policy and Board Committees policy.

Conflicts of Interest policy

After discussion by Counsel Murry, Trustee Roberts moved that the Board adopt the Conflicts of Interest policy as included in the meeting materials. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Board Policy on Committees

After discussion by Counsel Murry, Trustee Schaffzin made suggested changes regarding subsection II(a) committee composition, revision of subsection II(c) to comply with the bylaws changes, and subsection II(d) to include provisions regarding appointment of committee chair and vice chair.

After clarification of Trustee Schaffzin's suggested changes and discussion involving Trustees Edwards, Martin and Johnson regarding committee membership and term limits, Trustee Schaffzin moved that the policy on Board Committees be adopted with the following revisions:

Section II(a) to read: "Each standing committee shall be appointed by the Board Chair and Vice Chair. The Trustees shall be the only voting members of the committee with the other non-voting members to be established by the committee charter."

Sections II(b) and II(c) deleted in their entirety.

The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

VIII. ADOPTION OF COMMITTEES AND CHARTERS

Chair Graf recognized President Rudd to discuss the recommended committees. President Rudd recommended three initial standing committees: Academic, Research and Student Success; Governance and Finance; and Audit committee.

Trustee Johnson moved that the Board establish an Academic, Research and Student Success committee and accept the proposed charter. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Trustee Springfield moved that the Board establish a Governance and Finance committee and accept the proposed charter. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Trustee Johnson moved that the Board establish an Audit committee and accept the proposed charter. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

IX. TENURE AND PROMOTION RECOMMENDATIONS

Chair Graf recognized Provost Karen Weddle-West to discuss tenure and promotion recommendations. Provost Weddle-West discussed the tenure and promotion process and the factors used in the evaluative process. Provost Weddle-West recommended Dr. Kantaylieni Hill-Clarke, Dean of the College of Education and Holder of the Louise and Robert McRae Jr. Professorship in School-Based Clinical Practice, Dr. Anne Hogan, Dean of the College of Communication and Fine Arts, and a slate of thirty-seven (37) faculty members in specified departments, schools or colleges for tenure.

Trustee Roberts moved that Dr. Kantaylieni Hill-Clarke and Dr. Anne Hogan be approved for and granted tenure. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Trustee Schaffzin moved that the slate of candidates with the exception of Professor Daniel Schaffzin be approved with Professor Daniel Schaffzin to be approved separately. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

Trustee Schaffzin explained that she would be abstaining from the vote on Professor Daniel Schaffzin who is her husband. Trustee Johnson moved to approve the tenure and promotion recommendation for Professor Daniel Schaffzin. The motion was properly seconded. A roll call vote was taken and the motion was passed with seven (7) ayes and one (1) abstention.

X. APPROVAL OF DNP AND PhD in NURSING

Chair Graf recognized Provost Weddle-West to discuss the Doctor of Nurse Practice (DNP) and the Ph.D in Nursing. Provost Weddle-West discussed both the DNP and PhD in Nursing programs and the University's ability to meet the needs of the healthcare industry.

Trustee Johnson moved that the board approve the DNP and PhD in Nursing proposals. The motion was properly seconded. Trustees Edwards and Johnson both applauded the Provost and the University for its commitment to nursing and the healthcare industry. A roll call vote was taken and the motion was passed unanimously.

XI. FINANCING FOR FOOTBALL PRACTICE FACILITY

Chair Graf recognized President Rudd to discuss financing for a football practice facility. President Rudd recommended that he be allowed to sign a letter of intent and explore alternative financing options for the construction of an indoor football practice facility.

Trustee Johnson moved to approve President Rudd's recommendation as made and detailed in the meeting materials. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

XII. DELEGATION OF AUTHORITY TO THE PRESIDENT

Chair Graf recognized Counsel Murry to discuss an Interim Delegation of Authority to President. Counsel Murry discussed the allowance by law of a delegation of authority to the President. The President discussed that the delegation is an ongoing process and that he will keep a log of issues to bring to the Board. Counsel Murry recommended an interim delegation to the

President until the Board details a permanent delegation via the Governance committee, that the President remain in contact with the Board Chair as appropriate regarding any decisions made as part of the delegation, and that an interim report of actions taken be provided to the Board.

Trustee Springfield moved that the Board adopt the resolution providing for a delegation of authority to the President as detailed in the meeting materials. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

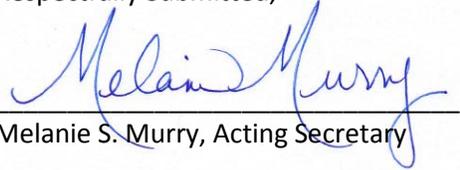
XIII. OTHER BUSINESS

There was no further business to come before the Board.

XIV. ADJOURNMENT

The meeting was adjourned at 3:34 pm.

Respectfully Submitted,



Melanie S. Murry, Acting Secretary

BOARD OF TRUSTEES

MINUTES OF BOARD MEETING

JUNE 6, 2017

MEMPHIS, Tennessee

The Summer Meeting of The University of Memphis Board of Trustees was held at 1:15 p.m. CST, on Tuesday, June 6, 2017, on the campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER/ROLL CALL

Chairman Alan B. Graf, Jr called the meeting to order, welcomed the attendees and noted the tremendous amount of work that took place in the three committee meetings held immediately prior to the Board Meeting.

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

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

II. OPENING REMARKS

Chairman Graf noted that the meeting, in accordance with state law, was an open meeting and was being webcast so that members of the public and media who are not physically with us may be able to watch and hear the meeting.

III. MINUTES OF THE LAST MEETING

The minutes from the March 17, 2017 Board of Trustees Meeting on were circulated and enclosed in the June meeting materials. Chairman Graf called for any changes or corrections to the minutes. Hearing none, it was moved by Trustee Johnson and properly seconded that the Board approve the Minutes of the Last Meeting provided that the Secretary can make any necessary edits to correct spelling or grammatical errors.

Trustee Martin moved that the minutes of the March 17, 2017 meeting of the Board be approved. His motion was properly seconded. There being no discussion, a roll call vote was taken and the motion passed by unanimous vote.

IV. STUDENT TRUSTEE

Chair Graf provided comments related to the Student Trustee: The FOCUS Act requires a student trustee be appointed by the full Board. At the March 2017 meeting, the Board of Trustees delegated the process for selection to the Student Government Association with final approval by President Rudd. The process concluded in late April and a Student Trustee was selected for presentation to the full Board.

Chair Graf recognized President Rudd to present the Student Trustee to the Board. President Rudd acknowledged the excellent work of the Student Government Association in developing

and following a selection process. President Rudd recommended Ms. Taylor Mayberry as the Student Trustee for the 2017-18 academic year with an appointment that would be effective immediately. A motion was made by Trustee Martin and properly seconded that the Board approve President Rudd's recommendation of Ms. Taylor Mayberry as Student Trustee for the 2017-2018 academic year, a one-year term effective immediately and continuing through May 31, 2018.

Trustee Mayberry thanked the Board for the opportunity and their approval to better the University.

V. PRESIDENT'S INTERIM ACTION REPORT

President Rudd highlighted his appointment of Dr. Darrell Ray as Vice President of Student Affairs which occurred during the interim period between Board meetings.

VI. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

The Governance and Finance Committee met earlier in the day, elected chairs and vice chairs, and began conducting the business of the University. Chairman Graf was elected chair of the committee; and therefore, provided a report of committee business and recommendations for Board approval:

- A. The Governance and Finance Committee recommended Board approval of the proposed changes to its Committee Charter establishing an Executive Committee and its membership and the leadership of the Governance and Finance Committee.

The motion to approve the proposed changes to its Committee Charter establishing an Executive Committee and its membership and the leadership of the Governance and Finance Committee was moved by Trustee Roberts and seconded by Trustee Springfield . A roll call vote was taken and the motion was passed unanimously.

- B. The Governance and Finance Committee recommended Board approval of the review and modification of four policies and recommendation:
 - a. Code of Ethics Policy;
 - b. Consent Agenda;
 - c. Presidential Review and Evaluation Policy;
 - d. President Emeritus Policy; and
 - e. A recommendation of Dr. Shirley C. Raines as President Emeritus.

It was moved by Chairman Graf and seconded by Trustee Martin that the Board approve all four policies and the recommendation of Dr. Shirley C. Raines as President Emeritus. A roll call vote was taken and the motion passed unanimously.

- C. The Governance and Finance Committee recommended Board approval of the proposed tuition and fee recommendations as presented in the meeting materials. The Committee also recommended Board approval of a 5% housing rate increase and a \$300 contract cancellation fee increase.

A motion was made by Chairman Graf and seconded by Trustee Martin that the Board approve the proposed tuition, fee and housing rate recommendations as contained in the meeting materials. A roll call vote was taken and the motion passed unanimously.

- D. The Governance and Finance Committee recommended Board approval of the FY2016-17 Estimated Budget and the FY2017-18 Proposed Budget and assumptions as presented in the meeting materials.

A motion was made by Chairman Graf and seconded by Trustee Springfield that the Board approve the FY2016-17 Estimated Budget and the FY2017-18 Proposed Budget and the related assumptions as presented in the meeting materials. A roll call vote was taken and the motion passed unanimously.

- E. The Governance and Finance Committee recommended Board approval of the Capital Budget Request for FY2018-19 as submitted by staff and detailed in the meeting materials.

A motion was made by Chairman Graf and seconded by Trustee Ellison that the Board approve the Capital Budget Request for FY2018-19 as submitted by staff and detailed in the meeting materials. A roll call vote was taken and the motion passed unanimously.

- F. The Governance and Finance Committee reviewed and debated a salary increase proposal. The Committee recommends Board approval of a 2% across-the-board increase for Tenured and Tenure-Track Faculty and a 1% equity, merit and compression pool with additional funding up to \$100,000; a 3% across-the-board increase for Non-Tenure track faculty and adjunct faculty; and a 3% across-the-board increase for Staff.

The motion was made by Chairman Graf and seconded by Trustee Martin that the Board approve the Salary Increase for FY2017-18 as follows: 2% across-the-board increase for Tenured and Tenure-Track Faculty and a 1% equity, merit and compression pool with additional funding up to \$100,000; a 3% across-the-board increase for Non-Tenure track faculty and adjunct faculty; and a 3% across-the-board increase for Staff. A roll call vote was taken and the motion passed unanimously.

- G. The Governance and Finance Committee recommends Board approval of a salary supplement, paid from private funds, to President Rudd in the amount of \$50,000 payable over 12 months to begin immediately.

The motion was made by Chairman Graf and seconded by Trustee Martin that the Board approve the salary supplement, paid from private funds (no university money), to President Rudd in the amount of \$50,000 payable over 12 months to begin immediately. A roll call vote was taken and the motion passed unanimously.

Chairman Graf concluded the Governance and Finance Committee's report and recommendations for Board approval, and recognized the work of the Academic, Research and Student Success Committee. Chairman Graf noted the importance of the term "Student Success" in the committee name and used the opportunity to highlight student success as the purpose for meeting as a board.

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

Chairman Graf recognized newly elected chair of the Academic, Research and Student Success Committee Trustee Katharine Schaffzin.

Committee Chairwoman Schaffzin reported the work of the Committee as the election of a chair and vice chair of the committee. Trustee Schaffzin thanked Trustee David North for agreeing to serve as vice chair of the committee. She highlighted the informational presentations shared with the committee by University personnel and guests, and recommended two items for Board approval.

- A. The Academic, Research and Student Success Committee recommended Board approval of the three new academic programs: the Doctor of Liberal Studies Program, Bachelor of Professional Studies in Commercial Aviation, and Master of Science in Biostatistics, which will be submitted to the Tennessee Higher Education Commission for approval.

It was moved by Committee Chairwoman Schaffzin and seconded by Trustee Roberts that the Board approve the three new academic programs: the Doctor of Liberal Studies Program, Bachelor of Professional Studies in Commercial Aviation, and Master of Science in Biostatistics, which will be submitted to the Tennessee Higher Education Commission for approval. A roll call vote was taken and the motion passed unanimously.

- B. The Academic, Research and Student Success Committee recommended the Board grant tenure to Dr. Aran Dobalian, Dr. Shelley Keith, and Dr. Michael Monahan upon appointment.

It was moved by Committee Chairwoman Schaffzin and seconded by Trustee Roberts that the Board approve the granting of tenure to Drs. Dobalian, Keith, and Monahan upon appointment. A roll call vote was taken and the motion passed unanimously.

Chairman Graf thanked Committee Chairwoman Schaffzin for her report and recommendations from the Academic, Research and Student Success Committee.

VIII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Graf recognized Trustee Carol Roberts as the newly elected chair of the Audit Committee.

Committee Chairwoman Roberts reported the election of Trustee Susan Springfield as vice chair and continued with two recommendations for Board approval.

- A. The Audit Committee recommended Board approval of the appointment of Vicki D. Deaton, Senior Internal Auditor in the Internal Audit Department, to serve as Interim Chief Audit Executive until the position is filled on a permanent basis.

It was moved by Committee Chairwoman Roberts and seconded by Trustee Martin that the Board approve the appointment of Vicki D. Deaton, Senior Internal Auditor in the Internal

Audit Department, to serve as Interim Chief Audit Executive until the position is filled on a permanent basis. A roll call vote was taken and the motion passed unanimously.

- B. The Audit Committee recommended Board approval of the FY2018 Internal Audit Plan as detailed in the meeting materials.

It was moved by Committee Chairwoman Roberts and seconded by Trustee Schaffzin that the Board approve the FY2018 Internal Audit Plan as detailed in the meeting materials.

Chairman Graf thanked Committee Chairwoman Roberts for her report and recommendations from the Audit Committee.

IX. ADDITIONAL BUSINESS

There was no additional business to come before the Board.

X. UPCOMING MEETINGS OF THE BOARD

The dates of the next scheduled Board Meetings in 2017 are October 4 and December 7.

XI. ADJOURNMENT

The meeting was adjourned at 1:33 pm.



Melanie Murry, University Counsel and
Acting Board Secretary

BOARD OF TRUSTEES

MINUTES OF SPECIALLY CALLED BOARD MEETING
AUGUST 3, 2017
MEMPHIS, Tennessee

The Specially Called Meeting of The University of Memphis Board of Trustees was held at 11:00 a.m. CST, on Thursday, August 3, 2017, on the campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER/ROLL CALL/DECLARATION OF QUORUM/NECESSITY OF THE MEETING

Trustee Alan Graf, Chair of the Board of Trustees, called the meeting to order, welcomed the attendees and requested Interim Secretary Melanie Murry call the roll. Interim Secretary Melanie Murry called the roll, and the following members were present either in person or via telephone: Douglas Edwards, Alan Graf, Cato Johnson, Brad Martin, Carol Roberts, Susan Springfield, Katharine Taylor Schaffzin, Taylor Mayberry, and Marvin Ellison. A quorum was deemed to be present.

Chairman Graf announced that the meeting was an 'open meeting' and that the meeting was being webcast so that those unable to be present would be able to listen to the proceedings.

Interim Secretary Murry communicated the circumstances that necessitated the calling of the Special Meeting of the Board of Trustees which included:

- The preparation of the financing structure for the football practice facility, initial ground and utility preparation work;
- Project and it's timetable are vital to the continued growth and success of Tiger football, Athletics in general and the broader University;
- A recommendation has been made to name the new basketball training facility;
- The UofM's recommendation on the financing structure for the football practice facility must be made prior to the next State Building Commission scheduled for August 10, 2017;
- '1 C IO9 The basketball practice facility is nearing completion and approval is necessary for the naming of the facility so that the signage can be created in time for its 'opening.'

Chairman Graf called for a roll call vote regarding the necessity of the holding the specially called meeting. Motion made by Cato Johnson and was properly seconded. Roll Call vote was taken where all members present, either physically or electronically, voted affirmatively that the meeting should proceed.

Secretary Murry announced that the Trustees Johnson, Martin, and Springfield were participating electronically and, in accordance with Tennessee Code, asked each if they could hear the proceedings in the board room. She then asked whether the individuals physically present in the board room were able to hear those who were participating via the telephone. All responded affirmatively. Secretary Murry then asked each of the Trustees that were participating remotely is they had anyone present in the room with them and, if so, that they be introduced. All trustees participating remotely indicated that they were alone.

Trustee David North joined the meeting via telephone minute 00:10:00 of the recording. Trustee North was asked by Secretary Murry is he had any present with him in the room and he responded that he did not.

II. APPROVAL TO PROCEED WITH FOOTBALL FACILITY PHASE ONE AS A TENNESSEE STATE SCHOOL BOND AUTHORITY (TSSBA) DEBT FINANCED PROJECT

Chairman Graf turned the meeting over to President Rudd for remarks. President Rudd requested that the UofM be permitted to move forward with Phase I of the football practice facility which would include the construction of a football training room, dining room, and football operation offices. Estimated cost for the project is \$10.6 million with \$10 million from TSSBA financing and \$600,000 from gifts for the current design of the facility. Administration of the construction of the facility would happen under TBR in their Office of Facility Development. Initial work on the utilities would begin immediately.

Chairman Graf asked for a motion to approve the financing structure for the football practice facility, including the ground and utility preparation work as described in the meeting materials. The motion was moved by Trustee Johnson and properly seconded. A roll call vote was taken and the motion was passed unanimously.

III. APPROVAL OF BASKETBALL PRACTICE FACILITY NAME

Chairman Graf turned the meeting over to President Rudd for remarks. President Rudd proposed "Laurie Walton Family Basketball Center" as the name of the Basketball Practice Facility. The name was recommended by Tom Bowen, Athletic Director and Bill and Nancy Laurie. The Laurie's contribution to the "Time to Shine" capital campaign was the single largest for the Athletics program and the second largest to the University of Memphis, in general. The Basketball Practice Facility is scheduled to open early to mid-October 2017.

Chairman Graf asked for a motion to approve the naming of the Basketball Practice Facility to the "Laurie Walton Basketball Center" as outlined in the meeting materials. The motion was moved by Trustee Roberts and properly seconded.

Trustee Martin provided comments regarding his interaction with Bill and Nancy Laurie related to their contribution to the Campaign. Trustee Martin seconded the motion.

Trustee Edwards provided comments regarding the financial contribution of Bill and Nancy Laurie as well as the contribution to athletics by Bill Laurie and his teammates during their time as students at the UofM and the resulting positive impact to the reputation of the University.

A roll call vote was taken and the motion was passed unanimously.

IV. OTHER BUSINESS

There was no further business to come before the Board.

V. ADJOURNMENT

A motion was made by Chairman Graf to adjourn the meeting. The motion was properly seconded. A roll call vote was taken and the motion was passed unanimously.

The meeting was adjourned.

Respectfully Submitted,



Melanie Murry, Secretary

BOARD OF TRUSTEES

MINUTES OF BOARD MEETING
OCTOBER 4, 2017
MEMPHIS, Tennessee

The University Of Memphis Board Of Trustees was called to order at 1:30 p.m. CST, on Tuesday, October 4, 2017, on the campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER

Chairman Alan B. Graf, Jr called the meeting to order, welcomed the attendees and introduced the participants sitting at the main table: Acting Secretary and Legal Counsel Melanie Murry, Provost Karen Weddle-West, Trustee Doug Edwards, Trustee Carol Roberts, Trustee Cato Johnson, Trustee Brad Martin, Trustee Kate Schaffzin, Trustee David North, Trustee Susan Springfield, Trustee Taylor Mayberry and President M. David Rudd.

Chairman Graf indicated that there would be a change in format of the meeting to include presentations in addition to voting on items requiring approval.

II. ROLL CALL

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

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

III. OPENING REMARKS

None provided.

IV. CONSENT AGENDA

The minutes from the June 6, 2017 and August 3, 2017 meetings of the Board of Trustees were circulated to the board via the October 4, 2017 meeting materials. These minutes were included in a consent agenda. Chairman Graf called for a voice vote. The voice vote was unanimous approving the minutes for both meetings.

V. PRESENTATION BY PRESIDENT RUDD

Chair Graf turned the meeting over to President Rudd for comments.

President Rudd reminded the board of the core focus of the University (student success, community engagement, national visibility, facilities improvement, research and entrepreneurship and institutional effectiveness.

- The University just completed a SACS review of governance change that required the efforts of many across campus. The University has been recommended for approval with no requested modifications.
- Dr. Rudd reported that it was a good year legislatively for the UofM. The UofM realized an overall increase in operating funds, a salary increase that was partially funded (60% of increase funded by the State of Tennessee), a significant allocation of capital maintenance dollars, an allocation for the Scheidt Family Music Center and an allocation for the Memphis Research Consortium. The University is enhancing parking in the area where the new Music Center will be located. This will happen prior to breaking ground on the new building.
- In the upcoming legislative session, the University of Memphis will be part of a major initiative titled RISE (Research Investment for a Strong Economy) for the purpose of expanding our research base at all of the LGI partner institutions, as well as UT Martin and UT Chattanooga. Additionally, we are asking to include two buildings at the Lambuth Campus in an \$11M capital request for remodeling: Sprague Hall and Spangler Hall. These buildings would be geared primarily towards doubling the size of our Nursing program at the Lambuth site. We will also make a research modernization request to the legislature in future years.
- UofM had another low tuition increase year for the current academic year. Although any tuition increase is problematic for students, it is critical for the UofM to have funds to support the infrastructure on our campuses and reward our faculty and staff for the outstanding work that they do. Our increases are averaging about 2% per year over the past four years, in contrast to an 8% average increase over the last 15 years. We are striving to make our university accessible and affordable both locally and nationally for students. Our tuition fee increase was the lowest of all of the LGI universities across the State.
- We have an increase in freshman enrollment to 2,712, a 26% increase in enrollment over 2015. The UofM is attracting higher quality students as indicated by the average increase in ACT scores and an increase in yield from our top categories. We have also realized 5.9% growth overall as compared to 2015.
- The UofM has realized a 15% overall increase in total graduates and a 26% increase in undergraduates completing their programs as compared with a decade ago.
- For the first time, more than 1,000 students are enrolled at the Lambuth campus. We are actively discussing initiatives for expanding Lambuth which you will hear about over the coming months.
- UofM Global is our fastest growing division at the UofM.
- Dual enrollment exceeds 1,300, with a goal of 1,500.
- Our goal for first-time, full-time freshman is 3,000.

- The THEC Quality Assurance Funding Scores, which represents the overall quality of experience that our students have on campus, continues to improve. We expect that score to be 93 for the 2016-17 academic year.
- The budget for the UofM is the largest for the local governed institutions across the state at \$499 million.
- We have raised over \$96 million over the past three years, averaging \$32 million per year.
- We will work on strategic planning over the next year. Part of what we want to improve is neighborhood connectivity, safety, livability and walkability in the community around the main campus.
- We are working to increase in the research classification to Carnegie 1. Dr. Rudd is working with Drs. Meyers and Weddle-West on these efforts. An announcement will be made in December related to the renewed effort and investments to grow both research capacity and research efforts as we target Carnegie 1 status. This effort is to be considered a long-term goal.
- On an entrepreneurial front, we have launched UMRF Ventures, one of the more creative and arguably one of our most effective initiatives. UMRF allows us to uniquely support our students through well-paying, competitive on-campus jobs.

The upcoming year will be focused around strategic planning and will be done within the frame of the entrepreneurial spirit unique to Memphis.

VI. PRESENTATION BY PROVOST WEDDLE-WEST

Chairman Graf turned the meeting over to Dr. Karen Weddle-West.

Provost Weddle-West acknowledged the faculty and staff efforts toward accomplishing the growth and quality success at the UofM.

- Dr. Weddle-West, at the request of the Board of Trustees, presented an overview of the undergraduate, certificate, masters and doctoral programs offered at the UofM. Currently UofM offer 54 undergraduate degree programs, 59 masters programs, 28 doctoral programs and 44 graduate certificate programs.
- Dr. Weddle-West also discussed the ABM offerings - 19 accelerated undergraduate and masters programs which allow students to complete both bachelors and master's degrees within five years.
- The university has grown the number of colleges and schools to 14, including the Helen Hardin Honor's College.
- UofM has a challenging population in that 51% of freshman class are Pell eligible. These students lack physical and material resources. The State of Tennessee has made Access and Diversity Funds available following the Geier desegregation settlement. Governor Haslam has continued the allocation of these funds which help us facilitate the success of these students by providing gap funding (Memphis Advantage Scholarship) for the students that results from the difference between Pell grants and tuition and fees. The

funding enables the students to continue with their programs without taking out federal loans. Students who receive these funds have higher retention and graduate rates than students who receive Pell but don't receive the scholarship. The dollars are also available for first generation students working toward their Ph.D.'s and Master's in Fine Art's degrees through the Fellowship Program.

- At the Cecil C. Humphrey's School of Law, the monies have helped 524 students of various ethnicities matriculate to law school as a result of the access and diversity funding of the Tennessee Institute of Pre-Law (TIP), a summer bridge program.
- Our enrollment continues to reflect a higher achieving and global scholar students. Students come from 49 states and 15 countries. Sixty-four percent of our students receive the Hope Scholarship and 21% are enrolled in the Helen Hardin Honors Program.
- The UofM has graduated more than 4,000 annually over the past four years. We have graduated the highest number of undergraduate and doctoral degrees.

VII. CAMPUS MASTER PLAN OVERVIEW

Chairman Graf turned the meeting over to Mr. Tony Poteet.

- Campus master plan is realized through projects funded by the State of Tennessee (capital outlay and capital maintenance) and disclosure and local projects that are funded internally.
- The University is working on five major funded projects: Basketball Practice Facility, Wellness and Fitness Center, Parking Garage and Land Bridge, Football Practice Facility, and the Music Center.
- Center for Health and Wellness is the new name for our Recreation Center. It will encompass 75,000 square feet and, combined with our existing facility which we will retain, will provide almost 200,000 square feet of recreation space. The facilities have been reprogrammed with an emphasis towards academics and will be led by the School of Health Studies.
- Alumni mall will have an amphitheater, pedestrian mall, land bridge to a plaza and parking garage.
- Athletic facilities:
 - Basketball Training Center on the Park Avenue campus is almost complete.
 - Football Training Center on the Park Avenue campus is funded and is expected to begin after the current football season is completed. Phase I will include a therapy pool, training facility, multi-use player area and football operations offices. Phase II will include an enclosed football field.
 - Small addition to the FedEx Baseball Park is providing locker rooms and team meeting room.
- Patterson Avenue re-alignment will begin next year to provide parking without crossing the street which will decrease safety concerns.
- Music Building is funded and the architect has been chosen. It is expected that the building will have a profound impact on the School of Music, the students and the community to

have a building of this quality in the place. It will have a large assembly hall, recording studio, rehearsal spaces, accommodations for the band, etc. The space will provide opportunities for cultural expansion, including: music, ballet, symphony and opera.

- Maintenance projects
 - Average age of buildings is 59 years
 - Industry standards indicate that we should be putting in \$25 to \$30 million per year into capital maintenance. We are putting in less than \$10 million per year. All deferred maintenance and modernization for the UofM exceeds \$500 million. Priority is mechanical systems, building envelope and space for new facilities.
 - Over the past years, we have completed door replacement on our academic buildings which includes security features for automatic lockdown. Will need to be expanded in the future to include the Park Avenue campus and residential facilities.
 - Roof replacement project is in design for E&G facilities which would include Business, Theatre, CFA and the Administration Building.
 - Building Envelope Repairs includes window, brick, stone with a focus on keeping water and mold out of the buildings.
 - The UofM has \$22 million of HVAC work which needs to be completed. Buildings need either complete replacement of the systems or replacement of the major components of the systems.
 - The UofM has \$4 million in Code and Safety upgrades.
 - There is a new electrical feed run to main campus and south of the tracks. The original feeder was put in during the 1960's. The feeders will cost approximately \$3 million.
 - Energy conservation projects totaling approximately \$5 million include: LED exterior lighting, chiller replacements, and sub meters in various locations.
 - Current projects include: Advanced Manufacturing Research Lab, Memorial Track resurfacing, entry gate at Getwell, Student Housing (Rawls Hall and Smith Hall) roof and brick repair, demolition of Epworth on the Lambuth Campus, and restoration of the Defense Audit Building.
 - UofM is spending approximately \$2.3 million for local projects that include classroom improvements, renovation projects and maintenance and safety projects.
- Future projects
 - Lambuth Nursing Renovations
 - Engineering Research Facility
 - Research Modernization
 - Disclosure Projects: Alumni Faculty House, Park Avenue Housing, Wilder Tower 12th floor, Natatorium facility, parking expansion, tennis facility and parking garage north

VIII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Graf recognized Trustee Carol Roberts, Chair of the Audit Committee.

Audit Committee opened its meeting with approval of the minutes of the June 6, 2017 Audit Committee meeting.

Focus of the meeting included discussion around how the committee is going to structure the audit program in light of the new governance model and the interface between the committee and the Board of Trustees. Discussion of engagement opinions, rating systems, audit communications, how the Board of Trustees are informed of the things that need attention, and support of the internal audit team which is an independent group.

The committee also reviewed the internal staffing. Based on benchmarking of other LGI state institutions, our current staffing of 4 to 5 auditors seems to be in line. Staffing levels will need to be monitored as work is likely to shift from TBR staff to the University of Memphis staff.

Also went through the internal audit reports and investigations conducted during the first quarter 2018 by the Internal Audit department. It is very important that we ensure that the right things are happening, that any concerns/issues are communicated to the Audit Committee, are investigated thoroughly, and that the results are communicated to the Audit Committee expeditiously.

The Board of Trustees approved an Audit Committee Charter during its March 2017 meeting. The Charter was submitted to the Comptroller of the State of Tennessee for approval. The Comptroller provided a suggestion for change to include language that provided for the committee to ensure that policies and procedures are easy to access, including a confidential reporting mechanism, and that conflict of interest are addressed. These changes are included in the updated charter.

Chairwoman Roberts, on behalf of the Audit Committee, moved to approve revised Audit Committee Charter to the Board of Trustees. The motion was seconded by Trustee Johnson. Chairman Graf asked Secretary Murry to take a roll call vote. The roll call vote was taken and the motion to approve the Audit Committee Charter revision, as detailed in the meeting materials, was approved by a unanimous vote of the Board members present for the meeting.

Chairman Graf thanked Committee Chairwoman Roberts for her report and recommendations from the Audit Committee.

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

Chairman Graf recognized chair of the Academic, Research and Student Success Committee Trustee Katharine Schaffzin.

Trustee Schaffzin reported on the topics of discussion from the morning's meeting. The issues discussed included:

- Academic program proposals for 1) Bachelor of Arts in Creative Mass Media and 2) Ph.D. in Counselor Education.
 - Background – Under the Focus Act, the Board of Trustees has the power “to prescribe curricula and requirements for diplomas and degrees” and the University has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. But, THEC still must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units, and new instructional locations as specified in THEC policies.
 - The Committee discussed above referenced programs and voted to recommend approval of both.
- Tenure Upon Appointment for 1) Dr. W. James Jacob, Professor and Chair of the Department of Leadership in the College of Education and 2) Dr. Ali Fatemi, Professor and Chair of the Department of Mechanical Engineering in the College of Engineering.
 - Both provided extensive tenure and promotion materials.
 - The Committee discussed above referenced programs and voted to recommend approval of tenure for both.
- Provost Karen Weddle-West provided an overview of the degree programs which she summarized in her presentation to the full Board of Trustees.
- Provost Karen Weddle-West provided a summary of the use of the Access and Diversity Funds, which she also included in her presentation to the full Board of Trustees.
- Dr. Andy Meyers provided a snapshot of the activities of the Division of Research.
- The ARSS committee discussed future directions based on the presentations to the Committee and, moving forward the committee looks forward to a report of online programs offered by the University, an update on the Finish Line Program, and a post-audit of new and existing programs. In conjunction with the UofM's strategic planning process, have requested that the ARSS Committee be included to advise in how the University can reach its goals and determine where it wants to be in five years.
- Chairwoman Schaffzin, on behalf of the Academic, Student Success and Research Committee, made a motion to approve the two new academic program proposals for B.A. in Creative Mass Media and the Ph.D. in Counselor Education and Supervision which will be submitted to the Tennessee Higher Education Commission for approval. Trustee Roberts seconded the motion. Chairman Graf asked Secretary Murry to take a roll call vote. The roll call vote was taken and the motion to approve the academic programs, as detailed in the meeting materials, was approved by a unanimous vote of the Board members present for the meeting.
- Chairwoman Schaffzin, on behalf of the Academic, Research and Student Success Committee, made a motion to grant tenure for Dr. James Jacobs and Dr. Ali Fatemi upon appointment. Trustee Roberts seconded the motion. Chairman Graf asked Secretary Murry to take a roll call vote. The roll call vote was taken and the motion to grant

tenure upon appointment to Dr. Jacobs and Dr. Fatemi was approved by a unanimous vote of the Board members present for the meeting.

- The work of the Committee as the election of a chair and vice chair of the committee. Trustee Schaffzin thanked Trustee David North for agreeing to serve as vice chair of the committee. She highlighted the informational presentations shared with the committee by University personnel and guests, and recommended two items for Board approval.

X. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman Graf presenting the following summary of the Governance and Finance Committee meeting:

- Approved a Delegation of Authority Policy for the President of the University.
- An update related to Paid Parental Leave was made to the committee by President Rudd. The policy to grant six weeks of paid parental leave to employees will be implemented as soon as the policy is put in place.
- The committee viewed a presentation on the capital budget and presentations from Tony Poteet.
- Optional Retirement Program review by Dr. Banning. The Faculty Senate would like support in changing legislation to provide relief that allows retirees to access all of their retirement funds rather than the 50% currently allowed. The Committee unanimously agreed to support this effort.
- The Governance and Finance Committee formed an ad-hoc Public Policy Committee. Trustee Cato Johnson has agreed to chair the committee that will include Trustees and other member, as needed. Trustee Johnson has a long tenure of working in Nashville on public policy initiatives and is well known by those working on these issues.
- Committee had further discussion on developing a long-term compensation strategy. Timeline parameters were set so that the Committee would have an acceptable policy for retention and reward for faculty by the beginning of the next fiscal year.
- Motions:
 - Chairman Graf moved that the Board accept the Delegation of Authority Policy as contained in the meeting materials. The motion was properly seconded and Chairman Graf requested that Secretary Murry call the roll for the vote. The vote was taken and the motion to accept the Delegation of Authority Policy, as contained in the meeting materials, was approved by a unanimous vote of the Board members present for the meeting.
 - Chairman Graf moved that the Board approve the Capital Budget request for 201/8-19 which was presented by Mr. Tony Poteet during his presentation with one revision submitted by staff and was discussed during today's committee meeting. The motion was properly seconded and Chairman Graf requested that Secretary Murry call the roll for the vote. The vote was taken and the motion to accept the Capital Budget with the stipulated revision, was approved by a unanimous vote of the Board members present for the meeting.

- Chairman Graf moved that a \$100,000 bonus be paid to President M. David Rudd based on his performance. The bonus will be paid from private funds raised by the University of Memphis Foundation. The motion was properly seconded and Chairman Graf requested that Secretary Murry call the roll for the vote. The vote was taken and the motion to pay a \$100,000 bonus to President Rudd was approved by a unanimous vote of the Board members present for the meeting.

XI. INTERIM ACTION REPORT

In accordance with the Interim Delegation of Authority of the President, approved on March 17, 2017, the following actions have been taken to ensure the efficient operation of the University and its programs: State Building Commission actions, numerous procurement contracts, and human resource actions that the President has approved and who has the full authority to do this going forward. These items are included in the meeting materials.

XII. UPCOMING MEETINGS OF THE BOARD

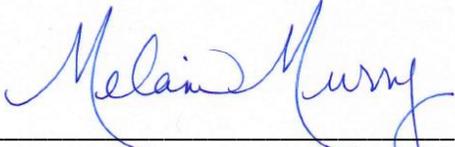
The date of the next scheduled Board Meeting is December 7, 2017 in Jackson, Tennessee on the Lambuth campus. The 2018 scheduled meetings are scheduled for: March 7, June 6, September 5, and December 5 – location and time to be determined.

XIII. ADDITIONAL BUSINESS

There was no additional business to come before the Board.

XIV. ADJOURNMENT

The meeting was adjourned at 2:29 pm.



Melanie Murry, University Counsel and
Acting Board Secretary

BOARD OF TRUSTEES

MINUTES OF BOARD MEETING
DECEMBER 7, 2017
Jackson, Tennessee

The University of Memphis Board Of Trustees was called to order at 2:00 p.m. CST, on Thursday, December 7, 2017, on the Lambuth campus of the University of Memphis in Jackson, Tennessee.

I. CALL TO ORDER AND OPENING REMARKS

Chairman Alan B. Graf, Jr called the meeting to order and stated that the board members were delighted to meet on the Lambuth campus and remarked on the beauty of the campus. He provided a brief summary of the agenda for the meeting. Chairman Graf introduced the individuals sitting on the dais. Chairman Graf called for a roll call vote to establish a quorum.

II. ROLL CALL AND DECLARATION OF QUORUM

University Counsel and Acting Board Secretary Melanie Murry called the roll, and the following members were present: Douglas Edwards, Alan Graf, Cato Johnson, Brad Martin, David North, Carol Roberts, Katharine Schaffzin and Susan Springfield. Trustee Roberts and Trustee Mayberry participated via telephone. Trustee Marvin Ellison was 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 – OCTOBER 4, 2017

Chairman Graf requested a motion for the approval of the minutes for the October 4, 2017 Board of Trustees meeting. Trustee Johnson made the motion to approve the minutes of the prior meeting. The motion was properly seconded. A roll call vote was taken. The motion to approve the minutes, as detailed in the meeting materials, was unanimously approved by the voting members participating in the meeting.

IV. APPOINTMENT OF THE BOARD SECRETARY

Chairman Graf requested a motion for the appointment of Melanie Murry to the status of permanent Board Secretary. The motion was made by Trustee Edwards and properly seconded. A roll call vote was taken. The motion to approve the nomination was unanimously approved by the members participating in the meeting.

V. PRESENTATION BY PRESIDENT RUDD

Chairman Graf turned the meeting over to President Rudd for comments.

President Rudd stated his pleasure that the Board was able to meet on the Lambuth campus and introduced Dr. Niles Reddick to the attendees. Dr. Reddick was called to the podium where he was asked to introduce folks from the Lambuth campus who were present in the room. Dr. Reddick asked all individuals who work on the Lambuth campus to stand to be recognized by attendees.

Issues addressed during the morning session of the committee meetings included:

- University research fund investment that has been made over the last few years and the future investments in terms of research growth;
- Student Success Initiatives including UofM Global, Finish Line, and the River City Partnership where the UofM is embracing challenges in K-12 education in Memphis and is moving towards becoming a part of the solution to the problems in the schools through education of our students;
- The University is in the midst of strategic planning. President Rudd will provide an update to the Board in the spring. Recent meetings reveal that the process is going well and will share some of these details at a future meeting.
- President Rudd discussed programs ranked programs at the UofM. There are 18 ranked graduate programs, the most in the UofM's history. Universities are often organized around conferences and we have more graduate programs ranked than half of the Big 12 and half of the SEC. We expect the number of ranked programs to grow as we get more visibility. Additionally, we have multiple online programs ranked and have the most number of online programs ranked across schools within the State of Tennessee.

Chairman Graf indicated that President Rudd's leadership was critical to the improvements at the UofM and thanked the President and Athletic Director Tom Bowen for the work they did in keeping Coach Norvell at the University of Memphis.

VI. PRESENTATION BY PROVOST WEDDLE-WEST

Chairman Graf turned the meeting over to Dr. Karen Weddle-West.

Provost Weddle-West thanked the faculty and administrators present at the meeting for their attendance. Dr. Weddle-West thanked the Board for their input and support for academics at the UofM. Dr. Weddle-West reported:

- Dr. Andy Meyers discussed some of the initiatives anticipating the (Research Investment to Stimulate the Economy) RISE dollars from the State of Tennessee. Research investment contributes significantly to our economic quality and our creative class here and throughout the state and across the globe.
 - Dr. Meyers discussed \$1 million investment to seed interdisciplinary research. All national agencies, professional organizations and educational programs in higher education stress the importance of triaging and prioritizing collaborations. It is from interdisciplinary research that our graduate programs are nationally ranked and receiving international attention.
 - Presentations during the committee meeting also discussed the UofM's climb to Carnegie I Research status seeded and prompted by research initiatives.

- Dr. Darrell Ray discussed student success initiatives associated with career preparation, tying the academic enterprise to developing our economy and preparing our students for the workplace by ensuring that we are meeting the market demands of the employers. The UofM has redesigned the Career Services Center. We have embedded our career specialists into each of the colleges and schools so that students can begin to prepare for their careers early in their academic career. Provost Weddle-West also discussed the Memphis Career Preparation Academy grant from THEC. Designed to help first-generation students, and others, to help understand the social capital that might not have been a part of their elementary and secondary learning experience.
- Dr. Weddle-West then discussed additional student success initiatives including the award winning Finish Line Program (established in 2011) that targets students who have at least 90 hours towards the completion of their degree. To date, the program has assisted 347 in the completion of their degree. Staff at the UofM do a thorough examination of student's experiences in the workplace to award credit hours for their real life experiences.
- The Provost then discussed the UofM Global online program, the UofM's fastest growing program which has the most potential for enrollment growth and our River City Partnership, a partnership between the College of Education and Shelby County Schools focusing on reengaging with the local system and becoming the model program across the state to educate low income urban students.
- The Provost also reported that she presented the 2020 vision of the academic innovations moving forward, our middle school recruitment initiatives that have reached about 100,000 students during the Academic, Research and Student Success Committee meeting.

VII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Graf recognized Trustee Springfield who summarized the Audit Committee meeting as follows:

- Approved the minutes of the October 4, 2017 meeting;
- Heard from Vicki Deaton of Internal Audit who provided a summary of investigations, fraud waste and abuse benchmarking with other State of Tennessee higher education institutions, and follow up on open audit investigations.
- CIO Robert Jackson provided information on the University's IT security efforts.

Trustee Springfield indicated that there was one action required of the Board of Trustees. The Audit Committee recommends the approval of the appointment of Ms. Vicki Deaton as the Chief Internal Auditor for the University of Memphis. The motion was properly seconded. A roll call vote was taken. The motion to approve Ms. Vicki Deaton as the Chief Internal Auditor was approved by a unanimous vote of the Board members present for the meeting.

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

Chairman Graf recognized chair of the Academic, Research and Student Success Committee Trustee Katharine Schaffzin. The Academic, Research and Student Success Committee meeting was summarized as follows:

- The committee approved the minutes of the October 4, 2017 meeting of the committee.
- Heard the presentation by Dr. Andy Meyers on the strategic research investments in anticipation of the RISE. The University of Memphis is committed to investing \$1-2 million in FY 2019-2023 targeting Carnegie I metrics.
- Heard Dr. Ray present on the Career Services redesign which resulted in four new positions, Memphis Career Preparation Academy grant, and the Greek life community action plan.
- Heard from Dr. Dick Irwin on the success of the Finish Line Program and of UofM Global online trends. Regarding the Finish Line Program, it was revealed that, since October 2013, we have graduated 347 students which equates to 621 students under the state's funding formula and that has cost the UofM \$1,800 per student. On average students have needed to take only 11 credits to graduate.
- Heard a presentation by Dr. Kandi Hill-Clarke on the River City Partnership.

IX. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman Graf turned the floor over to Trustee Johnson to provide an overview of the ad hoc Public Policy Committee. Trustee Johnson provided a brief summary of the priorities of the ad hoc committee.

- How and when does the Board of Trustees weigh in on legislative issues that affect the University of Memphis?
- How do we build a public policy brand?
- How do we walk that thin line when there is competition for limited public dollars in an area where we also need public collaboration?
- Talked about the fact that the State of Tennessee is the major appropriator for public dollars. How do we educate legislators throughout the state on the needs of the University of Memphis and the interests of the University of Memphis?
- How do we segment our message to ensure that there is an understanding of what we are doing, who we are serving, what is our role and how do we make sure that we ensure that we are doing everything we can to affect those decision?
- How do we make sure that we are engaging public officials to ensure that we receive extra dollars to support our programs?
- Chairman Graf reported that the next item addressed during the meeting was the UofM's fundraising priorities. Fundraising in higher education is vital to improving the quality of education, recruit great faculty and hold down tuition. Chairman Graf requested that Bobby Prince, Chief Development Office stand to be recognized. Mr. Prince described the formal and informal processes that he sets, the priorities established in conjunction with academic affairs and the President and the core

recurring programs for scholarships and endowments, faculty chairs, and the many special projects of the UofM. One example is that we have a \$10 million goal to raise money for Lambuth for scholarships and capital improvements. To date, we have raised \$63 million.

- Secretary Murry suggested that Mr. Prince might have a special announcement to make that impacts the Lambuth campus. Bobby Prince recognized two donors that have made donations to Lambuth:
 - Dr. Jean Varnell continues her strong commitment to the Lambuth's future through a \$500,000 gift to establish the *Dr. Jean Varnell Emergent Opportunities Fund*. With this fund she challenges the Vice Provost for the Lambuth campus, Niles Reddick and his successors, to utilize these funds for strategic initiatives that will bring distinction to the UofM Lambuth campus well into the future. Dr. Varnell could not make the meeting but has asked Mr. Prince to let others know that she is hoping this gift will inspire others to do likewise.
 - Dr. Paul Green, a graduate of Lambuth College, recently made a \$150,000 gift to the Psychology Department at the University of Memphis and has committed to donating an additional \$200,000 to the exclusive benefit of the Lambuth campus. Mr. Prince recognized Dr. Green.
- The requested budget is revised each year once the final enrollment numbers are known. The revenue increased from the original budget and we are now over a half a billion dollars in revenues. The committee reviewed the revenue and expenditures and determined that the UofM is in good condition as it relates to cash flow. Chairman Graft called for a motion of approve the revised budget for fiscal year 2017-18. The motion was made by Trustee Johnson and seconded by Trustee Edwards. A roll call vote was taken. The motion to approve the Revised Budget for Fiscal Year 2017-18 was approved by a unanimous vote of the Board members present for the meeting.
- Chairman Graf discussed Tennessee Board of Regents Severance of Procurement, Capital Projects and Management. This allows the UofM to take a leadership role and approach state agencies directly to receive appropriation dollars. This action will enable the University of Memphis to have greater flexibility in these business matters. It will take approximately six months to put the organization together and we anticipate having the process in control of the University of Memphis sometime in the summer. A motion to approve of the severance of procurement and capital project planning and management from the Tennessee Board of Regents on July 1, 2018 was made by Trustee Schaffzin. The motion was properly seconded. A roll call vote was taken. The motion was approved by a unanimous vote of the Board members present for the meeting.
- Chairman Graf explained that the University of Memphis, under Dr. Jasbir Dhaliwal's leadership, intends to recruit international students to the University of Memphis campuses. The three to five year goal is to have more international students attending the UofM than any other university in the State of Tennessee.
- Chairman Graf explained under the Focus Act, the Board of Trustees is authorized to seek Directors and Officers Insurance. The committee discussed during its meeting earlier in the day. The cost will approximate \$100,000 annually and the committee believes it is the appropriate and prudent thing to do. Chairman Graf called for a motion. The motion was made by Trustee Johnson and was properly seconded. A roll call vote was taken. The motion to secure Directors' and Officers' Insurance, as contained in the meeting materials, was approved by a unanimous vote of the Board members present for the meeting.

- The next item of business is the naming of the new music facility. The committee recommends that the facility be named *The Scheidt Family Music Center*. Chairman Graf called for a motion. The motion to name the facility *The Scheidt Family Music Center* was made by Trustee Johnson and was properly seconded. A roll call vote was taken. The motion was approved by a unanimous vote of the Board members present for the meeting.
- The next item on the agenda is a delegation of authority for President Rudd to acquire properties previously identified in the land acquisition master plan for the Memphis and Lambuth campuses. Chairman Graf called for a motion. The motion to delegate land acquisition for property identified in the master plan was made by Trustee Schaffzin and was properly seconded. A roll call vote was taken. The motion was approved by a unanimous vote of the Board members present for the meeting.
- An additional item of business was to give authority to President Rudd to develop a financial model for a unified online e-rate, set the e-rate based on the financial model and implement the e-rate. It is believe that this action will help the UofM Global online programs. Chairman Graf called for a motion. The motion was made by Trustee Johnson and was properly seconded. A roll call vote was taken. The motion was approved by a unanimous vote of the Board members present for the meeting.

X. ADDITIONAL BUSINESS

There was no additional business to come before the Board.

XI. ADJOURNMENT

The meeting was adjourned at 2:42 pm.



Melanie Murry, University Counsel and
Acting Board Secretary

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES

MINUTES OF BOARD MEETING
MARCH 7, 2018
Memphis, TN

The University Of Memphis Board Of Trustees was called to order at 1:30 p.m. CDT, on Wednesday, March 7, 2018, on the main campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER AND OPENING REMARKS

Chairman Alan Graf, Jr. called the meeting to order and stated that this meeting marked the first year anniversary of the formation of the Board. He stated that the Board had exceeded his expectations and ordered a doubling of their pay immediately. Chairman Graf acknowledged President Rudd's leadership team. 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, Brad Martin, David North, Carol Roberts, Katharine Schaffzin, Susan Springfield, and Taylor Mayberry. Trustee Marvin Ellison was 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 – DECEMBER 7, 2017

Chairman Graf requested a motion for the approval of the minutes for the December 7, 2017, Board of Trustees meeting on the Lambuth campus. The motion was properly made and seconded. The motion to approve the minutes, as detailed in the meeting materials, was unanimously approved by the voting members participating in the meeting.

IV. PRESENTATION BY PRESIDENT RUDD

Chairman Graf turned the meeting over to President Rudd for comments.

President Rudd stated Provost Weddle-West would be presenting a number of academic, programmatic issues, and other presentations would be offering other exciting news around the University.

Issues discussed during the morning session of the committee meetings included:

- The University is focused on issues of student costs. President Rudd announced that he is pleased the University is well positioned moving into the next fiscal year to recommend if the Governor's budget recommendations are approved to have no tuition increase this coming year. It would be the second year of five that there has been no tuition increase. The University is graduating more students by being able to offer no

tuition increase. President Rudd also mentioned affordability gains have an impact on the graduation rate.

- President Rudd mentioned the University will be pursuing a 2.5% raise. No recommendation has been made as to how this will be divvied up.

V. PRESENTATION BY PROVOST WEDDLE-WEST

Chairman Graf turned the meeting over to Dr. Karen Weddle-West.

Provost Weddle-West thanked President Rudd for his exemplary leadership. Dr. Weddle-West reported:

- An official proposal for the Ph.D. in Urban Affairs, an interdisciplinary program in School of Urban Affairs and Public Policy. There is nothing like this program across the state of Tennessee.
- Dr. Darrell Ray talked about the importance of the Healthy Memphis initiative, and student involvement surrounding this initiative. The University is working with the School of Public Health and will present at the next meeting a graduate certificate that is in campus and corporate public health.
- Dr. Weddle-West turned it over to Colton Cockrum, Assistant Vice Provost. He presented two efforts of Institutional Effectiveness Council:
 - Improving student veteran graduation numbers
 - Results from National Survey of Student Engagement (NSSE)
 - The University received the full amount of points that THEC has for categories that gauge institutional satisfaction – academic challenge, learning with peers, experiences with faculty, and campus environment.
 - 87% of seniors and 86% of first-year students rated their experience at the UofM as “Good” or “Excellent.”
 - UofM scored into the top 10% of NSSE institutions (over 800 in the country) in “Discussions with Diverse Others.”
 - Dr. Rudd asked Dr. Weddle-West to mention the critical conversations program the campus is having, where the theme is to agree to disagree agreeably. Some critical conversations include: immigration and the effects on students and faculty, marriage equality, First Amendment issues, and Me Too and Time’s Up.
 - Dr. Rudd harps on the need for a diverse campus and the efforts the University has made to achieve it.
 - Trustee Edwards applauded the efforts of the University in achieving a diverse environment.
 - Dr. Cockrum pointed out that even alumni are feeling the effects of the diversity long past graduation.
 - UofM did exceptionally well in other categories, including academic advising and interactions with other administrative staff and offices. This points to the high customer service at the University.

- UofM does significantly better than THEC cohorts in the high impact practice areas.
- Dr. Cockrum will administer NSSE in Spring 2019.
- Dr. Rudd mentions quality assurance funding has improved every year for four consecutive year. UofM now has second highest quality assurance funding score in Tennessee, second to UTK.

Chairman Graf thanks Dr. Weddle-West and Dr. Cockrum and challenges President Rudd to be number one next time in the quality assurance category.

VI. BUSINESS AND FINANCE LEADERSHIP

Chairman Graf turned the meeting over to President Rudd for the presentation of the approval of the Business and Finance Leadership.

President Rudd failed to mention in his previous presentation his appreciation for Sedgewick and Trustee North, who committed \$1,000,000 to the University's River City Partnership, a partnership with Shelby County Schools.

President Rudd thanks Trustee Roberts for assisting in the process and managing the search committee to find and hire a new CFO for the University. Trustee Roberts applauds the search committee. President Rudd thanks Jeannie Smith for her role as Interim Vice President of Business and Finance.

President Rudd recommends the Board to approve Raajkumar Kurapati as the University's new CFO, who will start May 7, 2018. Chairman Graf perceives this as a motion, and Trustee Johnson properly seconds the motion. The Board unanimously approves the motion to hire Raajkumar Kurapati as the new CFO of the University.

VII. REPORT AND RECOMMENDATIONS OF THE AUDIT COMMITTEE

Chairman Graf recognized Trustee Roberts who summarized the Audit Committee meeting as follows:

- Heard from Vicki Deaton of Internal Audit who introduced two new staff members, bringing the office up to full staff; reported on audit reports issued in the third quarter; reported on external audit report on NCAA procedures for revenue and expenses; presented summary of investigations that were completed during the quarter;
 - Spoke about having a speak up culture to report waste, fraud, and abuse;
 - Referred to issue follow-up during audits;
 - Report on the Center for Information Assurance Financial and Compliance audit
- Heard from Vicki Deaton about an update of the University audit plan for FY 2018;
- Heard from Jeannie Smith and George Ninan, who presented a report on the financial audit for the financial statements for the University for FY 2017; and
- Noted that the audit plan for the next FY will be presented at the June 2018 meeting.

Trustee Roberts turned the meeting back over the Chairman Graf, who stressed how great it is the leadership of the University takes the control environment so seriously.

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

Chairman Graf recognized Trustee Schaffzin who summarized the Academic, Research and Student Success Committee meeting as follows:

- Dr. Andy Meyers reported on the Carnegie I Five-Year Investment Strategy;
- President Rudd sought and received endorsement from Committee to a study on and evaluate the expansion of Campus School as a charter or training school for a middle school program and looking into potential partnerships;
- Dr. Colton Cockrum spoke to the Committee on the Institutional Effectiveness Council's Veteran Subcommittee report, which suggested a number of outreach efforts to increase retention of veterans;
- Bridgette Decent presented on how the University is using data and dashboards to increase retention and graduation rates and presented a report of the UofM programs offered for the top 20 fastest growing occupations and how faculty and staff can use dashboards to track programs offered that align with those occupations;
- Trustee Mayberry brought up issues regarding on-campus opportunities to develop entrepreneurship, as well as a discussion of the University's parking realities and perceptions; and
- Dr. Weddle-West presented on the Ph.D. in Urban Affairs and Ph.D. in Nursing.

Trustee Schaffzin indicated that there were two action items required of the Board of Trustees. The Academic, Research and Student Success Committee recommends the approval of the Ph.D. in Urban Affairs, as contained in the meeting materials, and delegate authority to the Provost to make any changes necessary to facilitate program approval by THEC. The Committee also asked for approval of the Ph.D. in Nursing with stated non-substantive revisions. Chairman Graf takes this as a motion. Trustee Roberts moved, and Trustee Johnson properly seconded. The Board unanimously approved the Ph.D. Urban Affairs and the Ph.D. in Nursing.

For the second action item, The Academic, Research and Student Success Committee recommends approval of the University's mission statement, as contained in the meeting materials. Chairman Graf takes this as a motion, which was properly seconded. The Board unanimously approved the motion to approve the University's mission statement.

Chairman Graf expresses his excitement about the Ph.D. in Urban Affairs and the Ph.D. in Nursing.

IX. REPORT AND RECOMMENDATIONS OF THE GOVERNANCE AND FINANCE COMMITTEE

Chairman Graf summarized the Governance and Finance Committee meeting as follows:

- Tom Bowen presented on the state of Athletics, which included financial status and the progress of student athletes on grades and graduation rates;
- Robert Jackson, Chief Information Officer, presented the network upgrade project, which will total \$6.6 million to bring better technology to campus; and

- President Rudd made presentation on convening group to look at administrative efficiency, provided an update on the strategic planning process; and provided feedback on the University's tuition increases over the years and potential of keeping tuition flat.

Chairman Graf indicated that there were three action items required of the Board of Trustees. The first is a presentation by Dr. Darrell Ray, VP of Student Affairs, asking for a five percent (5%) increase for traditional student residence on campus, as well as reductions to the Park Avenue apartments and housing at the Lambuth campus. Chairman Graf made the motion, which was properly seconded. The Board unanimously approved the motion.

The second action item is a presentation by Richard Irvine, Dean of UofM Global and Vice Provost of Academic Innovation and Support Services, recommending a drop in undergrad total fees and tuition from \$480 per hour to \$420 per hour and graduate rates from \$755 per hour to \$603 per hour. Chairman Graf made the motion, and Trustee Schaffzin properly seconded. The Board unanimously approved the motion.

The last action item is a recommendation to accept the Fold of Honor Scholarship, which provides scholarships to spouses and children of America's fallen and disabled service members. A roll call vote was taken by Secretary Murry. The Board approved the motion with an abstention from Trustee North.

X. ADDITIONAL BUSINESS

Chairman Graf turned the meeting over to Trustee Johnson to speak on the legal and regulatory affairs situation that impacts the University.

Trustee Johnson speaks on the legal and regulatory affairs impacting the University:

- In February, the executive subcommittee of the State Building Commission approved the disposal by lease with waiver or advertisement and appraisal for three properties designated for expansion of student internship opportunities affiliated with FedEx;
 - President Rudd states the hope is to have it expand to employ 350 students by the end of next fall and notes that all of the money that is raised through UMRF Ventures either goes to a student or any money returned as profit goes back into the research initiative for faculty and students
- At the legislative budget hearing in January, the Governor presented his budget, noting about \$6 million net increase in recurring state appropriations with a potential salary increase of up to 2.5% for the University. He presented an additional \$15 million in maintenance funds and also put money in the budget for the RISE (Research Investment to Stimulate the Economy) initiative; and
 - President Rudd presented to the House Finance Committee February 12, and to the Senate Education Committee on February 28
 - Noted that the Governor is likely to present an amended budget about early April
- Noted that the UT FOCUS Act is becoming a difficult piece of legislation than the original FOCUS bill.

XI. ADJOURNMENT

The meeting was adjourned at 2:17 p.m. CDT.

Melanie Murry, University Counsel and
Acting Board Secretary

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.



THE UNIVERSITY OF
MEMPHIS (U)

UofM Media Room (/mediaroom/)

UofM Board of Trustees and Committees Will Meet June 6

June 1, 2018 - The University of Memphis Board of Trustees and its committees will meet in the University Center on the main campus on Wednesday, June 6.

Committee meetings will begin at 8:30 a.m. with the members scheduled to discuss various programming proposals, review reports from various divisions, approve recommendations to be taken to the Board for action and meet in executive session to discuss audit and litigation issues. Committee and Board meeting agenda items include: new academic program proposals, tenure and promotion, the University's operating budget and selection of the student trustee.

The schedule for the day is: Academic, Research and Student Success Committee, 8:30 a.m.; Governance and Finance Committee, 9:45 a.m.; Audit Committee, 11 a.m.; and the full Board of Trustees meeting at 1:30 p.m. The Board of Trustees meeting will be held in the Ballroom on the third floor of the University Center.

[View live stream of the full board meeting >](#)

<http://mediasite.memphis.edu/Mediasite/Catalog/Full/305e0311c099453b94d3d2bd21bb908421>

For more information, contact Melanie Murry, Board Secretary, at mmurry@memphis.edu (<mailto:mmurry@memphis.edu>) or 901.678.2155.

CONTACT

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THE UNIVERSITY OF
MEMPHIS (U)

UofM Media Room (/mediaroom/)

UofM Board of Trustees and Committees Will Meet Sept. 5

August 31, 2018 - The University of Memphis Board of Trustees and its committees will meet in the University Center on the main campus on Wednesday, Sept. 5.

Committee meetings will begin at 8:30 a.m., with members scheduled to discuss enrollment growth and dual enrollment, and meet in executive session to discuss audit and litigation issues. Board meeting agenda items include presentations about the opportunity zone and residence life updates.

The schedule for the day is: Academic, Research and Student Success Committee, 8:30 a.m.; Governance and Finance Committee, 9 a.m.; Audit Committee, 9:30 a.m. with an executive session to follow. All committee meetings will be in room 350. Committee start times are approximate. If a committee finishes early, the following meeting may begin earlier than previously scheduled.

The full Board of Trustees meeting will be at 11 a.m. in the University Center Ballroom.

[View live stream of the full board meeting >](#)

<http://mediasite.memphis.edu/Mediasite/Catalog/Full/305e0311c099453b94d3d2bd21bb908421>

For more information, contact Melanie Murry, Board Secretary, at mmurry@memphis.edu (<mailto:mmurry@memphis.edu>) or 901.678.2155.

**THE UNIVERSITY OF MEMPHIS
BYLAWS**

ARTICLE I – ORGANIZATION

- I. Authority
 - a. The University of Memphis (“University”) is a public university established by the laws of the State of Tennessee. The University is governed by its local governing Board of Trustees (“Board”) as established by T.C.A. § 49-8-101.
 - b. The Board of Trustees of the University is vested with the power and authority to govern the University and to exercise all powers and authority as set forth in T.C.A. § 49-8-101 et seq. and the laws of the State of Tennessee.
- II. Responsibility of Board
 - a. The Board shall be responsible for the management and governance of the University, as allowed by and subject to limitations imposed by applicable federal and state law and certain powers and duties maintained by the Tennessee Higher Education Commission.
- III. Membership
 - a. The membership of the Board shall consist of ten (10) members of which nine (9) members shall be voting members and one (1) member shall be a nonvoting member.
 - b. Of the nine (9) voting members, at least six (6) members shall be residents of the state of Tennessee.
 - c. Eight (8) of the voting Board members will be appointed by the Governor of the State of Tennessee with at least three (3) being alumni of the University.
 - d. A University faculty member shall serve as one (1) voting Board member to be selected by the University Faculty Senate.
 - e. The nonvoting member shall be a student representative to be appointed by the Board. The initial terms of the members appointed by the Governor to the Board shall be three (3), four (4), and six (6) years. Three (3) members shall serve a three-year term; three (3) members shall serve a four-year term; and two (2) members shall serve a six-year term. As the initial terms of the initial board members expire, successors shall be appointed for six-year terms. The University faculty member to be appointed by the Faculty Senate shall serve a two (2) year term and the nonvoting student member shall serve a one (1) year term.
 - f. Whenever any vacancy shall occur in the membership of the Board of Trustees among those appointed by the Governor, it shall be the duty of the Secretary of the Board to inform the Governor of the existence of such vacancy, and the Governor shall appoint a person to fill the unexpired term. Whenever any vacancy occurs among those elected by the Board or the Faculty Senate, it shall be the duty of the Secretary of the Board to inform the respective party of the vacancy, and the Board or Faculty Senate shall elect a person to fill the unexpired term.
 - g. Any person who has served two full terms in succession as a member of the Board shall, for a period of four (4) years, be ineligible for election or appointment to the Board.
 - h. No member of the General Assembly or officer or employee of the State of Tennessee or any member of a governing body for an institution of higher education shall be eligible for election or appointment as a trustee. Other than the faculty member to be appointed by the University Faculty Senate, no employee of any public institution of higher education shall be eligible for election or appointment as a trustee.

- i. A Board member may be removed for a material violation of the Board's Code of Ethics by a two-thirds (2/3) vote of the Board membership.
- IV. Officers of the Board:
 - a. 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.
- V. Officers of the University
 - a. Officers of the University: The officers of the University designated to support Board activities are the President, Provost, Vice President of Business and Finance, a Secretary, a Chief Internal Auditor and such other officers and assistant officers as the Board determines may be necessary or convenient to conduct its business or which the President appoints or selects by delegation of authority by the Board. The officers shall have such powers and duties as set out in these Bylaws, and as may be prescribed by the Board and/or by law.
 - b. President of the University: The President is the executive and governing officer of the University and is appointed by and serves at the pleasure of the Board. Subject to the direction and control of the Board, the President shall supervise, direct and control the affairs of the University. The President shall, from time to time, report to the Board all matters within the President's knowledge affecting the University that should be brought to the attention of the Board.
 - c. Provost of the University: The Provost is the chief academic officer of the University and is appointed by the President, subject to Board approval, and serves at the pleasure of the President. The Provost shall be the second ranking officer of the University and, in the absence or incapacity of the President, shall assume the duties and responsibilities of that office.
 - d. Vice President of Business and Finance: The Vice President of Business and Finance shall be the Chief Financial Officer and treasurer of the University. The Vice President of Business and Finance shall be appointed by the President, subject to Board approval, and shall report directly to the President. The Vice President of Business and Finance shall be responsible for the operating and capital budgets, accounting and auditing, insurance and risk management, and such other financial responsibilities as required by the bylaws.
 - e. Secretary: The Secretary of the Board shall be appointed by the President of the University, subject to Board approval. The Secretary serves as a liaison between the Board and the University administration and is responsible for supporting the Board and its committees, including the giving of required notices of meetings of the Board, preparing the agenda for Board meetings, and the preparation of minutes of meetings of the Board. The Secretary shall perform such other duties as assigned by the Board.
 - f. Chief Internal Auditor: The Board of Trustees shall appoint the Chief Internal Auditor for the University, in compliance with these bylaws, who shall perform the duties required by the Higher Education Accountability Act of 2004, T.C.A. § 49-14-101 et seq. and who shall serve at the pleasure of the Board. The Chief Internal Auditor shall report directly to the Board's Audit Committee and shall have direct and unrestricted access to the Chair of the Audit Committee and other Audit Committee members.

ARTICLE II – POWERS AND DUTIES

- I. The Board has the power to:
 - a. Select and employ the chief executive officers of the University and to confirm the appointment of administrative personnel, teachers, and other employees of the University and to fix their salaries and terms of office;
 - b. Assume general responsibility for the operation of the University, delegating to the President such powers and duties as are necessary and appropriate for the efficient administration of the University and its programs;
 - c. Prescribe curricula and requirements for diplomas and degrees in the interest of maintaining alignment across state higher education to promote student success, postsecondary completion, and advancement of a master plan of the Tennessee Higher Education Commission;
 - d. Establish reasonable and appropriate rules and regulations defining residency of students for the purpose of determining whether out-of-state tuition shall be charged a student enrolling at the University;
 - e. Establish policies and regulations regarding the campus life of the University, including, but not limited to, the conduct of students, student housing, parking, and safety;
 - f. Grant tenure and promotion to eligible members of the faculty upon the positive recommendation of the President;
 - g. Approve the operating budgets and set the fiscal policies for the schools and programs under its control;
 - h. Receive donations of money, securities, and property from any source on behalf of the University, which gifts shall be used in accordance with the conditions set by the donor;
 - i. With prior approval of the state school bond authority, borrow money for the purpose of erecting buildings, purchasing real estate, or cooperating with agencies of the United States, and to issue evidences of indebtedness therefor which shall be exempt from taxation but which shall not constitute indebtedness of the State of Tennessee;
 - j. Purchase land subject to the terms and conditions of state regulations, to condemn land, to erect buildings, and to equip them for the University subject to the requirements of the state building commission and to the terms and conditions of legislative appropriations. The Board shall be vested with title to property so purchased or acquired;
 - k. Manage and initiate capital and real estate transactions provided that such transactions are within the scope of a master plan approved the Tennessee Higher Education Commission;
 - l. Perform and exercise all other powers, not otherwise prescribed by law, necessary to promote the sound development of the University within the parameters of state law.
- II. In exercising its powers, the Board's governance duties include:
 - a. Determining the mission of the University and ensuring that the mission is kept current and aligned with the goals and mission of public higher education in Tennessee;
 - b. Ensuring the University remains in compliance with state transfer and articulation provisions;
 - c. Providing insight and guidance to the University's strategic direction and charging the President with leading the strategic planning process;

- d. Ensuring the University's fiscal integrity; overseeing the University's financial resources and other assets; reviewing and approving annual University budgets; and preserving and protecting the University's assets for posterity;
 - e. Ensuring and protecting, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserving and protecting the University's autonomy, academic freedom, and the public purposes of higher education;
 - f. Engaging regularly, in concert with senior administration, with the University's major constituencies;
 - g. Refraining from directing or interfering with any employee, officer, or agent under the direct or indirect supervision of the President of the University; and
 - h. Always acting as a body with no individual member speaking for the Board unless specifically authorized to do so by the Board.
- III. Delegation
- a. The Board may delegate and provide for the further delegation of any and all powers and duties to the President or appropriate committees, subject to limitations expressly set forth in law.

ARTICLE III – MEETINGS

- I. Regular Meetings
- a. The Board shall meet at least four times a year at such times as specified by the Chair, and on such additional dates and at such times as specified by the Chair or a majority of the Trustees then in office. The Board may adjourn any regular meeting to any date that it may set for adjournment.
- II. Special and Emergency Meetings
- a. Subject to the notice requirement contained in these bylaws, special and emergency meetings of the Board may be called at any time by the Chair, a majority of the members of the Board, or by the President of the University.
 - b. The call for every special or emergency meeting shall state the business to be considered and the business transacted shall be confined to the objects stated in the call. The Board may adjourn any special meeting to any date that it may set for adjournment.
- III. Place of Meetings
- a. All regular public meetings, special public meetings and committee meetings are to be held at a location owned or controlled by the University, or at the nearest practical location. Emergency meetings necessitating immediate action may be held at other locations or through electronic means.
- IV. Notices
- a. Regular Meetings: At least five (5) days' written notice of the stated meetings of the Board shall be sent by the Secretary to all Trustees. The written notice may be delivered by regular mail, electronic mail, or facsimile transmission and shall be posted for public notice.
 - b. Special and Emergency Meetings: Special and emergency meetings of the Board may be called on less than five (5) days' notice and, if urgent, by telephone, facsimile transmission, or electronic mail to each Board member, who must be advised of the purpose(s) of the meeting.

- c. Public Notice: Notice of all regular and special public meetings and committee meetings shall be given in a manner reasonably calculated to give interested persons actual notice of the time and place of the meeting and principal subjects anticipated to be considered at the meeting. Notice of an emergency public meeting shall be such as is appropriate to the circumstance(s).
- V. Attendance by Electronic Means
 - a. Trustees may conduct, participate and vote in any meeting, board or committee, through the use of a conference telephone or similar electronic communications equipment that permits all persons participating in the meeting to simultaneously communicate with each other during the meeting. Such participation in the meeting shall constitute presence in person at the meeting.
- VI. Quorum
 - a. The Board must have a quorum to conduct business. A quorum for the conduct of business by the Board of Trustees shall consist of five (5) voting members currently in office.
 - b. The action of a majority of the voting members of the Board present at any at any regular or special meeting of the Board shall be the action of the Board, except as may be otherwise provided by these Bylaws.
- VII. Agenda
 - a. An agenda for every regular meeting of the Board shall be prepared by the Chair and President, with the assistance of the Secretary. The agenda shall list in outline form each matter to be considered at the meeting. When feasible, a copy of the agenda and copies of all reports and other material to be presented shall accompany the notice of the meeting, but when not feasible, a copy shall be provided to the Trustees before the meeting date.
 - b. Matters not appearing on the agenda of a stated meeting may be considered only upon an affirmative vote which shall represent a majority of the entire Board.
- VIII. Conduct of Business
 - a. General parliamentary rules shall be observed in conducting the business of the Board of Trustees except as they may be modified by rules and regulations adopted by the Board.
 - b. The Chair shall preside when present at meetings of the Board. In the Chair's absence, the Vice-Chair shall preside at meetings of the Board and otherwise perform the duties of the Chair.
 - c. All members of the Board of Trustees may vote on all matters coming before the Board for consideration but no member may vote by proxy or mail.
 - d. A record vote of the Board of Trustees shall be required on all motions providing for any revision of the bylaws, the adoption of a new bylaw or the repeal of an existing bylaw. On any other motion, a record vote shall be taken if required by law or if a Board member present demands a record vote before the announcement of a vote otherwise taken.
- IX. Public Access
 - a. Meetings of the Board and its committees, as appropriate, shall be open to the public except as authorized by a statutory or judicially recognized exception to the Tennessee Open Meetings Act.
 - b. Meetings of the Board shall be made available for viewing by the public over the Internet by streaming video accessible from the University's web site. Archived videos of

the board meetings shall also be available to the public through the University's web site.

ARTICLE IV – COMMITTEES

- I. Standing and Ad Hoc Committees
 - a. The Board shall establish by Board policy such standing and ad hoc committees as it deems appropriate to discharge its responsibilities. As required by state law, at least one standing committee shall have the functions of the audit committee.
 - b. The Board Chair shall appoint the members of each standing committee. The chairs and vice-chairs of each standing committee shall be selected from among the members of the Board appointed to each standing committee by a vote of the majority of the members of the Board present. Each standing committee shall develop a committee charter detailing the committee's purpose and primary responsibilities, which shall be subject to the approval of the Board.
 - c. Standing committees may be authorized to act on behalf of the Board and shall be governed by any applicable provisions of these bylaws or Board policy. However, unless specifically delegated or as otherwise provided in these bylaws, authority to act on all matters is reserved to the Board and the duty of each committee shall be to consider and to make recommendations to the Board upon matters referred to it.
 - d. Ad-hoc committees shall be appointed by the Board Chair upon authority of the Board with such powers, duties, and period of service as the Board Chair may determine, provided that no ad-hoc committee shall be created to act upon any matter under the purview of a standing committee. The Chairs of any ad-hoc committees shall be appointed by the Board Chair and shall perform their duties in consultation with the University President. The duty of any ad hoc committee is to consider and to make recommendations to the Board upon matters referred to it.
- II. Meetings of Committees
 - a. All standing committees shall meet as defined by Board policy and as reasonably necessary to carry out their responsibilities. Ad hoc committees shall meet as necessary.

ARTICLE V – BYLAWS

- I. These bylaws shall be effective upon adoption and shall supersede all bylaws previously adopted by the Board.
- II. Amendment of Bylaws: These bylaws may be changed by amendment, by adoption of a new bylaw or by repeal of an existing bylaw at any regular meeting of the Board of Trustees, or at a special meeting called for that purpose. For purposes of Article V, a quorum shall constitute seven (7) voting members of the Board and a majority vote of record shall be required for action to be effective. A copy of the amendment or new bylaw to be offered or notation of the bylaw to be repealed shall be furnished to each Board member in writing at least ten (10) days in advance of the meeting.

ARTICLE VI – INDEMNIFICATION

- I. For purposes of civil liability for actions and omissions taken as Trustees of the Board, each Trustee is a state employee pursuant to T.C.A. Section 8-42-101(3)(B). Notwithstanding the

foregoing, the Board may procure and maintain, in amounts consistent with prevailing standards, directors' and officers' insurance coverage and general liability insurance against liabilities and damages arising from the actions or omissions of the Board. Should the Board procure such insurance, the Board shall have the University and the State of Tennessee named as additional insureds on any policy.

Approved by Board of Trustees: March 17, 2017

The University of Memphis Board of Trustees – Code of Ethics

Each member of the Board of Trustees is responsible for ethical conduct consistent with this Code of Ethics and with the University's bylaws. The Code of Ethics is a statement of belief in each trustee's fiduciary duty to act ethically, professionally, and in compliance with any applicable laws and regulations in all dealings within the University.

I. Governance

- a. **Public Trust.** The General Assembly of the State of Tennessee has vested the management and governance of each state university in the institution's state university board, subject to certain powers and duties maintained by the Tennessee higher education commission.¹ Trustees hold a position of public trust and are expected to carry out their governance responsibilities in an honest, ethical and diligent manner.
- b. **Time Commitment.** In undertaking the duties of the position, a Trustee shall make the commitment of time necessary to carry out the Trustee's governance responsibilities. A Trustee must regularly attend and actively participate in board and committee meetings and special assignments.
- c. **Duty of Care.** Trustees must discharge their duties, including duties as a member of a committee, in good faith, with the care an ordinarily prudent person in a like position would exercise under similar circumstances, and in a manner the Trustee reasonably believes to be in the best interest of the University. Trustees shall promote a culture of constructive debate about major initiatives and transactions and shall require management to provide information necessary to carry out the Trustees' duty of care to act in the best interest of the University. Trustees shall maintain confidentiality, as allowed by law, regarding Board or administrative decisions or future actions.
- d. **Trustee Authority.** Except as otherwise provided by law or bylaw, Trustees shall have no legal authority to act outside of Board meetings. Trustees shall avoid acting as a spokesperson for the entire Board unless specifically authorized to do so.

II. Conflicts of Interest

- a. **Conflicts of Interest Policy.** Trustees shall abide by the Conflicts of Interest Policy for the University Board of Trustees, as amended from time to time. Upon appointment and annually thereafter, Trustees shall file a financial disclosure form as required by the Conflicts of Interest Policy. The Audit Committee of the Board shall monitor compliance with the Conflicts of Interest Policy for Trustees.
- b. **Personal Benefit or Gain.** Trustees shall not use the authority, title, prestige, or other attribute of the office for personal benefit or gain for themselves, for any relative, or for any other person which would be inconsistent with the public interest. Per state law, it is unlawful for a Trustee, or Trustee's "immediate family²," to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring the appointment of any relative to any position of financial trust or profit connected with the University.³

¹ Tenn. Code Ann. § 49-8-101(a)(2)(B)

² "Immediate family" means spouse, dependent children or stepchildren, or relatives related by blood or marriage.

³ Tenn. Code Ann. § 49-8-203(g).

- c. **Prohibition against Receiving Gifts, Money, or Anything of Value.** No Trustee shall accept or receive, directly or indirectly, from any person, firm, or corporation to whom any contract for the purchase of goods or services for the state may be awarded, by rebate, gifts, or otherwise, any money or anything of value whatsoever, or any promise, obligation, or contract for future rewards or compensation.⁴ Furthermore, Trustees shall not knowingly accept gifts, favors, or gratuities from other persons or entities, including other trustees, that might affect or might have the appearance of affecting a Trustee's judgment in impartially performing the duties of the office. This section is not intended to preclude acceptance of benefits that would otherwise inure to a University donor.
- d. **Prohibition against Interfering with Work of University Employees.** Except for the purposes of inquiry or information, no trustee shall give direction or interfere with any employee, officer, or agent under the direct or indirect supervision of the chief executive officer of the University.⁵

III. Compliance

- a. **Reporting violations.** Anyone who believes that he or she has information indicating that an appointed Trustee has violated the Code of Ethics shall make a written disclosure of the facts and circumstances to the Chair of the Board Governance Committee or in the alternative, to the University auditor. The Chair of the Board Governance Committee shall refer alleged violations of the Code of Ethics or the Conflict of Interest Policy for Trustees to the Audit Committee. The Audit Committee shall review the allegations and determine whether removal proceedings should be initiated against the Trustee for a material violation of the Code of Ethics.
- b. **Hearing and Removal.** A Trustee may be removed from the Board for a material violation of the code of ethics by a two-thirds (2/3) majority vote of its membership. A Board vote to remove a Trustee shall only be taken after the accused Trustee has been afforded a due process contested case hearing in accordance with the Uniform Administrative Procedures Act and a finding has been made that the member did violate the board's code of ethics.⁶
- c. **Certification.** Upon appointment and annually thereafter, Trustees shall be provided with the Code of Ethics and shall certify in writing that they have read the Code of Ethics and will comply with its provisions.

Effective Date/Revisions: June 6, 2017

⁴ Tenn. Code Ann. § 12-4-106(a)

⁵ Tenn. Code Ann. § 49-8-203(h)

⁶ Tenn. Code Ann. § 49-8-204(b)-(d)

University of Memphis Board of Trustees – Conflicts of Interest Policy

The Board of Trustees (“Trustees”) of The University of Memphis serve the interests of the state of Tennessee and its citizens, and have a duty to avoid activities and situations that, either actually or potentially, put personal interests ahead of the professional obligations that they owe to the University. The Purpose of this policy is to provide general principles to guide the actions of the Trustees, and offer illustrations of activities which could potentially constitute a conflict of interest.

I. Policy

It is unlawful for any Trustee, or the Trustee’s “immediate family¹,” to be financially interested in any contract or transaction affecting the interests of the University, or to procure, or be a party in any way to procuring the appointment of any relative to any position of financial trust or profit connected with the University. A violation of the related law shall subject any offending Trustee to removal by the Governor or the Board.²

It is the policy of the University that Trustees avoid external commitments which significantly interfere with their duties to the University. Trustees shall avoid situations where his or her self-interest diverges from the interest of the University.

II. Examples of Conflicts of Interests

In accordance with the principles stated above, the following is a non-exclusive list of situations that would be considered prohibited conflicts of interests:

- When a Trustee or immediate family member has a direct or indirect financial interest³ in a contract or transaction involving the University.
 - Ex., University procures goods or services from an entity in which a Trustee (or his/her immediate family) serves as a board member, a consultant, or holds an office or management position.
 - Ex., A company co-owned by a Trustee bids as a subcontractor on any contract with the University.
- When a Trustee or immediate family member obtains a personal or financial gain from any University contract or transaction.
- When a Trustee uses his or her University position to obtain, or assists in obtaining for a third party, an unfair advantage or improper gain in any University contract or transaction.
- Inappropriate use of Tennessee state-owned resources. Trustees may not make significant use of University-owned facilities, equipment, materials or other resources not otherwise available to the public, except for University business, without prior disclosure and approval.
- A Trustee solicits or accepts gifts, gratuities, benefits, or favors of monetary value from a person or an entity in return for influencing an employee in the discharge of his or her University-related responsibilities, **OR** while being in a position to obtain favored treatment/unfair advantage for that person or entity.

¹ “Immediate family” means spouse, dependent children or stepchildren, or relatives related by blood or marriage.

² See TCA §49-8-203(g).

³ A Trustee’s mere ownership of less than a controlling interest in stock of a large, publicly-traded company would not necessarily rise to the level of a conflict of interest under this policy.

III. Disclosure Requirements

Trustees are required to file financial disclosure forms within thirty (30) days from the date the Trustee's appointment becomes effective, and annually by the 31st of January each year thereafter. The Financial Interest Disclosure shall be filed with the Board Secretary. Amended disclosure statements must be filed whenever reported conditions change because of the termination or acquisition of interests for which disclosure is required. The Secretary of the Board shall monitor such statements and report any conflicts perceived to the Trustee involved and to the Board. The Disclosure shall contain an acknowledgment that the Trustee will abide by the Board's Code of Ethics.

Effective Date/Revisions: March 17, 2017

POLICIES

Policy Statement

All employees of the University of Memphis serve the interests of the state of Tennessee and its citizens and have a duty to avoid activities and situations that, either actually or potentially, put personal interests ahead of the professional obligations that they owe to the University. All employees serve a public interest role and thus have a clear obligation to conduct all affairs of the University in a manner consistent with this concept. Employees shall not use their positions to secure anything of value, or any financial gain or personal benefit, that would not ordinarily accrue to them in the performance of their official duties or through personal, non-University connected activities. University employees shall avoid external commitments that significantly interfere with the employee's duties to the University and diverge from the best interests of the University.

Purpose

The purpose of this policy is to provide guidelines to help employees of the University of Memphis avoid conflicts of interest. This policy is intended to 1) define the general principles which should guide the actions of University employees, 2) offer illustrations of activities which potentially constitute a conflict of interest, 3) make employees aware of disclosure requirements related to conflicts of interest, 4) describe the process by which those disclosures shall be evaluated and decisions rendered, and 5) describe the appeals process regarding such decisions.

Definitions

Conflict of Interest	Occurs when the personal interests, financial or otherwise, of a person who owes a duty to the University of Memphis actually or potentially diverge from the person's professional obligations to, and from the best interests of, the University.
Conflict of Commitment	Occurs when the personal or other non-University related activities of an employee of the University impair the ability of that employee to meet their commitments of time and energy to the University.
Family Member	Includes the parent, spouse, and children (both dependent and non-dependent) of a person covered by this policy.

Procedures

General Procedures

It is the policy of the University of Memphis that employees should avoid situations where the self interests of the employee diverge from the best interests of the University (conflicts of interest). It is also the policy of the University of Memphis that employees should avoid external commitments which significantly interfere with the employee's duties to the University (conflicts of commitment).

Allowing a conflict of interest to exist without being addressed in an appropriate manner is a serious violation of an employee's duty to the University and can be a violation of state or federal law. Some conflicts of interests are even punishable as criminal offenses under Tennessee law. While this policy is intended to be consistent with all pertinent Federal and State laws, regulations, this policy is preempted by those enactments, to the extent that there is a material difference between any provisions. However, this policy preempts any other University policy that is inconsistent with the provisions herein.

The mere existence of either a potential or actual conflict of interest does not necessarily mean that such conflict must be eliminated. However, all actual and potential conflicts of interests must be disclosed and evaluated by the Conflicts Review Committee as described in this policy.

Examples of Conflicts of Interests

In the following situations and activities, there is at least the appearance, and possibly the actuality, of an employee allowing his or her personal interests, and not the best interests of the University of Memphis, to affect that employee's judgment. This list is illustrative and not exhaustive.

a) **Self-dealing**- Situations in which an employee can appear to influence or actually influence a University-related decision from which that person or a member of that person's family stands to realize a personal financial benefit, or other personal benefit, are self-dealing, and conflicts of interest. Examples of self-dealing activities are numerous and include the following:

i) Purchase of State-owned property by an employee absent fair and open bidding, where required. This is a violation of State law under Tenn. Code. Ann. §§ 12-2-208 and 12-2-417.

ii) Institutional purchases from businesses in which an employee or family member has a financial interest. Tenn. Code Ann. §12-4-103 prohibits employees from bidding on, selling, or offering to sell or have an interest in the selling of merchandise, equipment, material, or similar commodity to the State of Tennessee during their tenure of employment, or for six (6) months thereafter. Violation of this provision is considered a class E felony. Employees are required to disclose if he/she or members of his/her family have any significant ownership interest (more than 4%) in such business or if the employee or a member of his/her family serves as an officer for the business.

Tenn. Code Ann. §12-3-106(b) declares that it is a conflict of interest for any person or any company with whom such person is an officer, director, or equity owner with more than 1% interest to bid on any public contract for products or services for the University if that person or their relative is responsible for approving such contract for the University. Under this provision, relative means spouse, parent, sibling or child.

iii) Use of educational materials from which a faculty member derives a financial benefit. Any faculty member who wishes to use in his or her teaching activities educational materials (e.g. textbook) that he or she has authored, or in which he or she otherwise stands to benefit financially from such use, has a conflict of interest that must be managed. The use of such materials shall be evaluated by the appropriate University department or division committee. University policy **UM 1669 Faculty Authored Educational Material** establishes guidelines for making these decisions.

iv) Acceptance of gifts, gratuities, or favors. No employee shall knowingly solicit or accept, directly or indirectly, on behalf of himself or herself, any person living in the employee's household or a family member, for personal use or consumption, any gift including but not limited to any gratuity, service, favor, food, entertainment, lodging,

transportation, loan, loan guarantee or any other thing of monetary value, from any person or entity that:

a) Has or is seeking to obtain, contractual or business or financial relations with the University; and

b) Has interests that may be substantially affected by the performance or nonperformance of the employee.

Exceptions to the prohibition of gifts:

1) a gift with a non-business purpose motivated by a close personal relationship and not by the employee's position with the University;

2) informational materials in the form of books, articles, periodicals, other written materials, audiotapes, videotapes, or other forms of communications

3) sample merchandise, promotional items, and appreciation tokens, if they are routinely given to customers, suppliers or potential customers or suppliers in the ordinary course of business, including items distributed at tradeshow and professional meetings where vendors display and promote their services and products;

4) food, refreshments, foodstuffs, entertainment, or beverages provided as part of a meal or other event, including tradeshow and professional meetings, if the value of such items does not exceed fifty dollars (\$50.00) per occasion; provided

that the value of the gift may not be reduced in value by dividing the cost of the gift among two or more persons or entities. Rather, the measure is the value of the gift received by each individual person;

5) circumstances where refusal or reimbursement of the gift may be awkward and contrary to the larger interests of the University. In such circumstances, the employee is to use his or her best judgment, and disclose the gift including a description, estimated value, the person or entity providing the gift, and any explanation necessary within fourteen (14) days to their immediate supervisor;

6) food, refreshments, meals, foodstuffs, entertainment, beverages or intrastate travel expenses that are provided in connection with an event where the employee is a speaker or part of a panel discussion at a scheduled meeting of an established or recognized membership organization which has regular meetings;

7) participation in institution or foundation fundraising and public relations activities (i.e. golf tournaments and banquets), where persons or entities provide sponsorship; and

8) loans from established financial institutions made in the ordinary course of business on usual and customary terms, so long as there are no guarantees or collateral provided by any person from whom the employee would

normally be prohibited from accepting a gift.

v) Approval of transactions involving self or family members. No employee shall be the approver of a University transaction in which that employee or a family member of that employee benefits financially or in any other respect, such as by the reduction of an academic requirement. Any transactions in which the employee or a family member could benefit financially or otherwise must be approved by a person with higher authority than the employee at issue.

b) Inappropriate use of students or support staff- Employees shall ensure that the activities of students and support staff are not exploited for the benefit of any non-University related activity of the faculty or staff member. Disclosure and approval is required prior to assigning any non-institutionally related task (which is more than incidental or de minimus in nature) to a student or member of support staff.

c) Inappropriate use of State owned resources- Employees may not make significant use of University owned facilities, equipment, materials or other resources, not otherwise available to the public, in the course of activities which are not related to the University, without prior disclosure and approval.

d) Failure to disclose intellectual property- Under UM Policy 1607, persons affiliated with the University have a duty to disclose inventions or copyrightable works which may reasonably be expected to have commercial value and which have jointly or solely been developed or created during their affiliation with the University of Memphis. For more information about what must be disclosed to the

University pursuant to this policy, please see **UM Policy 1607**.

e) **Nepotism-** **Under UM Policy 1381**, no employees of the University who are relatives shall be placed within the same direct line of supervision whereby one relative is responsible for supervising the job performance of another relative. For more information about the Nepotism Policy, please see UM 1381.

Disclosure Requirements

A. Conflict of Interest Disclosure

Persons to whom this policy applies who believe that a conflict of interest may exist either for themselves or with respect to another person covered by this policy shall make a written disclosure of the facts and circumstances surrounding the situation. The Conflict of Interest Disclosure Form can be found at Appendix B. Disclosures shall be submitted to the Office of Legal Counsel and then referred to the University's Conflicts Review Committee for evaluation.

B. Annual Financial Interest Disclosure

In addition to the general disclosures, certain University officials and employees are required to file financial disclosure forms within one month of their initial appointment and annually in January. The Financial Interest Disclosure shall be filed with the Office of Legal Counsel after being reviewed by all of the employee's supervisors. The following persons are subject to this provision:

- 1) Coaches and Assistant Coaches;
- 2). Employees of the Athletic Department who are exempt from the provisions of the Fair Labor Standards Act

Conflicts Review Committee A Conflicts Review Committee is an advisory committee and resides under the President's Office. The primary members shall be representatives from the Office of Legal Counsel, Internal Audit and Business and Finance. Other areas of the University (such as Human Resources, Academic Affair,

Student Affairs, etc.) may be brought in to assist the committee to provide additional insight and expertise depending on the nature of the disclosure submitted. The committee's role will be to review actual and potential conflict of interest situations and submit recommendations to the President's Office regarding management or elimination of conflict of interest situations.

Review of Disclosures

All disclosures of actual or potential conflicts shall be referred to the University's Conflicts Review Committee. The Committee shall review the disclosure and shall render a decision regarding the issue(s) presented. Persons who are the subject of the disclosure under consideration by the Committee shall be given an opportunity to appear before the Committee before a final determination is made. The employee shall have seven (7) days after receiving notice of the disclosure to determine whether he/she will personally appear before the Committee.

Any disclosure which indicates an actual violation of law shall be forwarded to the President along with the Committee's findings. The President in consultation with the Office of Legal Counsel will determine the appropriate action(s) to be taken.

For any conflict which is not a violation of federal or state law, the Committee is permitted to make a determination that the conflict is de minimus and is permitted to continue; restrictions should be placed on the individual to manage the conflict; or that the person must eliminate the conflict. The Committee shall provide the employee its decision in writing.

Failure to observe the restrictions imposed as a result of the Committee's review of a conflict disclosure or a knowing failure to disclose a conflict of interest may result in disciplinary proceedings under University policies, up to and including termination.

Appeals

Decisions made by the Conflict Review Committee may be appealed within five days to the President of the University. Decisions of the President shall be final and binding.

Related Forms

Financial Interests Disclosure Form

<http://www.memphis.edu/legal/docs/financialinterestsdisclosureform.doc>

Conflict of Interest Disclosure Form

<http://www.memphis.edu/legal/docs/generalconflictofinterestdisclosureform.doc>

FAQs

What if I have a conflict that I have not disclosed?

You should disclose the actual or potential conflict as soon as possible. If the Committee determines that there exists a significant conflict then the employee's good faith effort to comply with this policy will be an important consideration.

What if I am not sure if I have a conflict?

If you are not sure whether a situation is a conflict, you should make a disclosure of the situation and allow the Committee to determine if a conflict exists. Remember, the mere appearance of a conflict of interest is enough to require disclosure.

Will the disclosures of conflicts be confidential?

Yes. Any disclosure will be kept strictly confidential unless otherwise required by law. However, should the Committee determine that a serious conflict exists, the Committee will require the conflict to be revealed to the extent necessary to resolve the conflict.

Am I required to disclose another employee's conflicts?

Yes. Non-disclosure of any known conflict would be a conflict of interest in itself in that University employees owe a duty to the University and must consider the University's best interest in all matters.

Whom do I contact with further questions?

You may contact the Office of Legal Counsel for The University of Memphis at (901) 678-2155, Administration 201, <http://www.memphis.edu/legal/>.

Links

**Faculty Authored
Educational Material UM
1669**

<http://policies.memphis.edu/UM1669.htm>

**Intellectual Property UM
1607**

<http://policies.memphis.edu/UM1607.htm>

**Ethics in Research and
Sponsored Programs UM
1451**

<http://policies.memphis.edu/UM1451.htm>

**Extra Compensation and
Outside Employment UM
1490**

<http://policies.memphis.edu/UM1490.htm>

**Equal Employment
Opportunity, Affirmative
Action, Discrimination and
Nepotism**

<http://policies.memphis.edu/UM1381.htm>

Revision Dates

UM1692 -- revised Aug 3, 2016
UM1692 -- revised Dec 18, 2009
UM1692 -- issued Mar 5, 2008 supercedes policy number
1:2A:11:05

Subject Areas:

Academic	Finance	General	Human Resources	Information Technology	Research	Student Affairs
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



3% Salary Pool Recommendations

June 6, 2017

- Three percent (3%) salary pool was approved by the Legislature and partially funded by State Appropriations
- Effective July 1, 2017
- For Higher Education, the salary pool is to be distributed at the discretion of each institution

Funding for 3% Salary Pool

Cost of 3% Salary Pool *	State Funding	UofM's share	Tuition Increase Needed
\$5,400,000	\$3,509,700	\$1,890,300	1.2%

* Cost of 3% Salary Pool includes associated benefit increases

History of Salary Increases



THE UNIVERSITY OF
MEMPHIS

Board of
Trustees

The University of Memphis History of Salary Increases		
Fiscal Year	Increase	Effective Date
2004	<i>none</i>	
2005	3% ATB + Oct \$70/yr service bonus <i>min</i> \$210	7/1-04; 10/1-04
	Merit/Equity Pools-Faculty & Staff 1%	1/1/2005
2006	3% ATB	7/1/2005
	Merit/Equity/Compression Pools-Faculty & Staff 2%	1/1/2006
2007	2% ATB + One time Oct Bonus \$350 (min 3 years)	7/1-06; 10/06
2008	3% ATB	7/1/2007
	Merit Pool Faculty & Staff 2%	1/1/2008
2009	One-time Oct Bonus \$400 (min 3 years)	10/2008
	Add'l Law School Adjustments	09/2008
2010	<i>none</i>	
2011	<i>none</i>	
2012	3% ATB (min \$750)	7/1/2011
	One time Oct Bonus \$1000 (min 2 years)	10/2011
2013	2.5% ATB (<i>min</i> \$750)	7/1/2012
2014	1.5% ATB (<i>min</i> \$250)	7/1/2013
2015	<i>none</i>	
2016	2.0% ATB	7/1/2015
2017	One time Oct Bonus \$750 (min 1 year)	10/2016
<i>ATB=across-the-board</i> <i>excludes promotions, reclassifications, & other individual adjustments</i>		

3% Salary Pool Distribution & Effective Date



Board of Trustees

Distribution:

- 2% across-the-board (ATB) with 1% merit pool for **Tenured & Tenured Track Faculty**
 - Merit methodology to be determined by each Dean
- 3% ATB for **Non-Tenured Faculty & Adjunct Faculty**
- 3% ATB for **Staff (excludes temporary employees)**

Effective Date:

- July 1, 2017

Service Date Eligibility:

- **Staff:** Hired on or before 12/31/2016 and continuously employed until the date of payment
- **Faculty:** Hired on or before the 2017 spring semester and continuously employed until the date of payment

Questions/Comments

**FY2018-19 Proposed Budget
and
FY2017-18 Estimated Budget**

Executive Summary

The **Proposed Budget** is prepared in the spring for implementation each fiscal year on July 1. This budget is based on the level of state funds recommended in the Governor’s proposed budget, as well as early estimates of factors such as enrollment projections, proposed tuition increases and research activities. This budget is considered the University’s base (recurring) budget and is a balanced budget (revenues = expenditures). The **Proposed Budget** is submitted to the Board for approval prior to the start of the subsequent fiscal year.

The FY19 Proposed Budget was prepared with the following assumptions:

- State Appropriations as recommended in the Governor’s Budget
- 0% tuition increase
- Flat enrollment based on FY2018 enrollment levels
- 2.5% salary pool & associated benefit increases
- 5% Residence Life rate increase
- Reclassification of Bad Debt expenses now being reflected as a contra-revenue
- Incorporated anticipated increases in Athletic ticket sales and donations for FY19

The University of Memphis FY2019 proposed budget revenues total \$516.1M. This total reflects revenue increases of \$17M from the FY2018 proposed budget.

Total Revenues by Fund Type

Proposed Budget Revenues (Millions)	2018	2019	Change	%
Educational & General (E&G)	\$362.2	\$375.3	\$13.1	3.6%
Auxiliary Units	\$26.5	\$26.5	\$0.0	0.0%
Total FY18 Proposed Unrestricted Budget	\$388.7	\$401.8	\$13.1	3.4%
Restricted (Gifts, Grants & Contracts)	\$110.4	\$114.3	\$3.9	3.5%
Total Proposed Unrestricted & Restricted Budget	\$499.1	\$516.1	\$17.0	3.4%

* E&G revenues include Athletics

Restricted Budget includes \$71M in Financial Aid (primarily Hope & Pell)

Unrestricted E&G Revenues

Unrestricted Education and General funds (E&G) support the core operations of the university: instruction, research, public service, academic support, student services, institutional support, facilities operations, maintenance, scholarships, and fellowships. These operations are funded primarily through tuition, student fees, state appropriations, and other sources including gifts, grants and contracts, sales and services, and other miscellaneous revenues.

The E&G revenue increase is a result of:

- \$5.9M FY19 State appropriation increase
- \$1.7M FY18 State appropriation increase for TCRS rate change
- \$4.5M Anticipated increases in Athletic tickets & donations
- \$1.1M Increase in Academic fees revenue

Following is a detail of the FY2019 state appropriation allocation for the University of Memphis:

FY2019 State Appropriations

<u>FY2019 Recurring State Appropriations</u>	
State Appropriation - Operating Increase	3,095,500
State share - 2.5% Salary Pool	3,055,300
Funding for Health Insurance Increases	530,800
Outcomes Formula Adjustment	(768,900)
FY19 Net Recurring State Appropriation amount	\$ 5,912,700
<u>Capital Maintenance - One Time State Appropriations</u>	
Campus-Wide Building Envelope Repairs	3,500,000
Campus-Wide Boilers and Hot Water Pipes Repair	4,510,000
Student Recreation Center Re-Roof and Repairs	3,500,000
Student Recreation Center HVAC and Pool Repairs	3,500,000
Total One Time State Appropriations	\$ 15,010,000

The proposed expenditure budget reflects E&G revenue growth as follows:

- \$ 4.6M 2.5% Salary Pool prorated across functions based on salary distribution
- \$.5M Health Insurance increase
- \$ 1.7M Increase in benefits due to TCRS rate increase
- \$ 4.5M Increase in Athletics recurring operations
- \$ 1.1M Increases in Academic instructional support
- \$.7M Strategic Investment funds

Regarding strategic investment funds, the University community participated in a robust budget development process in the spring to identify critical needs and investment opportunities to further the University’s mission. The governance structure of the new Strategic Resource Investment (SRI) budget model ensured university wide collaboration, transparency and alignment of resources with strategic initiatives and priorities. At this point, no allocation decisions have been made regarding the investment of these funds.

Auxiliaries & Restricted

Auxiliaries are self-supporting enterprises, which furnish services to students, faculty, and staff such as housing, bookstore, parking and food services. The auxiliary budget reflects an anticipated 5% housing rate increase and the reclassification of bad debt expenses to a contra-revenue.

Restricted funds must be used in accordance with purposes established by an external party, primarily grants, contracts, gift funds and endowments. The restricted budget increase is related to an increase in Pell award amounts, new summer Pell awards and anticipated grant & contract activities.

Estimated (Final) Budget

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

The FY2018 estimated operating budget reflects changes that have occurred since the revised budget in the fall. Estimated total revenues are \$510.9M, a .5% increase over the revised budget

Total Revenues by Fund Type

FY2018 Revenues (Millions)	Revised Budget	Estimated Budget	Change	%
Educational & General (E&G)	\$370.3	\$372.3	\$2.0	0.5%
Auxiliary Units	\$26.0	\$25.6	(\$0.4)	(1.5%)
Total FY18 Proposed Unrestricted Budget	\$396.3	\$397.9	\$1.6	0.4%
Restricted (Gifts, Grants & Contracts)	\$112.0	\$112.97	\$1.0	0.9%
Total Proposed Unrestricted & Restricted Budget	\$508.3	\$510.9	\$2.6	0.5%

*E&G Budget includes revenue activities such as Athletics

Restricted Budget includes approximately \$69M in Financial Aid (Hope & Pell)

Educational and General (E&G) revenue increase is primarily a result of one-time activities in Conference & Institutes, Campus Internship Programs, UofM Foundation support to campus departments, as well as a change in employee awards no longer being processed at Foundation but through the University system. Auxiliary revenue decline is due to the reclassification of bad debt expenses to be reflected as a contra-revenue and housing revenues adjusted based on actuals. The increase to restricted revenues was due to new Summer Pell awards and increased Grants/Restricted activity based on year to date actuals.

Proposed 2018-19 Operating Budget

University of Memphis
FY18 & FY19 Revenue and Expenditures
Proposed Budget

	Proposed FY2018	Proposed FY2019	Change	
			Amount	%
Revenues				
Educational & General				
Tuition and Fees	\$ 200,285,800	\$ 201,369,700	\$ 1,083,900	0.5%
State Appropriations	109,037,700	116,674,900	7,637,200	7.0%
Unrestricted Gifts, Grants & Contracts	22,978,600	23,348,600	370,000	1.6%
Sales and Services/Other	29,905,600	33,933,900	4,028,300	13.5%
Total Educational & General	\$ 362,207,700	\$ 375,327,100	\$ 13,119,400	3.6%
Auxiliary	\$ 26,496,500	\$ 26,476,300	\$ (20,200)	-0.1%
Restricted	110,423,200	114,344,300	3,921,100	3.6%
Total Revenues	\$ 499,127,400	\$ 516,147,700	\$ 17,020,300	3.4%
Expenditures and Transfers				
Educational & General				
Instruction	\$ 161,434,400	\$ 165,334,700	\$ 3,900,300	2.4%
Research	13,787,000	13,819,400	32,400	0.2%
Public Service	6,051,600	5,114,400	(937,200)	-15.5%
Academic Support	30,972,800	32,002,300	1,029,500	3.3%
Student Services	57,136,200	53,953,000	(3,183,200)	-5.6%
Institutional Support	29,041,500	29,744,600	703,100	2.4%
Operation & Maintenance	35,937,300	36,909,300	972,000	2.7%
Scholarships and Fellowships	17,873,400	27,592,400	9,719,000	54.4%
Transfers	9,973,500	10,857,000	883,500	8.9%
Total Educational & General	\$ 362,207,700	\$ 375,327,100	\$ 13,119,400	3.6%
Auxiliary*	\$ 26,496,500	\$ 26,476,300	\$ (20,200)	-0.1%
Restricted	110,423,200	114,344,300	3,921,100	3.6%
Total Expenditures and Transfers	\$ 499,127,400	\$ 516,147,700	\$ 17,020,300	3.4%

University of Memphis
Recap of Proposed Revenue & Expenditure Changes

Revenue Change from FY18 Proposed to FY19 Proposed Budget

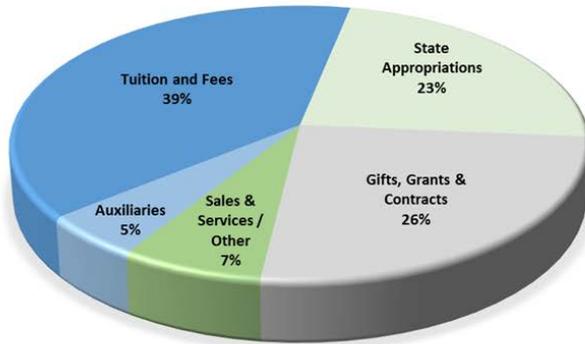
Tuition and Fees	1,083,900	Increase is net of declines in TN eCampus online revenue, Summer School enrollment growth, increases in Academic Online and course fee revenues, and the reclassification of bad debt expenses to a contra-revenue
State Appropriations	7,637,200	FY19 State Appropriation Increase for operations, 2.5% salary pool & health insurance increases and FY18 adjustment for TCRS retirement rate increase
Unrestricted Gifts, Grants & Contracts	370,000	Net of Athletic gifts/donations and changes in the Center Research Educational Policy (CREP) funding model
Sales and Services/Other	4,028,300	Anticipated FY19 increases in Athletic ticket sales and FY18 increases in Football ticket sales and Athletic conference revenues
Auxiliary	(20,200)	Net change of a 5% Housing rate increase for FY19 and FY18 Housing revenues adjusted based on actual occupancy, decreases in parking and copier vending revenues, and the reclassification of bad debt expenses to a contra-revenue
Restricted Grants and Contracts	3,921,100	Grant revenue increased due to 2.5% salary pool & associated benefits, Summer Pell grant awards, increase in FY19 Pell award amounts and anticipated increases in Grants/Restricted activities
Total Revenue Change	\$ 17,020,300	

Expenditure Change from FY18 Proposed to FY19 Proposed Budget

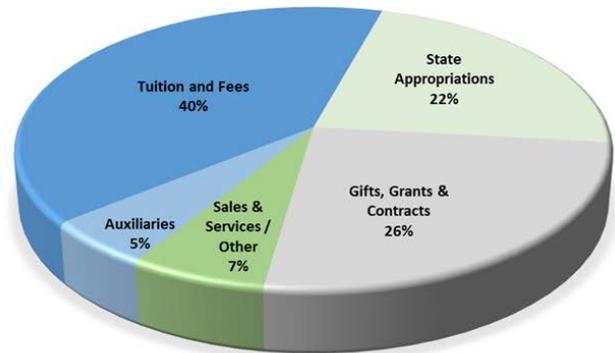
Instruction	3,900,300	Distribution of the 2.5% Salary Pool & benefit increases, FY18 allocations for new faculty positions and instructional support as well as unallocated strategic investment funds
Research	32,400	Distribution of the 2.5% Salary Pool & benefit increases
Public Service	(937,200)	Net of distribution of 2.5% Salary Pool/benefit increases and funding model change for CREP operations
Academic Support	1,029,500	Distribution of the 2.5% Salary Pool & benefit increases, budget allocations for UM Global Support Services and Advising services
Student Services	(3,183,200)	Net decrease is due to reclassification of Athletic Scholarships previously reported in Student Services based on guidelines from the State, distribution of the 2.5% Salary Pool & benefit increases, budget allocations for Career Services Redesign and increases in Athletic operations based on associated revenues increases
Institutional Support	703,100	Distribution of the 2.5% Salary Pool & benefit increases, budget allocation for ITS Network campus upgrade, allocations for positions relating to governance independence, and the reclassification of bad debt expenses to a contra-revenue
Operation & Maintenance	972,000	Distribution of the 2.5% Salary Pool & benefit increases, facility operations and utility increases, budget allocations for Police Services and allocations for Campus Planning Design due to governance independence
Scholarships and Fellowships	9,719,000	Reclassification of Athletic Scholarships previously reported in Student Services based on guidelines from the State and budget allocations for new scholarship programs.
Transfers	883,500	Increase is the net impact of establishing the Football Practice Facility Debt transfer and slight decreases in Facility fee and Debt Service fee revenues
Auxiliary	(20,200)	Net change of anticipated 5% housing rate increase, the reclassification of bad debt expenses to a contra-revenue and decreases in parking and copier vending operations
Restricted Grants and Contracts	3,921,100	2.5% salary pool and benefit increases, increase in FY19 Pell awards, new Summer Pell awards and anticipated increase in grants/restricted activities
Total Expenditure Change	\$ 17,020,300	

The FY19 Proposed Budget is balanced and within available resources. The primary revenue change for FY19 is the increase in state appropriations. All other revenues remain fairly consistent.

FY 2019 Proposed Unrestricted and Restricted Revenue
Total \$516.1 M

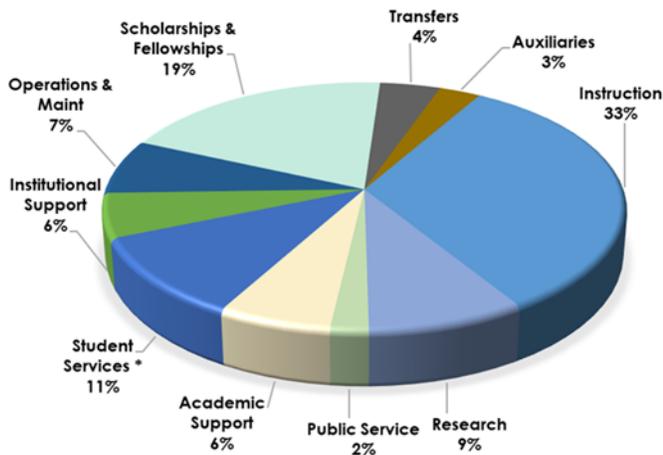


FY 2018 Proposed Unrestricted and Restricted Revenue
Total \$499.1 M

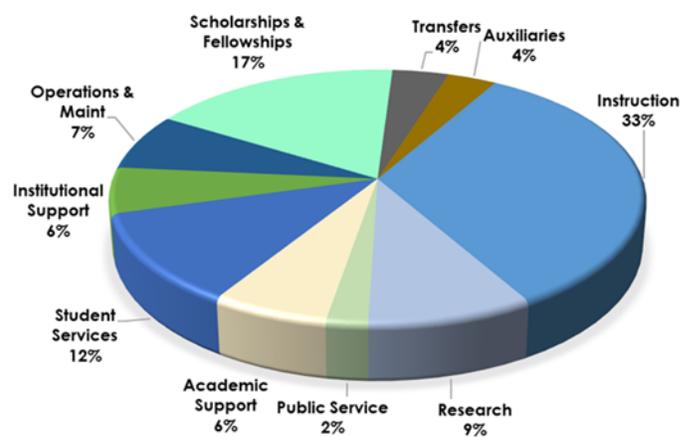


Expenditures are budgeted across the eight functional areas shown in the two charts below. Spending by function remains consistent with the main differences being in Student Services and Scholarships. This is due to a reclassification of Athletic Scholarships previously reported in Student Services and now will be reported in the Scholarship function based on guidelines from the State, budget allocations for new scholarship programs, new Summer Pell awards and increases in Pell award amounts.

FY 2019 Proposed Unrestricted and Restricted Expenses
Total \$516.1 M



FY 2018 Proposed Unrestricted and Restricted Expenses
Total \$499.1 M



* Athletics is included in Student Services function

Estimated (Final)
2017-18
Operating Budget

University of Memphis
 Revenue and Expenditures **Revised FY18** to **Estimated FY18 Budget**

	Revised FY2018	Estimated FY2018	Variance	
			Amount	%
Revenues				
Educational & General				
Tuition and Fees	\$ 203,267,800	\$ 201,209,600	\$ (2,058,200)	-1.0%
State Appropriations	110,762,200	110,762,200	-	0.0%
Unrestricted Gifts, Grants & Contracts	22,845,000	26,595,300	3,750,300	16.4%
Sales and Services	33,407,600	33,737,000	329,400	1.0%
Total Educational & General	\$ 370,282,600	\$ 372,304,100	\$ 2,021,500	0.5%
Auxiliary	\$ 26,016,700	\$ 25,586,500	\$ (430,200)	-1.7%
Restricted	112,016,200	112,978,800	962,600	0.9%
Total Revenues	\$ 508,315,500	\$ 510,869,400	\$ 2,553,900	0.5%
Expenditures and Transfers				
Educational & General				
Instruction	\$ 178,199,600	\$ 160,942,000	\$ (17,257,600)	-9.7%
Research	29,266,600	34,063,100	4,796,500	16.4%
Public Service	7,124,500	8,051,800	927,300	13.0%
Academic Support	34,288,700	33,451,900	(836,800)	-2.4%
Student Services	61,760,300	65,184,700	3,424,400	5.5%
Institutional Support	32,327,100	31,197,200	(1,129,900)	-3.5%
Operation & Maintenance	37,887,600	37,127,500	(760,100)	-2.0%
Scholarships and Fellowships	27,413,300	26,915,100	(498,200)	-1.8%
Transfers	(15,819,100)	(4,073,800)	11,745,300	-74.2%
Total Educational & General	\$ 392,448,600	\$ 392,859,500	\$ 410,900	0.1%
Auxiliary	\$ 26,016,700	\$ 27,138,400	\$ 1,121,700	4.3%
Restricted	112,016,200	112,978,800	962,600	0.9%
Total Expenditures and Transfers	\$ 530,481,500	\$ 532,976,700	\$ 2,495,200	0.5%

Note: The Revised and Estimated budget includes prior year carry forward balances

University of Memphis
Recap of Revised to Estimated Budget Revenue & Expenditure Changes

Revenue Change from FY18 Revised to FY18 Estimated Budget

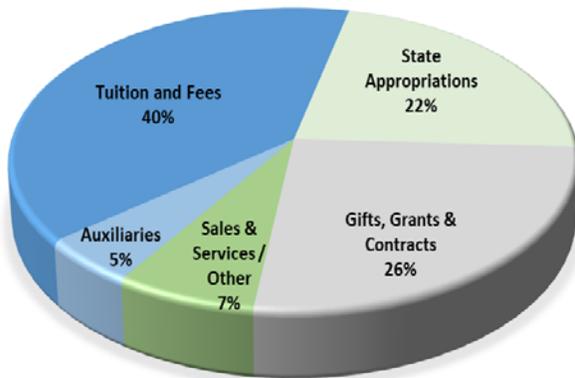
Tuition and Fees	(2,058,200)	Declines in TN eCampus online revenue & Spring tuition revenues, UM Global pilot tuition rate reduction, and the reclassification of bad debt expenses to a contra-revenue
Unrestricted Gifts, Grants & Contracts	3,750,300	Net change of UM Foundation support to campus departments, Center Research Educational Policy (CREP) funding model change, as well as a change in employee awards previously processed at University of Memphis Foundation
Sales and Services	329,400	Net change from activities in Conference & Institutes, Campus Internship Programs and International Exchange Programs budgeted in the later half of the year, and reclassification of bad debt as a contra-revenue
Auxiliary	(430,200)	Housing revenue adjusted based on FY18 actuals and the reclassification of bad debt expenses to a contra-revenue
Restricted Grants and Contracts	962,600	Increase is due to Summer Pell awards and estimated increase in grants/restricted activity based on year to date actuals
Total Revenue Change	2,553,900	

Expenditure Change from FY18 Revised to FY18 Estimated Budget

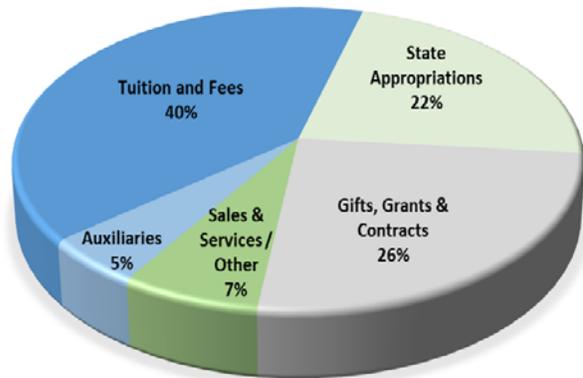
Instruction	(17,257,600)	Net of budget allocations distributed after the Revised budget, benefit shifts based on staffing levels and transfer of anticipated available year-end central funds to non-current Plant funds for future year strategic investments
Research	4,796,500	Budget allocations for research initiatives, GA stipend and waiver allocations from Instruction, faculty grant salary splits, one-time cost shares and startup commitments
Public Service	927,300	Budget redistributions after Revised Budget for Center of Excellence MD2k activities, Confucius Institute Grant Residual Balances, and Cost Shares set up for Grant Awards
Academic Support	(836,800)	Nursing TN eCampus online fees reallocated to Instruction for adjunct Faculty in Spring and Summer, benefit shifts based on staffing level and Academic Affairs central funds transferred to non current Plant funds for future year strategic investments
Student Services	3,424,400	Primarily contingency funds for Student Services function and benefit shifts based on staffing levels
Institutional Support	(1,129,900)	Decrease is primarily the reclassification of bad debt expenses to a contra-revenue and benefit shifts based on staffing levels
Operation & Maintenance	(760,100)	Transfer of utility savings to plant funds for Performance Contract Debt and Utility Fluctuation / Energy Conservation reserve
Scholarships and Fellowships	(498,200)	Adjusted Scholarships to projected award levels
Transfers	11,745,300	Transfer of anticipated available year end central funds to non current plant funds for future year strategic investments
Auxiliary	1,121,700	Net of the University Service Court funding for ITS Network Project and the reclassification of bad debt to a contra-revenue
Restricted Grants and Contracts	962,600	Estimated increase in grants/restricted activity based on year to date actuals and new summer Pell awards
Total Expenditure Change	2,495,200	

The FY2018 Estimated budgets are within available resources and comply with all applicable policies and guidelines. This budget includes all resources available including current year revenues as well as one-time activities and resources available from prior year operations. Although these funds are available, we do not anticipate that all resources will be spent in the current fiscal year.

FY 2018 Estimated Unrestricted and Restricted Revenues
Total \$510.8 M

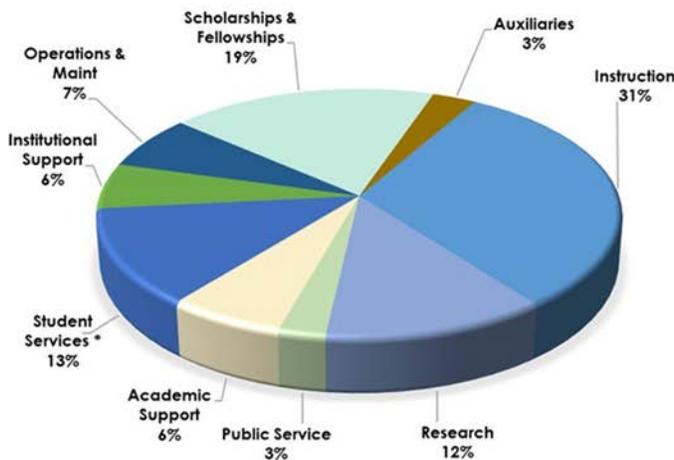


FY 2018 Revised Unrestricted and Restricted Revenues
Total \$508.3 M

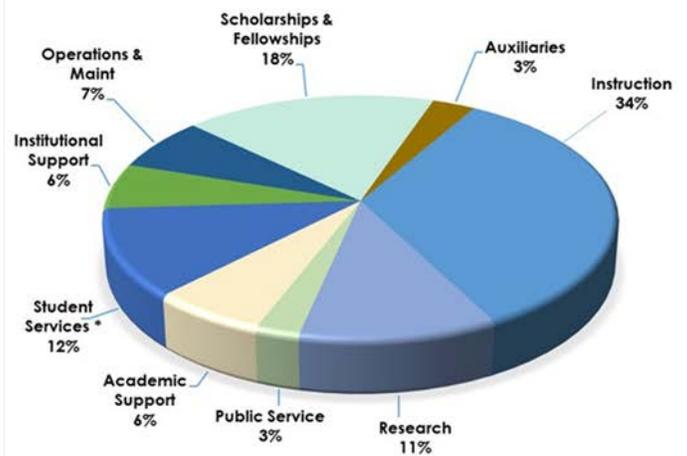


In the Estimated budget, spending by function remains consistent with the main differences being in Departmental allocation shifts between Instruction and Research, increases in Athletics operations due to post season activities and new summer Pell awards.

FY 2018 Estimated Unrestricted and Restricted Expenses
Total \$533.0 M



FY 2018 Revised Unrestricted and Restricted Expenses
Total \$530.5 M



* Athletics is included in Student Services function

A blue-tinted photograph of three graduates in caps and gowns standing in front of a building with columns. The graduates are smiling and looking towards the camera. The image is overlaid with a blue gradient and a grid pattern on the left side.

*Academic, Research, and Student Success
Committee Meeting*

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

June 6, 2018
University Center



JUNE 2018

Non-Substantive Proposal Revisions

- Doctor of Liberal Studies
- Bachelor of Science in Commercial Aviation
- Master of Science in Biostatistics

Minor revisions of course descriptions and student assessments

New Academic Program Proposals

Need for Doctorate of Physical Therapy (DPT)

19,025 students applied to 214 doctoral physical therapy (DPT) programs nationwide in 2016

- Strong interest demonstrated by 560 applicants for an average of 46 available slots
- Large % of students not accepted into programs due to Lack of Space

Doctor of Physical Therapy

DPT proposed program located on the UofM Lambuth campus

- Few DPT programs within the Mid-South region located in or serve rural locations like greater Jackson, Tennessee area



Doctor of Physical Therapy

Goal to provide advanced training in the science and practice of Physical Therapy

- CNN Money ranked Physical Therapy Directors as #23 of the 100 “Best Jobs in America” in 2015
- National job placement rates >90%
- Expected to enroll 40 students in each cohort totaling \$2.45 million net revenue by 2025



Need for a Doctorate of Social Work

- Shortage of professionals holding both doctorate and Master of Social Work
- Four-fold increase in number of BSW and MSW programs since 1970 (Berzoff & Drisko), making it difficult to fill faculty lines
- Field suffers from a practice-research divide
- More practitioner-scholars needed to move the quality of practice forward (Berzoff & Drisko, 2015)



Doctor of Social Work

Mission: To prepare practitioner-scholars who can generate new social work knowledge and respond to increasingly complex practice environments

- Supervision, teaching, management, and data-driven decision-making



Need for Master of Science in Engineering Management

Bragging rights for Memphis:

- More experienced logistics workers per capita than any other top 100 US city
- One of the best cities for global trade and logistics
- Ranks 26 out of 100 US cities for value of products exported

Need for Master of Science in Engineering Management

- Transportation Operations was identified as a Top 10 under-supplied career path
- Engineering manager jobs expected to grow 10% by 2026 with an annual wage of \$134,730
- The Brookings Institution highlighted Memphis as a center for infrastructure and jobs in transportation and logistics

Master of Science in Engineering Management

- Collaboration between the Herff College of Engineering and with the Fogelman College of Business
- Often described as the MBA for engineers
- UofM would be the only comprehensive public institution west of Nashville to offer this program

Master of Science in Engineering Management

- Fully online targeting employed engineers
- Tuition often paid by employers/employees (scholarships not needed)
- Designed to serve the needs of both students and the local industry
 - Management in Transportation
 - Management in Manufacturing

The University of Memphis Board of Trustees
Agenda Item No. 9

Date: March 17, 2017

Division/Department: Academic Affairs

Item: **Approval of DNP and PhD in Nursing**

Recommendation: Approval

Presented By: Dr. Karen Weddle-West, Provost, or Dr. Jasbir Dhaliwal, Vice Provost (Academic) & Dean, Graduate School

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process, Attachment B (A1.0), and A1:1: New Academic Programs.

These proposals have been considered and approved by the Loewenberg College of Nursing faculty and Dean. Subsequently, the proposals were considered and approved by the University Council for Graduate Studies, which is the highest governing body that has representation across all colleges and schools. The proposals were also considered and approved by the Provost and President of the University.

The DNP addresses the need for developing nurse leaders in practice who are innovative and evidence-based, reflecting the application of credible research findings. The DNP program will provide students with advanced knowledge and skills in theoretical constructs for advanced nursing practice, health statistics for clinical practice and leadership, science and methods for healthcare improvement, healthcare policy and economics, organizational healthcare leadership, and complex healthcare management for diverse populations. The primary goal of the DNP program will be to provide advanced knowledge and immersed leadership practice to nurses who are dedicated to providing evidence-based, high-quality care to improve health outcomes for patients, families, and populations, to transform health care, and to reduce healthcare costs. Full program proposal follows in Appendix C.

The PhD program will increase our capacity to educate nurses who are so critically needed to meet the regional and national agenda for a cost effective, transformed health care system, as well as to ease the severe shortage of nursing faculty. Using an interdisciplinary approach, graduates' research will focus on reducing health disparities, increasing the years of quality life, providing leadership to improve the safety and quality of health care systems, and educating future nurses. Graduates of the PhD program in nursing will be prepared to conduct rigorous nursing and interdisciplinary research, generate new knowledge that guides nursing practice to promote health, reduce health disparities, and improve the

years of quality life. Imperatively, graduates of the PhD Program will be prepared as academicians to educate future nurses, leader and nursing scientists. Full program proposal follows in Appendix D.

MOTION: I move that the Board of Trustees approve the DNP and PhD in Nursing proposals, which will be submitted to the Tennessee Higher Education Commission for approval.



Ph.D. in Urban Affairs

*Academic, Research and
Student Success Committee*

Dr. Darrel Ray

March 7, 2018
University Center

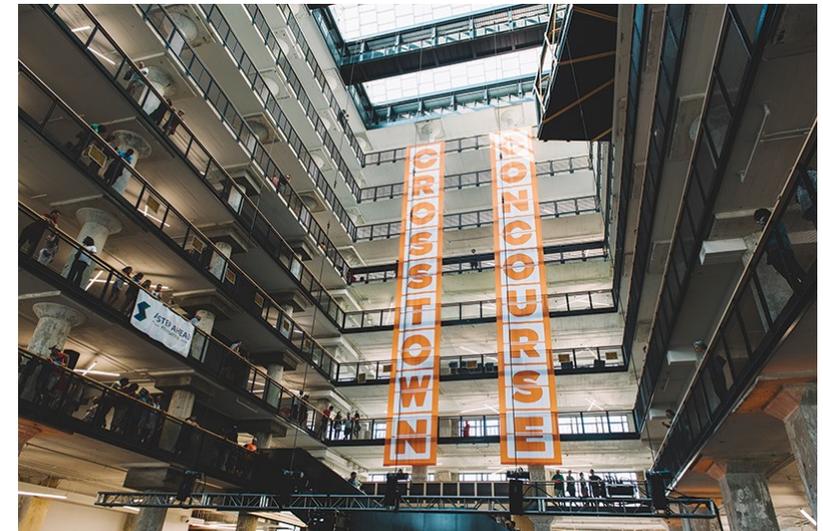
Ph.D. in Urban Affairs

- Interdisciplinary program in School of Urban Affairs and Public Policy (SUAPP) including City and Regional Planning, Social Work, Public and Nonprofit Administration, Criminology and Criminal Justice, along with Political Science, Anthropology, and Sociology



Ph.D. in Urban Affairs

- Prepare leaders for public and nonprofit organizations to solve urban problems via a community-engaged approach
- Prepare scholars with advanced knowledge:
 - Interdisciplinary methodologies to conduct research, large-scale program evaluation, and to assess public policy effectiveness targeting socioeconomic challenges in Memphis and other urban settings
 - Professional competence to develop more sophisticated, evidence-based research methods, and to pursue career advancement



Recommendation to the Board of Trustees

The University of Memphis Board of Trustees

Recommendation

Date: March 7, 2018

Committee: Governance and Finance Committee

Topic: Folds of Honor Scholarship

Presented by: M. David Rudd, President

Background:

Folds of Honor is an organization whose mission it is to provide educational scholarships to spouses and children of America's fallen and disabled service-members. Scholarships are used to subsidize the costs of tuition, school books, fees, on-campus room and board, approved educational tutoring, and other approved educational expenses that a student's school may deem appropriate.

Folds of Honor will provide scholarships for family members of those killed in action in Afghanistan and Iraq.

Recommendation:

The Governance and Finance Committee recommends that the University accepts funds from the Folds of Honor Foundation for scholarships for family members of those killed in action in Afghanistan and Iraq as payment in full for Tennessee students.

The University of Memphis Board of Trustees
Agenda Item

Date: October 4, 2017

Committee: **Academics, Research, & Student Success Committee**

Item: **Approval of New Academic Programs**
i. Bachelor of Arts in Creative Mass Media
ii. PhD in Counselor Education and Supervision

Recommendation: Approval

Presented by:

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

Background:

Among the powers given to the Board of Trustees by the FOCUS Act is the power "to prescribe curricula and requirements for diplomas and degrees." The University of Memphis has the authority to create new courses, terminate existing courses, determine course content or design, and carry out less extensive curriculum revisions. The Tennessee Higher Education Commission (THEC) must review and approve new academic programs, off-campus extensions of existing academic programs, new academic units (divisions, colleges, and schools), and new instructional locations as specified in THEC Policy No. A1:0: New Academic Programs - Approval Process and A1:1: New Academic Programs.

i. Bachelor of Arts in Creative Mass Media

The Department of Journalism and Strategic Media in the College of Communication and Fine Art at the University of Memphis proposes to offer a Bachelor of Arts in Creative Mass Media. This program teaches students creative practices in mass media, and the tools needed to research and develop multimedia communications. It teaches innovation in the ways the media communicate messages. The program represents a blend of the three existing majors in the Department of Journalism and Strategic Media (Advertising, Journalism, and Public Relations). It also requires students take three classes from the Department of Art and includes the cross-listing of several courses taught in Journalism and Strategic Media and in Art.

ii. PhD in Counselor Education and Supervision

The proposed modification of the Ed.D. in Counseling & Personnel Services to create a Ph.D. in Counselor Education and Supervision specifically addresses the missions of both the University and the Department of CEPR, as well as following the trends of the counseling profession in general, by transitioning towards a greater emphasis on research and scholarship in the doctoral program. The proposed degree also offers the CEPR department an opportunity to strengthen the University of Memphis by participating in interdisciplinary collaboration with the Department of Leadership in order to more fully comply with the Council for Accreditation of Counseling and Related Educational Programs (CACREP) 2016 accreditation standards, which focus on the importance of teaching leadership in doctoral counseling programs.

These proposals have been considered and approved by the respective College or School faculty and Deans. Subsequently, the proposals were considered and approved by the University Council for Graduate Studies and Undergraduate Studies, which are the highest governing bodies that has representation across all colleges and schools. The proposals were also considered and approved by the Provost and President of the University.

Committee Recommendation:

The Academic, Research, & Student Success Committee met on October 4, 2017 and recommended approval of the Bachelor of Arts in Creative Mass Media and the PhD in Counselor Education and Supervision, which will be submitted to the Tennessee Higher Education Commission for approval.

President's Update

Board of Trustees

M. David Rudd

September 5, 2018

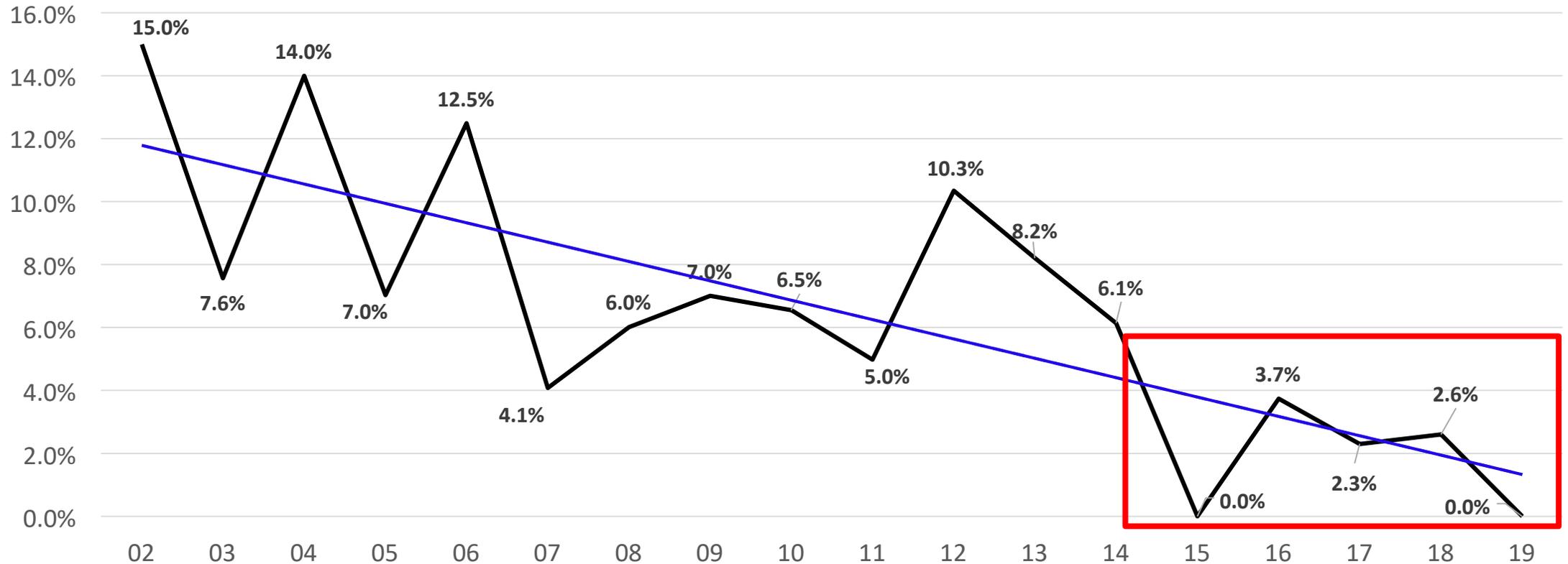
University Center



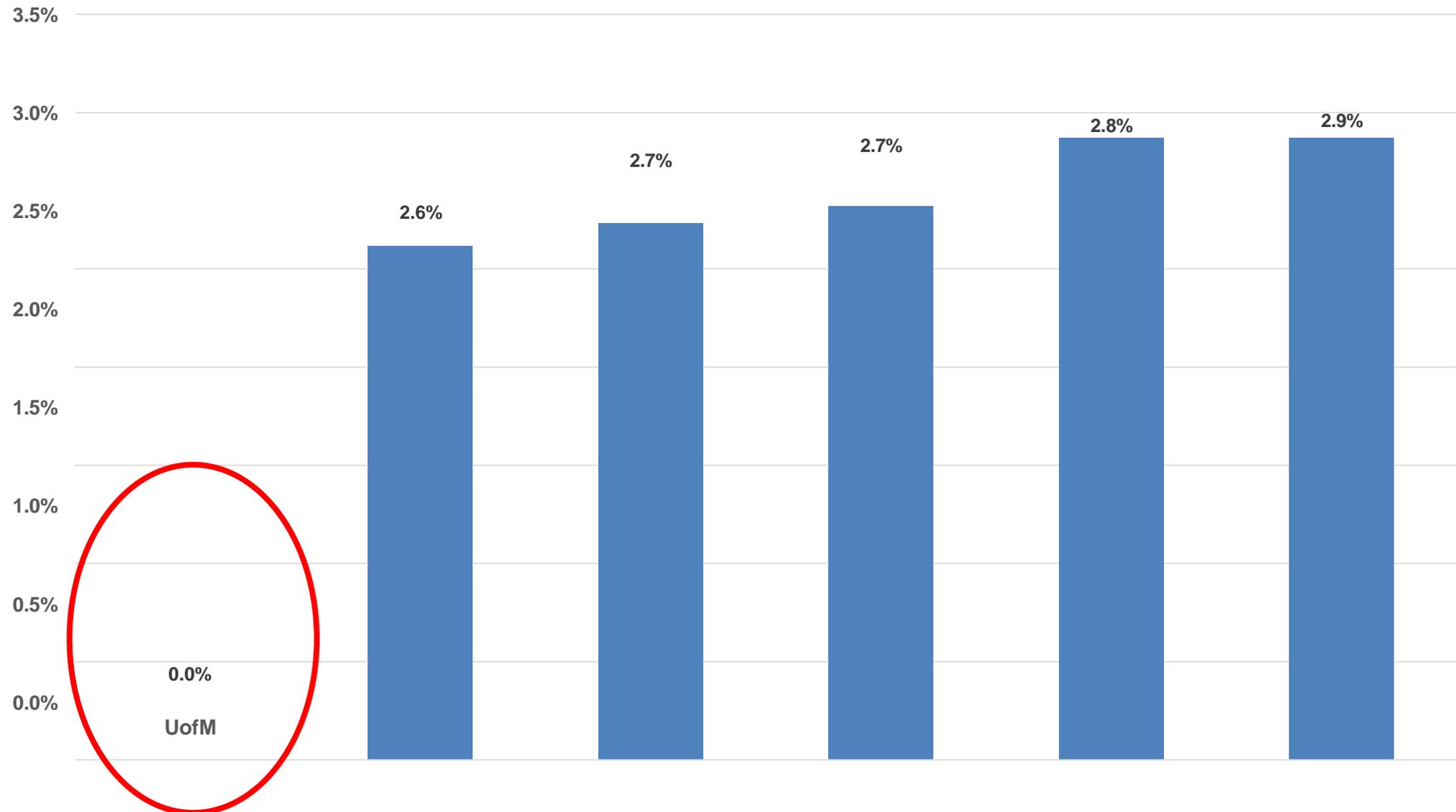
SEPTEMBER 2018

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

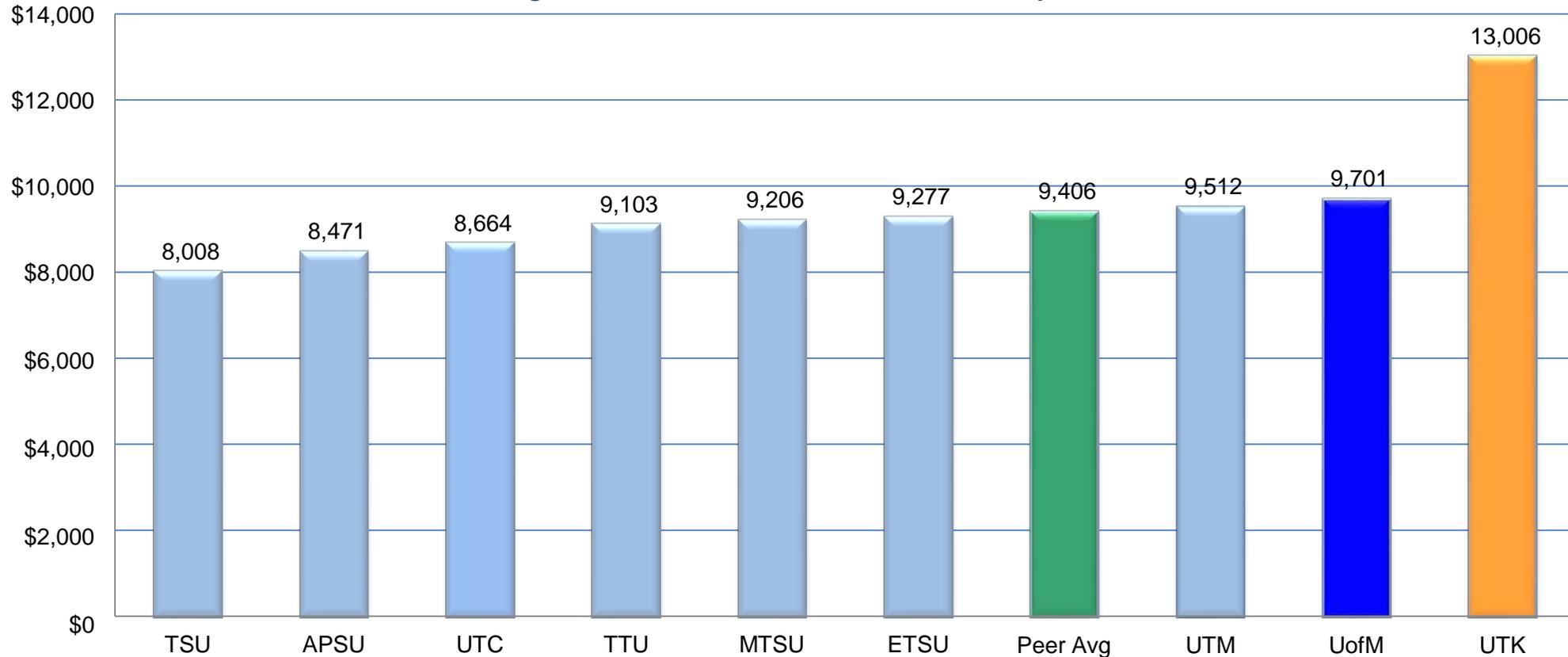


UofM In State Rate Comparison to Tennessee Peers



Board of Trustees

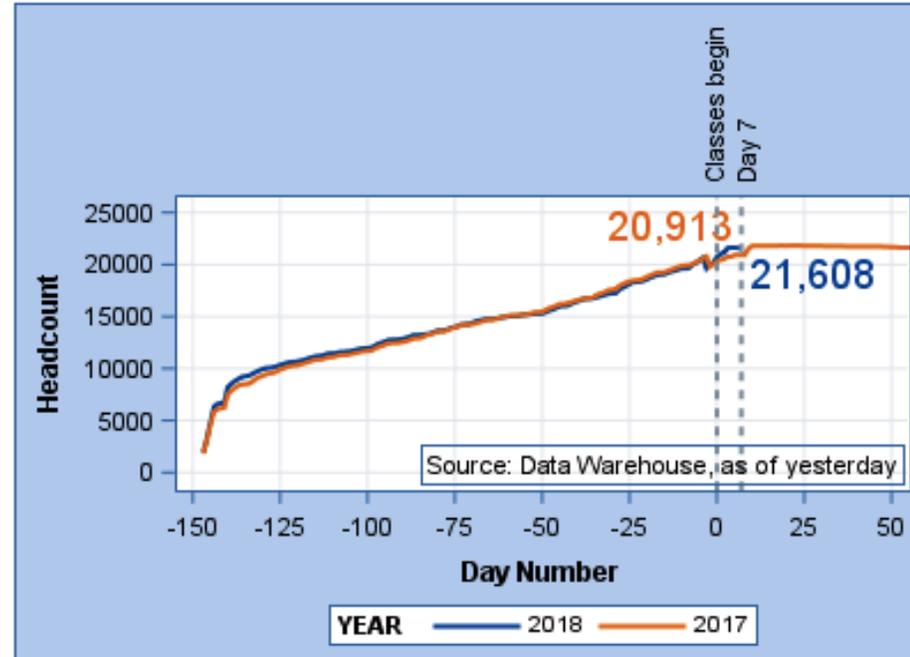
FY19 Fall 2018 - Spring 2019
Undergraduate Maintenance & Mandatory Fees



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

Source of data: August 2018 from universities' websites

Fall 2018 Daily Enrollment as of Day 7



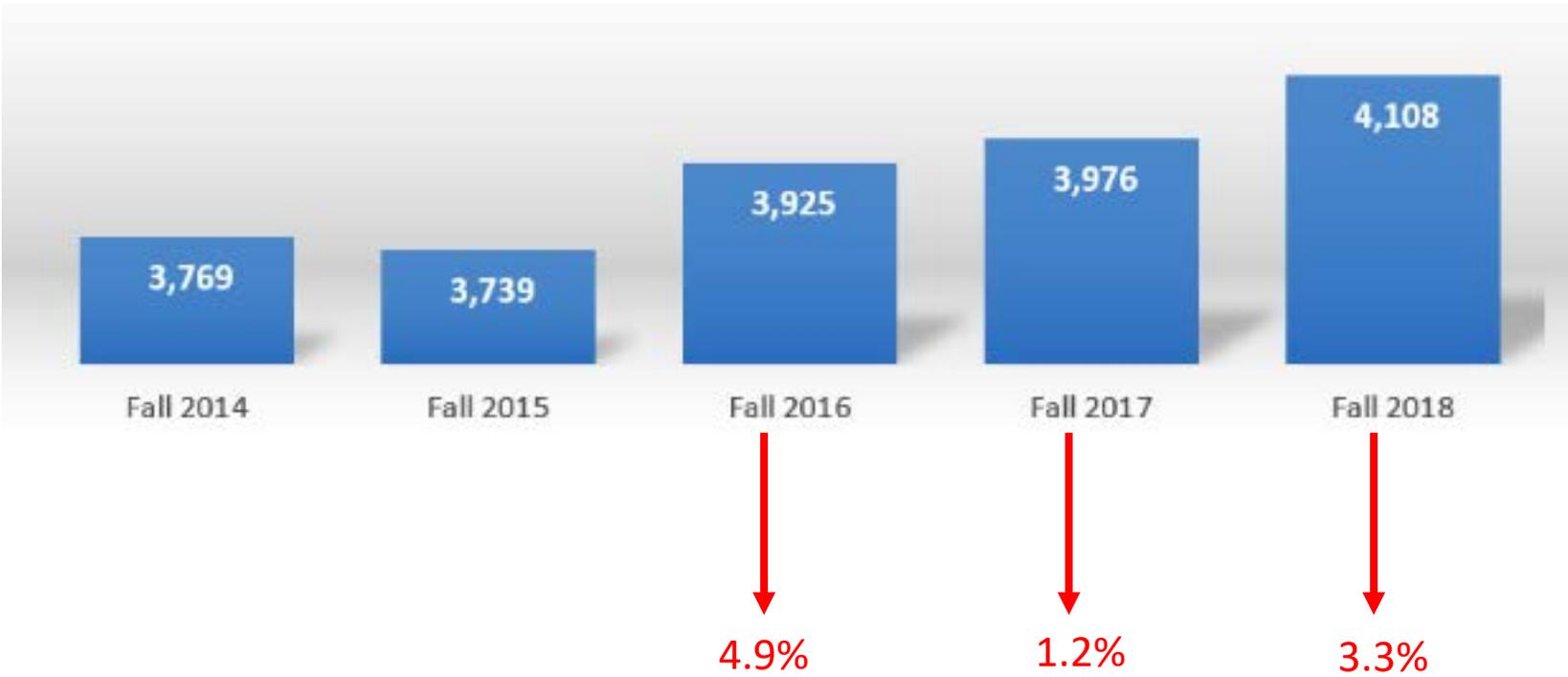
Fall Student Level Details as of Day 7

Level	2018		2017		% Change Headcount
	Headcount	Credit Hours	Headcount	Credit Hours	
Graduate	4,108	27,927	3,976	26,907	3.32%
Law	312	4,533	310	4,511	0.65%
Undergraduate	17,188	210,546	16,627	211,088	3.37%
	21,608	243,006	20,913	242,506	3.32%

Fall 2018 Graduate Student Headcount as of Day 7



Board of Trustees



- 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



Board *of*
Trustees

SEPTEMBER 2018

Alumni Mall Amphitheatre



Before



After

Land Bridge and Parking Garage



Before

Southern Avenue



After

Bonds: Land Bridge, Parking Garage



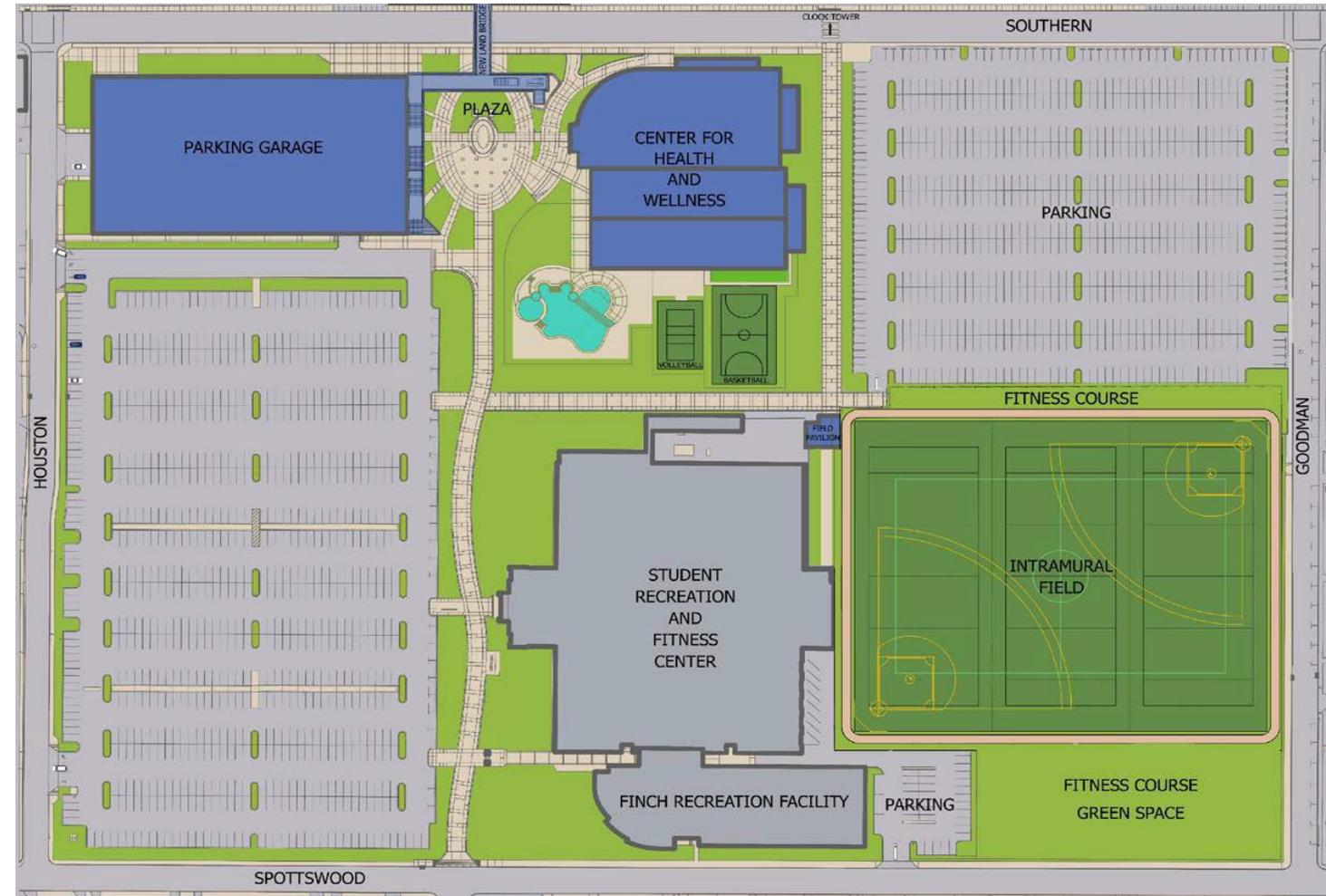
Before



After

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 \$10M Gifts: Phase I



Board of Trustees



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



Board of Trustees



Grant: Patterson Ave. Realignment – 2.2 City



Before



After

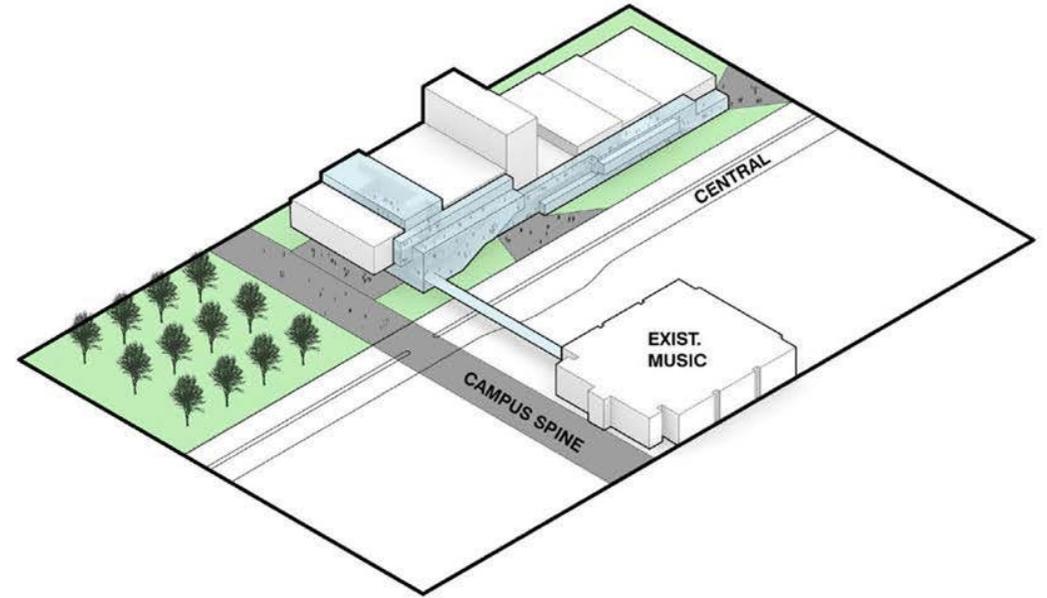
Scheidt Family Music Center \$40M



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
\$2,100,000
\$250,000
- Memorial Track resurfacing
\$500,000
\$185,000
- Ventures Call Center
- Getwell Entry Gate



ADVANCED MANUFACTURING RESEARCH LAB



MEMORIAL TRACK RESURFACING



VENTURES CALL CENTER



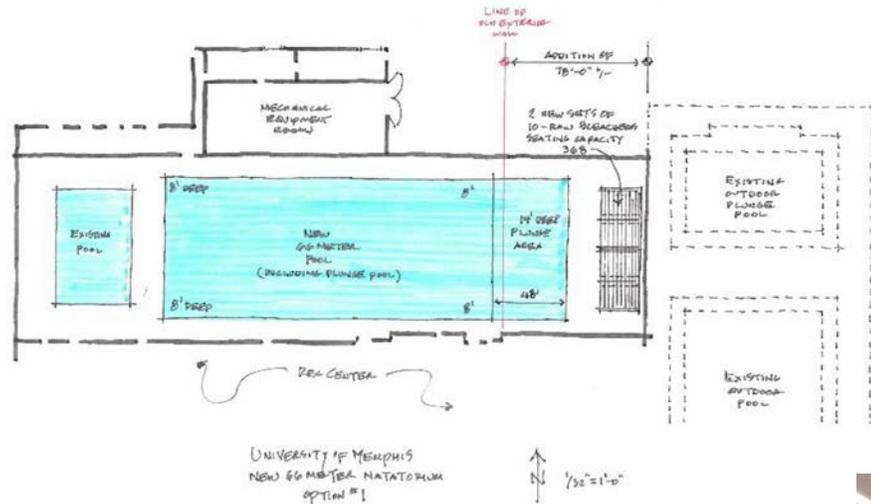
GETWELL ENTRY GATE

Future Projects



SEPTEMBER 2018

• \$13.5 million State and Gifts



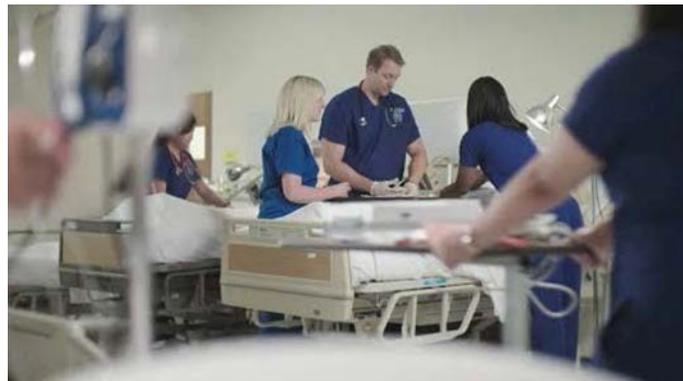
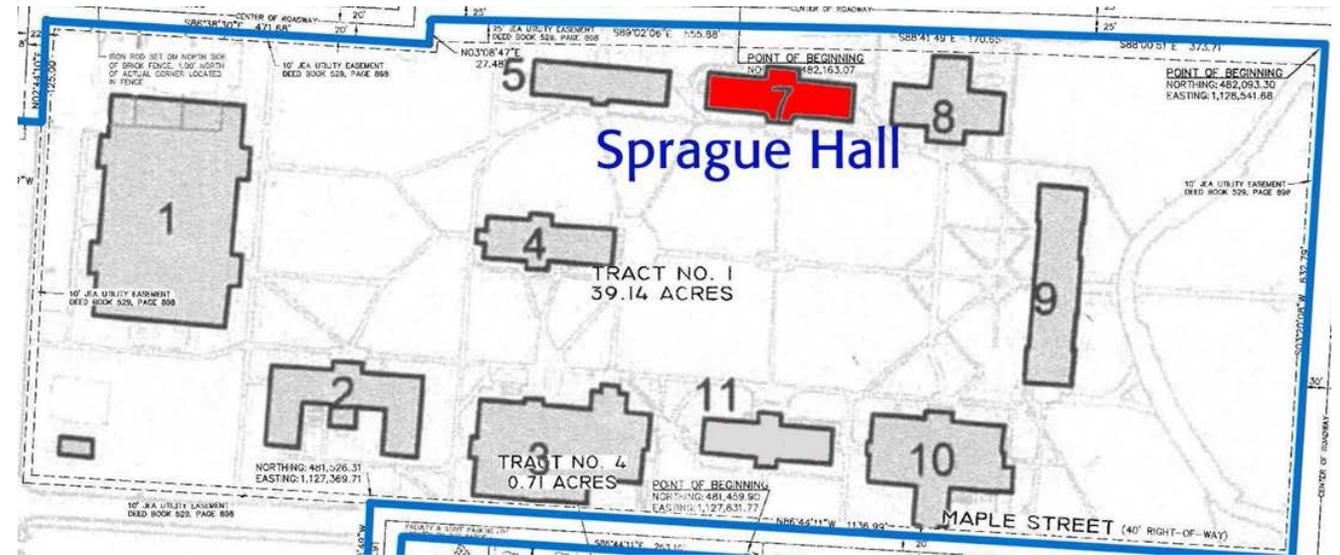
- Expanded Pool
- HVAC Replacement
- Pool Equipment Replacement
- Lighting
- Seating Increase



Student Recruitment Center \$650,000

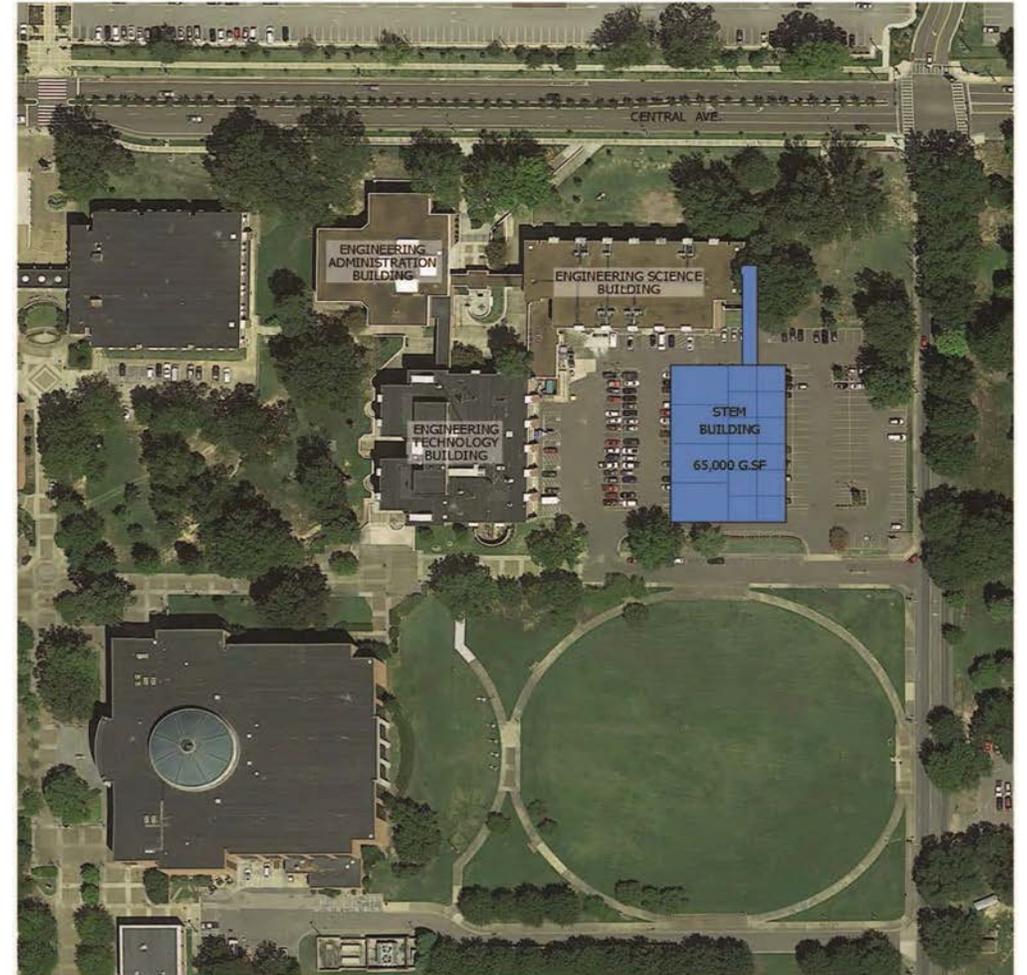


Lambuth Sprague Hall \$6,000,000



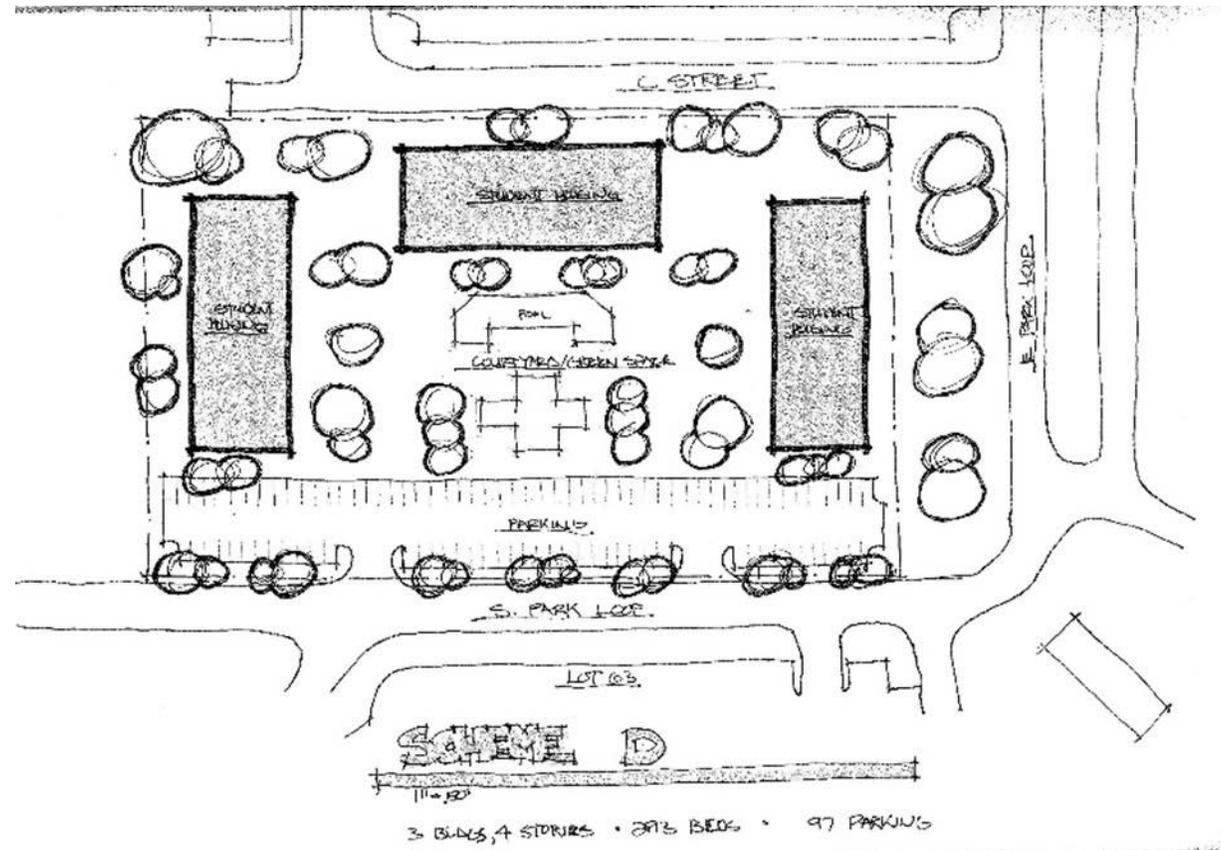
Outlay: \$40,000,000

- 60,000 SF New
 - 17,000 SF Renovated
- Relocate research to new space to allow existing to be utilized for increased enrollment
- STEM emphasis



STEM BUILDING CAPITAL OUTLAY - REQUEST FOR 2019-2020
SITE PLAN OF 3 STORY 65,000 GROSS SF.

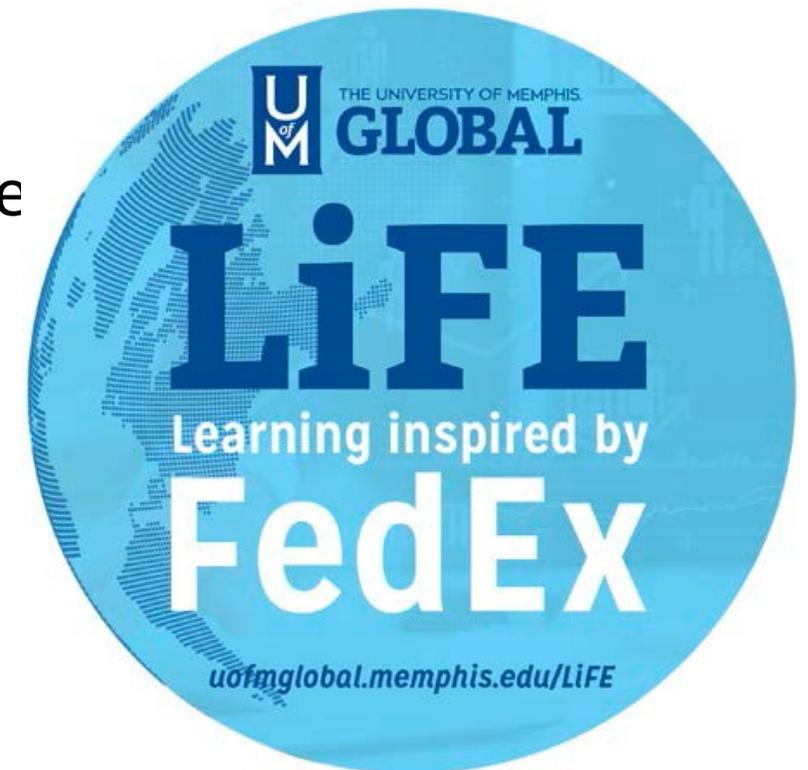
- 400 Beds
- Public / Private



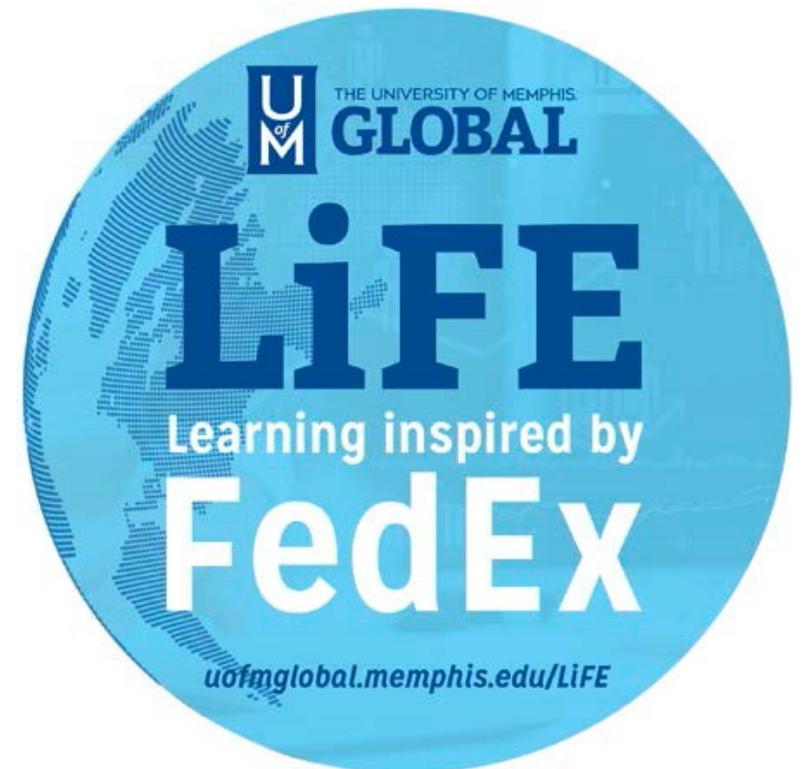
- Created UofM Global with anticipation of significant growth
- Initial response remarkably positive
- 11,000 employees immediately eligible
- Expanding to Indianapolis and Oakland hubs in the next few months
- Don't be surprised if UofM is the largest university in TN in 24 months



- 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, tutors & 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.

Tuition Structure and Enrollment Growth

Governance and Finance Committee

Raaj Kurapati
Chief Financial Officer

September 5, 2018
University Center



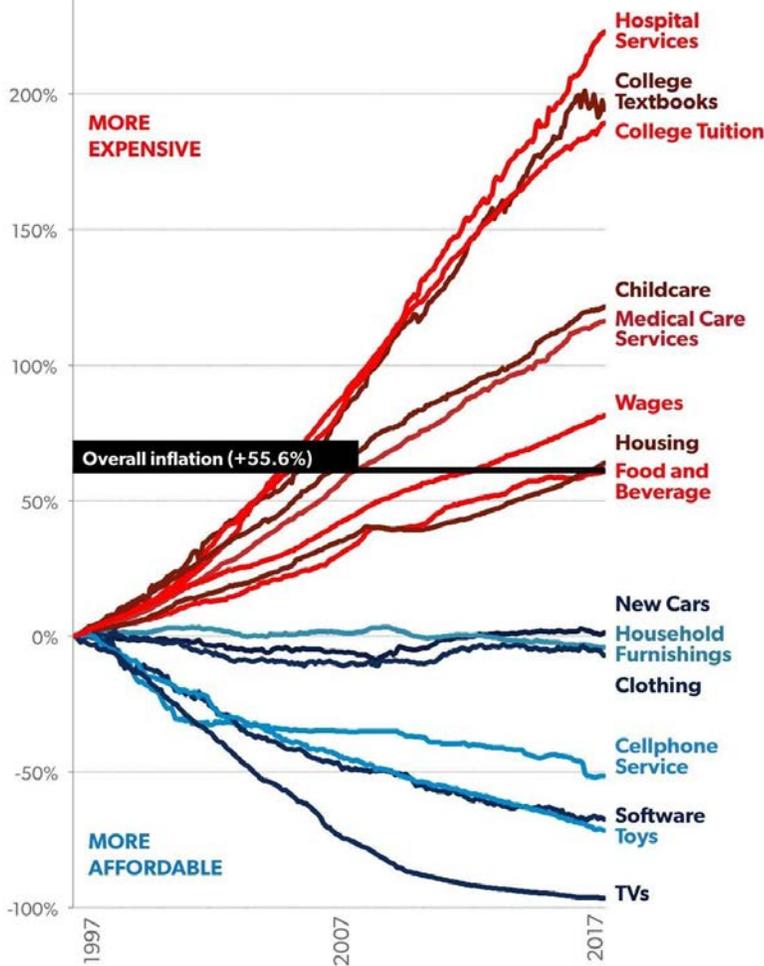
SEPTEMBER 2018

- Create a simplified tuition fee structure that demonstrates our primary commitment to keeping costs low for our Tennessee students, while also staying competitive with peers for out-of-state and international students
- Apply to all student groups - undergraduate, graduate, and professional programs

Price Changes, Jan '97 – Dec '17

Price changes (Jan. 1997–Dec. 2017)

Selected US Consumer Goods and Services, and Wages



Source: BLS

- Aim to continue to keep costs low for TN Residents by diversifying our revenue sources
- Grow our overall student base at the undergraduate and graduate levels, nationally and internationally, especially in the STEM fields
- Optimize use of existing scholarship budgets and employ new strategies with an aim to expand reach
- Compliment overall tuition and fee generation which can then be reinvested broadly to support all our students

- To maintain current residency definitions per TBR
- To comply with the Eligibility Verification for Entitlements Act (EVEA)
 - In FY2018, our state subsidy was approximately 35% of our revenues, net of specific fees
 - Gross up the resident rate for a full-time student at 24 Student Credit Hours (SCH) to determine the subsidy ($\$7,680 / .65 = \$11,815$)
 - The annual fee (at 24 SCHs) for AY2018 would be \$4,135 ($\$11,815 - \$7,680 = \$4,135$)
 - To provide stability with the rate structure, use a three-year average to calculate the minimum threshold for any single year, i.e. the fee for 24 SCHs is $\$3,840 / 24$ or \$160 per SCH

Create a 4-tiered tuition and fee structure:

1. In-State tuition – no changes
2. **Non-TN resident fee (based on per SCH state subsidy)**
3. **International fee (2X SCH state subsidy)**
4. UofM Global tuition – no changes

Non-resident and International Fee Recommendation

	Resident Base per Credit Hr	Non-Resident Add'l per Credit Hr Fee	Non-Resident Tuition Per Credit Hour (Base + Non-Resident Fee)	International Tuition Per Credit Hour (Base + 2X Non-Resident Fee)
UG	\$320.00	\$160.00	\$480.00	\$640.00
GR	\$503.00	\$192.00	\$695.00	\$887.00
LAW	\$806.00	\$175.00	\$981.00	\$1,156.00

The fees were determined based on the following considerations:

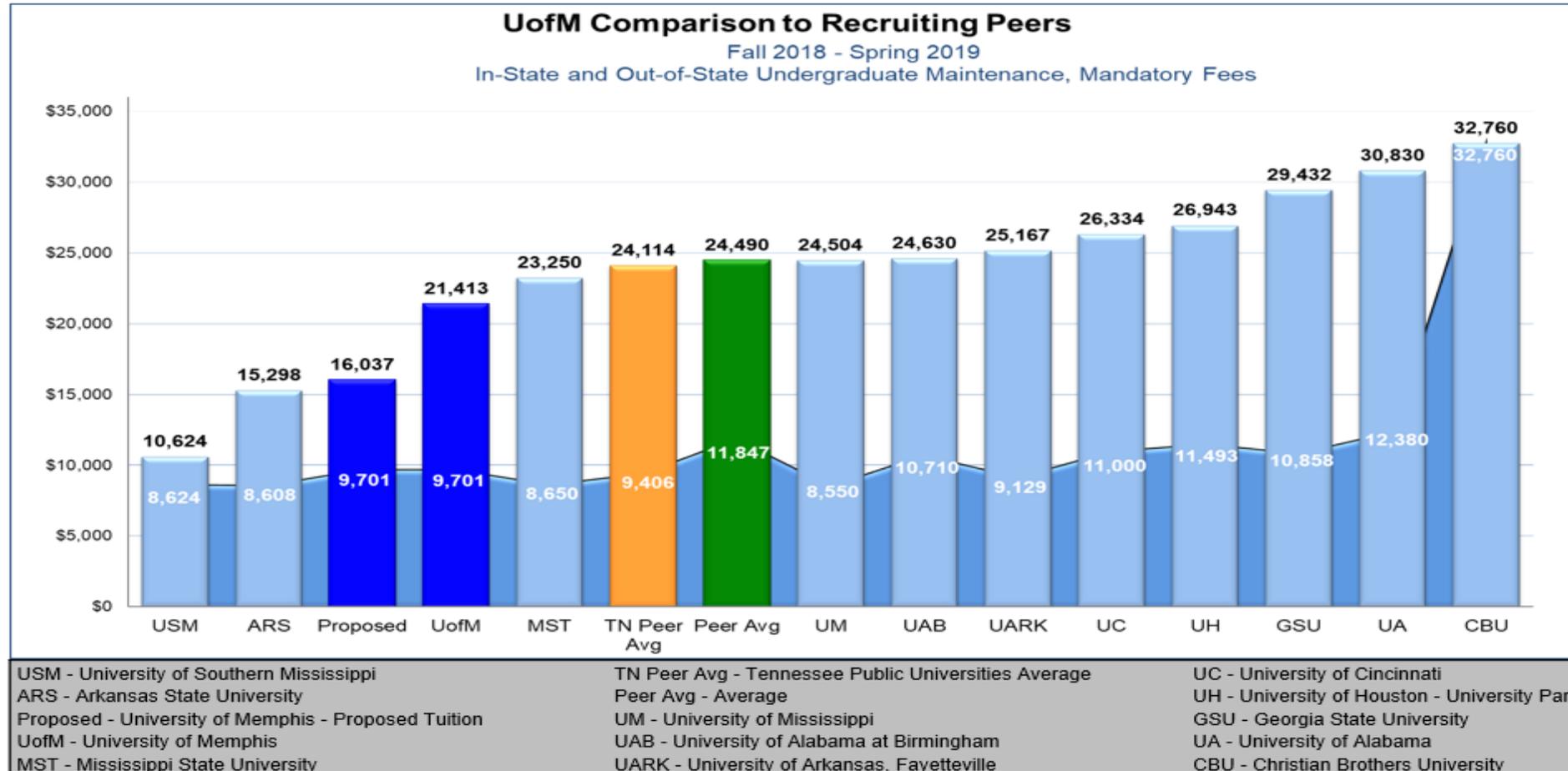
- Immediate financial impact in tuition revenue loss
- Aligning tuition/fees close to the current 250R
- Reducing the administrative burden of establishing the rules governing the tuition tables in Banner
- Simplifying student billing statements
- Addressing issues when students enroll in a combination of on-campus and online courses
- Removing cap of 12 SCHs for non-resident and international fees application

Percent Change in Tuition Rates

	UG (15 Hrs)	GR (9 Hrs)	LAW (12 Hrs)
Non-Resident Students who previously paid 250R rate	2.39%	-13%	2%
Non-Resident Students who previously paid the OOS rate	-27%	-30%	-3%
International Students who previously paid the OOS rate	-3%	-10%	14%

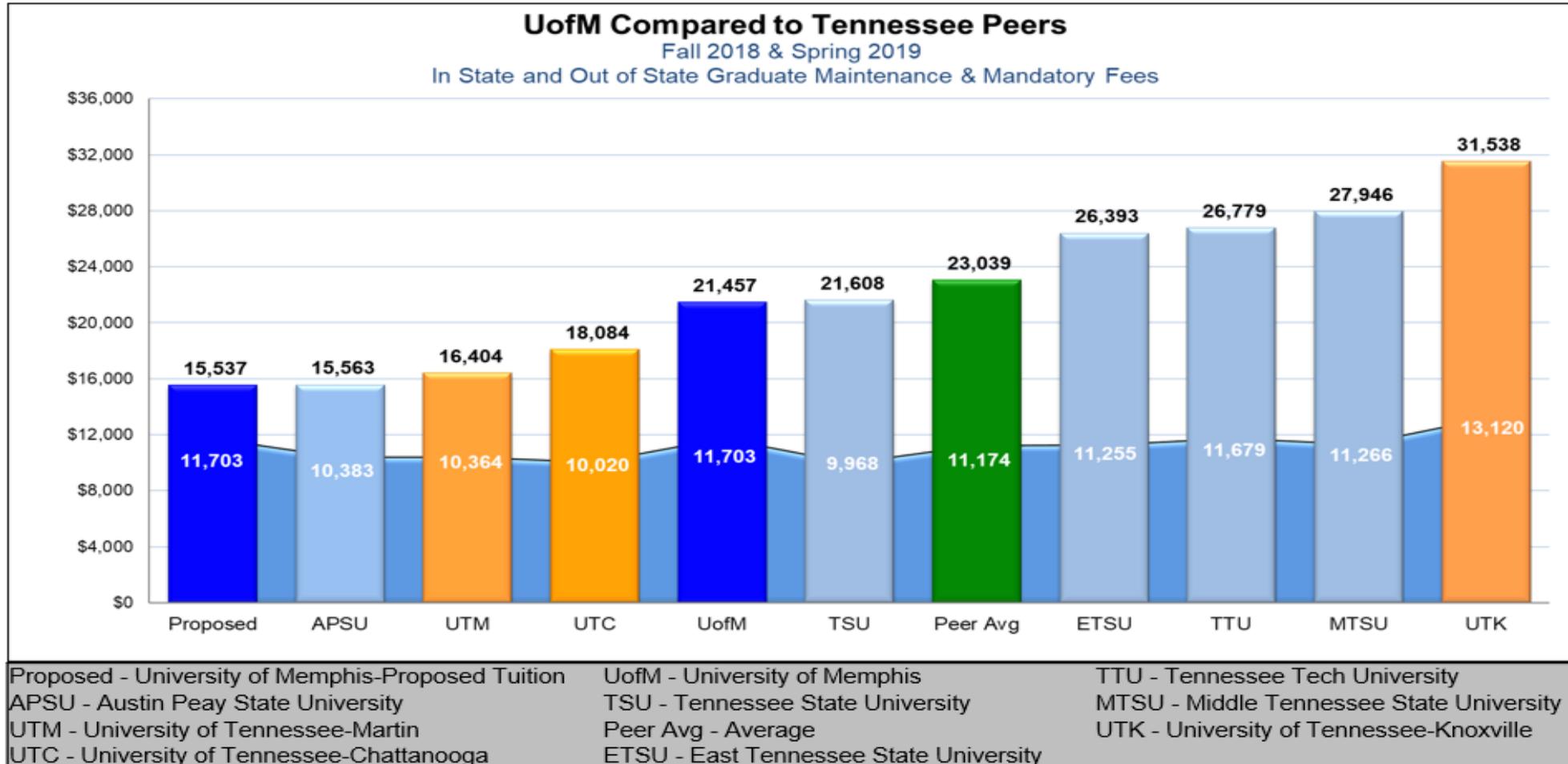
- Projected gross loss of tuition revenue is estimated at \$2.7M
- Additional recruitment plan expense is \$732,500
- To offset the revenue loss and additional investments, we need to enroll an additional 252 new full-time equivalent students (distributed amongst the various student classifications at the new tuition rates)

Benchmarking - Undergraduate



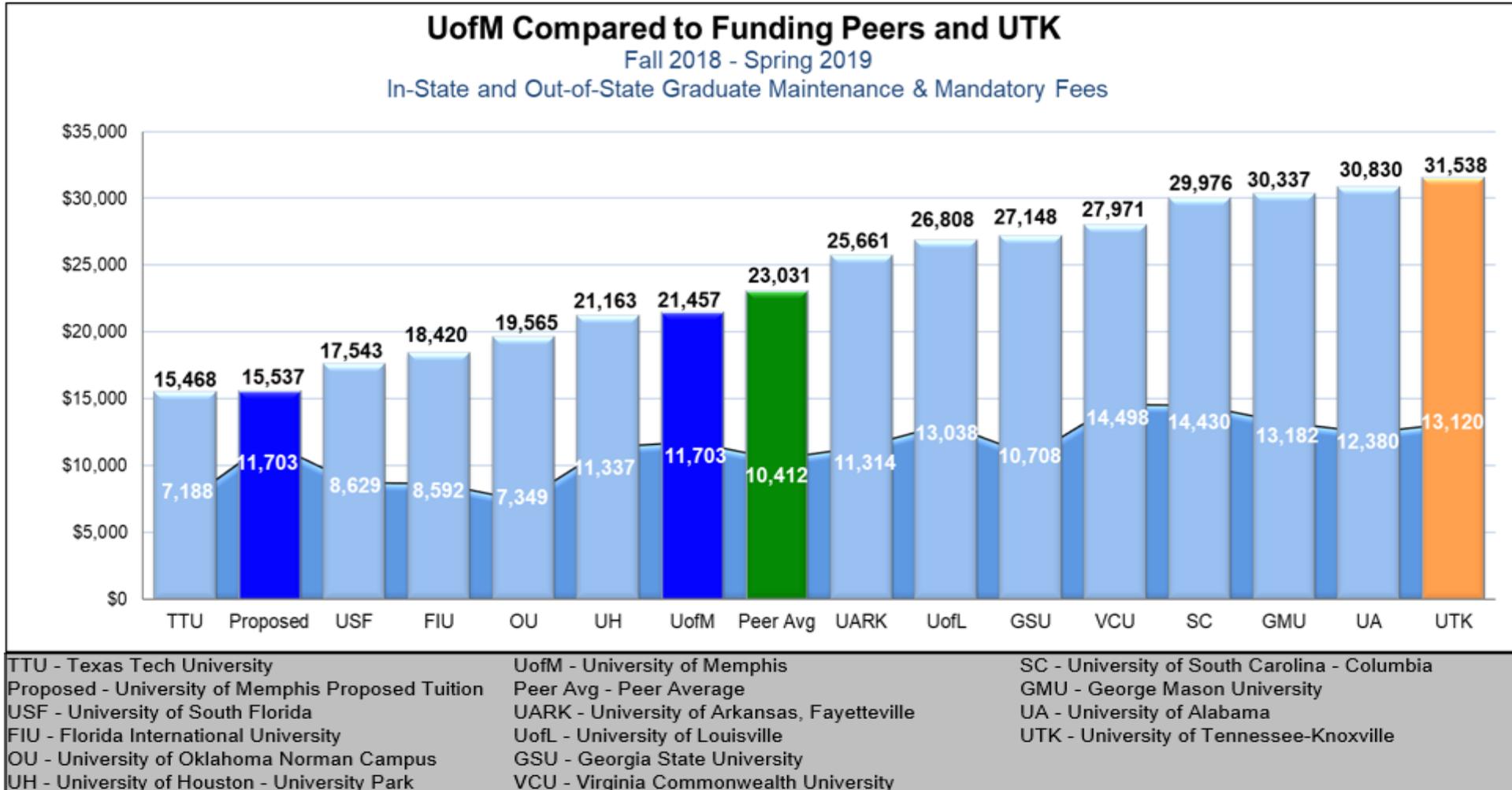
Note: Tuition based on 15 credit hours for fall 2018 and spring 2019

Benchmarking - Graduate



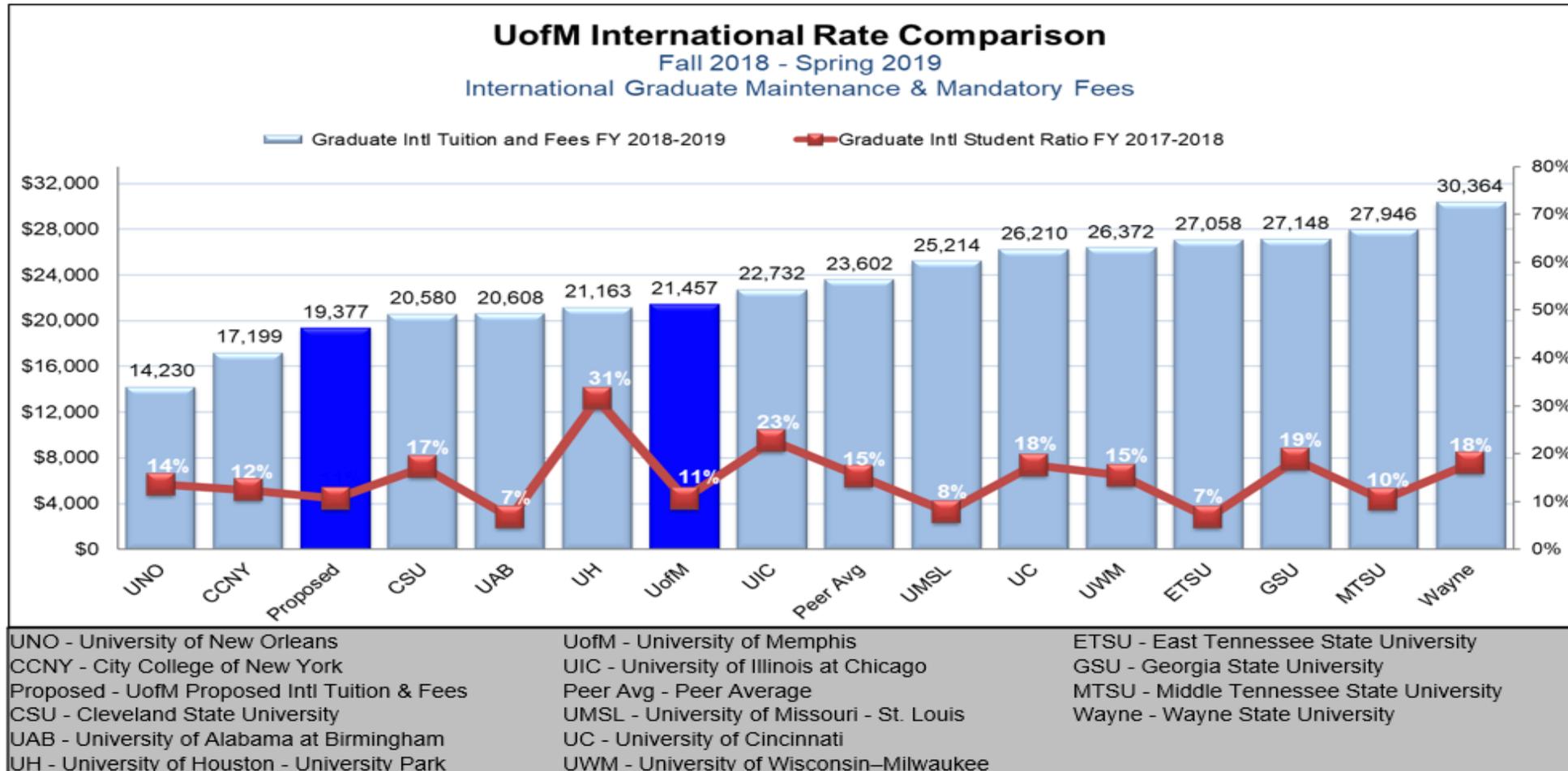
Note: Tuition based on 10 credit hours for fall 2018 and spring 2019

Benchmarking - Graduate



Note: Tuition based on 10 credit hours for fall 2018 and spring 2019

Benchmarking - International



Note: Graduate international tuition and fees is based on 10 credit hours per information listed on universities' websites

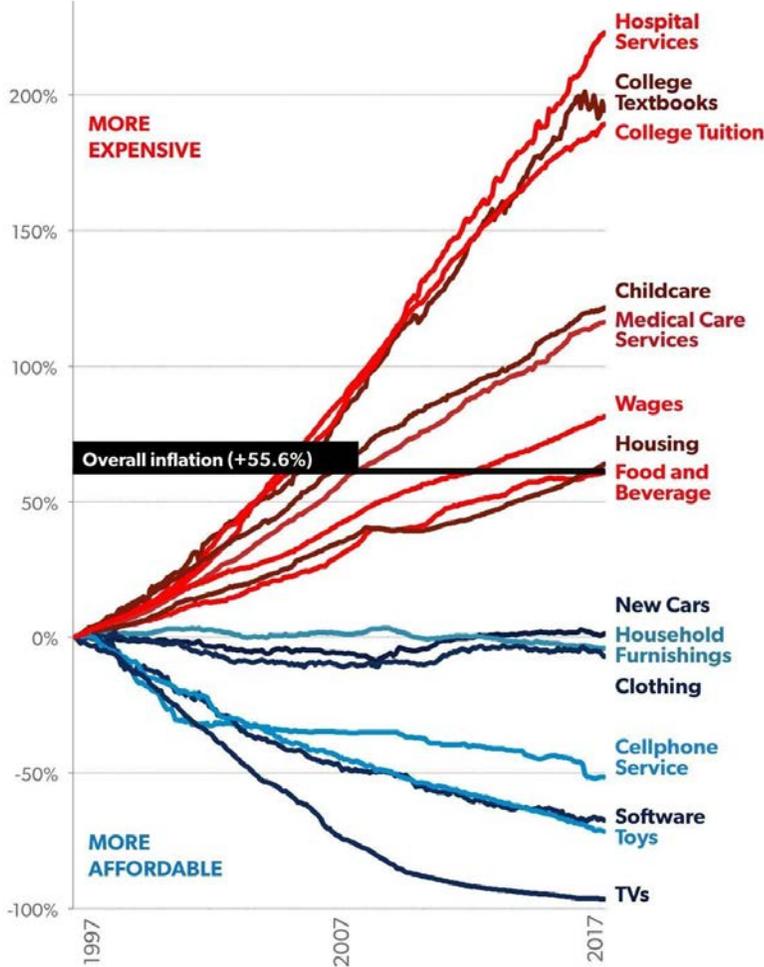
Graduate international student ratio is based on data from IPEDS for FY2017-2018 and is calculated by dividing non-resident alien graduate population by total graduate population

- Free Application for Federal Student Aid (FAFSA) open date is October 1
- Impact on Fall '19 enrollment and recruitment efforts

Price Changes, Jan '97 – Dec '17

Price changes (Jan. 1997–Dec. 2017)

Selected US Consumer Goods and Services, and Wages



Source: BLS

Questions?

Academic, Research and Student Success Committee Charter

Purpose

The Academic, Research and Student Success Committee (“ARSS”) oversees the academic enterprise of the university and issues relating to student affairs and success. Specifically, the committee facilitates the Board of Trustee’s commitment to the university’s vision of enhanced recognition as one of America’s great metropolitan research universities, noted for its comprehensive, innovative academic programs and for capitalizing on its urban setting and region to address the challenges of our global society. The committee, in collaboration with academic leaders, strives to advance the mission of the university as a learner-centered university that provides high-quality educational experiences while generating new knowledge via research productivity, scholarly/creative/artistic activities, interdisciplinary and engaged scholarship. The committee also oversees matters related to student success including services and resources to increase recruitment, retention, persistence, completion rates and satisfaction.

Authority and Responsibilities

The committee serves to:

1. Ensure, protect and advance the educational quality of the University and its academic programs;
2. Monitor progress towards the University’s academic performance measures;
3. Advise the Board regarding major changes to the academic programs of the University, such as the creation, merger or closure of degree programs, schools or colleges within the University;
4. Establish policies and procedures related to faculty appointment, tenure and promotion; and
5. Establish policies, programs, and procedures affecting students and campus life, including but not limited to student conduct, student housing, campus environment, and student engagement that seek to enhance the educational experiences for all students.
6. Recommendations for institutional allocations of funding for research support and development;
7. Recommendations on policies and procedures intended to enhance the development of UM research activities and resources, and to support the competitiveness of the research program relative to peer institutions;
8. Proposals for new research centers, other new research programs or significant modifications to existing research programs;
9. Review of the Office of Technology Transfer.

Composition

In addition to the Trustee members as determined by the Board, the Provost, the Vice President for Research and the Vice President for Student Affairs shall serve as ex-officio members of the committee.

Audit Committee Charter

Purpose

The Audit Committee (AC) is responsible for assuring that the University of Memphis' (University) organizational culture, capabilities, systems and processes are appropriate to protect the financial health and the reputation of the University in all of the areas enumerated below. More particularly, the AC will review the financial reporting processes, the system of internal controls, the audit activities (external and internal), management's risk assessment, and the University's process for monitoring and ensuring compliance with laws and regulations. The AC will regularly update the full Board of Trustees (Board) about AC activities and key issues presided over by the Committee.

Roles and Responsibilities

Financial Reporting

- Review audited financial statements with state auditors, and determine whether the statements are complete and consistent with the information known to committee members.
- Review with the University's general counsel any legal matters that could have a significant impact on the University's financial statements.
- Review with management and state auditors any significant accounting and reporting issues, including recent professional and regulatory pronouncements, and understand their impact on the University's financial statements

External Audit

- Meet, as needed, with external auditors to discuss any matters that the AC or auditors deem appropriate.
- Ensure that any findings and recommendations made by the external auditors are received, discussed, and acted upon in an appropriate and timely manner.
- Review the results of the external auditors' examinations and any other matters related to the conduct of the audits, and report to the Board the auditors' findings and recommendations.

Internal Audit

- Review and approve the annual audit plan for the University, including management's request for unplanned audits.
- Review the result of the year's work with the Chief Audit Executive, and receive and review any other work prepared by the Chief Audit Executive for the University.
- Receive and review reports, the results of internal audits performed, and any other work prepared by Internal Audit.

- Ensure that the University has the appropriate structure, staffing and capability to carry out its internal audit responsibilities.
- Ensure that the internal audit department has direct and unrestricted access to the chair and other committee members.
- Approve the Internal Audit budget.
- Appoint, replace, or dismiss the Chief Audit Executive.
- Review, approve, and update the Internal Audit charter annually or more frequent if necessary.

Internal Controls, Risk, and Compliance

- Ensure that a system is in place, and being followed, to review and maintain compliance with the University's internal control structure.
- Ensure that a process exists for assessing, reporting, and investigating illegal, fraudulent, wasteful, or improper activity at the University, including a confidential reporting mechanism.
- Determine whether internal control recommendations made by internal and external auditors have been implemented by management.
- Review University policies and procedures regarding employee conduct.
- Review the University's conflict of interest policy to ensure that the guidelines are comprehensive, that the term "conflict of interest" is clearly defined, that annual signoff is required, and that it contains procedures for adequate resolution and documentation of potential conflicts.
- Review the University's process for monitoring compliance with laws and regulations.
- Review the University's risk assessment plan.
- Regularly obtain updates from management, General Counsel, and Internal Audit regarding significant changes in legal and compliance issues.
- Review and assess the adequacy of the AC's charter annually, requesting Board approval for proposed changes.

Membership

The AC shall be composed of no less than three members who shall be appointed by the Board according to Board Bylaws. The Board shall appoint the AC chair. The Board may select one certified public accountant or other qualified citizen who is not a member of the Board to serve on the AC. The external member must have extensive accounting, auditing, or financial management expertise, and may not serve as the chair. The term of appointment is two years, and the chair may not serve more than two consecutive two-year terms as chair. All members of the AC shall be generally knowledgeable of financial management and auditing matters. At all times, the AC shall have at least one member with extensive accounting, financial, or management expertise.

Each member of the AC shall be free from relationship that would give the appearance of a conflict or that would interfere with his or her exercise of independent judgment.

Education

The University's senior management and internal audit department are responsible for providing the AC with educational resources related to accounting principles, internal controls, applicable policies, and other information that may be requested by the AC to maintain appropriate financial and compliance literacy.

Meetings

The AC shall meet at least once quarterly, in conjunction with regular meetings of the Board, or at any other time upon the call of the AC chair. The AC will invite members of management, auditors, or others to attend and provide pertinent information. Meeting agendas will be provided to members in advance along with proper briefing materials. Minutes will be prepared. The AC shall also meet at the request of the Comptroller of the Treasury.

A majority of the members of the AC shall constitute a quorum for the transaction of business.



Board of Trustees (/bot/)

Committees

The University of Memphis Board of Trustees adopted a committee structure of three standing committees during its inaugural Board Meeting on March 17, 2017.

Academic, Research and Student Success Committee

- Douglas Edwards
- Marvin Ellison
- Drew Gilmore
- David Kemme
- R. Brad Martin
- David North, Committee Vice Chair
- Carol Roberts
- Provost, Ex-Officio, Non-voting Member
- Vice President for Research, Ex-Officio, Non-voting Member
- Vice President for Student Affairs, Ex-Officio, Non-voting Member

[Academic, Research, and Student Success Committee Charter \(https://www.memphis.edu/bot/pdfs/academic-research-and-student-success-committee-charter-20170317.pdf\)](https://www.memphis.edu/bot/pdfs/academic-research-and-student-success-committee-charter-20170317.pdf)

Governance and Finance Committee

- Drew Gilmore
- Alan B. Graf, Jr, Committee Chair
- Cato Johnson
- David Kemme
- R. Brad Martin, Committee Vice Chair
- David North
- Susan Springfield
- President, Ex-Officio, Non-voting Member
- Vice President for Business & Finance, Ex-Officio, Non-voting Member

[Governance and Finance Committee Charter \(https://www.memphis.edu/bot/pdfs/governance-and-finance-committee-charter-20170606.pdf\)](https://www.memphis.edu/bot/pdfs/governance-and-finance-committee-charter-20170606.pdf)

Audit Committee

- Douglas Edwards
- Marvin Ellison
- Drew Gilmore
- Alan B. Graf, Jr
- Cato Johnson
- Carol Roberts, Committee Chair
- Susan Springfield, Committee Vice Chair

[Audit Committee Charter \(https://www.memphis.edu/bot/pdfs/audit-committee-charter-20170317.pdf\)](https://www.memphis.edu/bot/pdfs/audit-committee-charter-20170317.pdf)

Governance and Finance Committee

Purpose

The Governance and Finance Committee (“GFC” or “Committee”) provides oversight for the University’s finance, business, administration, and facilities activities. The Committee also ensures the integrity of the board and enhances board performance. The Committee advises the Board on the state of the University’s financial operations, budget, student fees, personnel policies, and facilities. The Committee serves to ensure the University operates within available resources, and in compliance with applicable federal and state laws and University policies in a manner supportive of the University’s strategic plan.

Authority and Responsibilities

The Committee is responsible for formulating and recommending action or necessary policies in all matters relating to finance, business, administration, receipt of donations, facilities and fiscal oversight. Specifically, the Committee shall have responsibility to provide oversight in the following areas and recommend for approval the following actions to the Board:

1. University’s annual operating and capital budgets.
2. Student Tuition and fee rates.
3. Fiscal procedures and rules for maintaining bank accounts, draw vouchers and checks for expenditures through disbursing officers.
4. Debt issuances.
5. Facilities Master Plan.
6. Lease, purchase and disposal of real estate.
7. Personnel policy matters requiring Board approval.
8. Oversee presidential personnel matters, including the annual evaluation;
9. Exercise all powers and authority of the full Board on an as needed basis between regular Board meetings for time-sensitive matters, subject to limitations imposed by the Board;
10. Periodically review the Bylaws and recommend needed amendments;
11. Develop and implement a process for evaluating the effectiveness of Board and committee meetings;
12. Develop an effective orientation and ongoing education process for the Board; and
13. Identify the expertise and experience needed for Board membership for recommendation to the President and Governor.

It is the expectation of the Board that the full Board will consider and make decisions regarding all significant matters before the Board. However, an Executive Committee is established as part of the Committee and is empowered to act for the full Board between regular Board meetings on an as needed basis for time-sensitive matters, subject only to such restrictions or limitations as the Board may from time to time specify, except that the following matters shall be reserved to the full Board for approval: (i) Board and committee officer selection, (ii) changes in the mission and purposes of the University, (iii) presidential selection, evaluation and termination, (iv) amendments to the Bylaws, (v) debt issuances, (vi) sale or other disposition of real property, (vii)

the University's annual operating budget and (viii) the University's Facilities Master Plan. All actions taken by the Executive Committee pursuant to this authority shall be reported at the next meeting of the full Board, or when deemed sufficiently important by the Board Chair and the University President, such actions shall be reported to the Board within thirty (30) days after such action is taken, or at a meeting of the Board if a meeting is held within that period of time.

Composition of the Committee

The Governance and Finance Committee shall be comprised of at least the Board Chair and Vice-Chair. The President and Vice President of Business and Finance of the University shall be ex officio, non-voting members of the committee. The Executive Committee shall only consist of the Board Chair, Vice-Chair and a third member elected by the full Board of Trustees.

Report to the Board of Trustees

The University of Memphis Board of Trustees
Report
For Information

Date: 12/7/2017

Committee: Academic Research and Student Success

Report Title: 2025 Vision of Academic Programs

Presented by: Karen Weddle-West, Provost

Report Synopsis:

Deans are actively engaging faculty and other stakeholders in planning for predictive changes in their respective disciplines based on data from the Bureau of Labor Statistics and discipline related organizations. Attached are two exemplars from Dr. Lin Zhan, Dean Loewenberg College of Nursing, and Dr. Anne Hogan, Dean College of Communications and Fine Arts.

Please review and provide feedback and input for this level of succession planning.

Instructions: List the top 5 programs for your college/school that will be needed to meet the market demand/careers of 2025. Include a brief statement to explain the rational for the anticipated change.

School/College:

Select one: Degree, Major, or Program	Projected/Anticipated Additions/Modifications	Rational for anticipated change (i.e. Accrediting body projects surplus of nurses)

Resources for job/labor data:

<http://www.projectionscentral.com/>

<https://www.bls.gov/home.htm>

<https://www.bls.gov/ooh/>

<https://www.bls.gov/ooh/fastest-growing.htm>

Department	CCFA Projections through 2025: Please note that the following anticipated initiatives for the longer term are in the exploratory stage and further discussions will transpire as we work to finalize our strategic plan.
Art	<u>Anticipated programs/degrees:</u>
	<ul style="list-style-type: none"> • Online B.A. in Art History
	<ul style="list-style-type: none"> • PhD in Art History
	<ul style="list-style-type: none"> • Potential for B.A. Concentration in New Media Art - an interdisciplinary studio art practice that encompasses artworks created with new media technologies, including: performance art, digital art, video art, virtual art, Internet art, interactive art, sound art, computer robotics, 3D printing, cyborg art and art as biotechnology.
	<u>What we will need regarding workforce, research, technology, etc.:</u>
	<ul style="list-style-type: none"> • Digital Lab to be reinstated onto the TAF footprint. It is critical that we replace digital labs every four years as the entire curriculum of our Graphic Design program, which is ranked nationally, is taught on the digital platform.
	<ul style="list-style-type: none"> • Gallery Director - \$55,000.00 – Public face of our department, requires full time attention, ensure that donor feels satisfied that we are being good stewards of his gift, need a full time person to generate and oversee artist contracts, gallery schedule, gallery budget, publicity, receiving of artwork and writing condition reports, maintaining records for insurance purposes to insure university does not become vulnerable.
	<ul style="list-style-type: none"> • Assistant Professor in New Media Arts - \$55,000.00 – An interdisciplinary studio art practice that encompasses artworks created with new media technologies, including: performance art, digital art, video art, virtual art, Internet art, interactive art, sound art, computer robotics, 3D printing, cyborg art and art as biotechnology. We are behind in delivering this component of our discipline and we believe this position will help increase our student enrollment.
<ul style="list-style-type: none"> • Installer/Graphic Designer - \$40,000.00 – staff member to assist the Gallery Director to install, receive, prepare, ship artwork and to ensure that our website and social media are dynamic and up to date, generate all publicity for our gallery and department. Between our two galleries, our lectures, visiting artists, we generate over 30 events per academic year with a variety of media outlets that need to be maintained. This position will help with all of our recruiting material. 	
<ul style="list-style-type: none"> • Travel Budget - \$30,000.00 – to supplement our depleted travel money. We have 24 faculty members that are all active researchers. Being able to support their research annually is a priority for a research institution. 	

Department	CCFA Projections through 2025: Please note that the following anticipated initiatives for the longer term are in the exploratory stage and further discussions will transpire as we work to finalize our strategic plan.
Architecture	No anticipated new degree but perhaps a Certificate in City Building which has been discussed since the implementation of the M.Arch degree. If enrollment increases additional faculty support will be needed. It would also be very helpful if we could get the Instructor position converted to a tenure-track position. Technology needs will continue to be important especially given the rapid developments in design-related software and the more powerful hardware needed to run the software. Additional plotters, large format scanners, and so forth will be needed when ours wear out. An additional, larger format, laser cutter is also needed.
Communication	<p>The following will certainly be explored once we have a permanent chair in place:</p> <ul style="list-style-type: none"> - whether to break out the Communication Studies and Film & Video Production concentrations into separate majors at the BA and MA level. - if so, whether to offer Film & Video as a BFA and MFA. - whether to develop more specific concentrations in Communication Studies (undergraduate and graduate) - whether to develop graduate certificates <p>We're not far enough along in these conversations to have a sense of what resources would be needed.</p>
Journalism and Strategic Media	<p>B.A., Creative Mass Media: Now awaiting THEC approval, we are able to accommodate the modest numbers of majors we expect as we launch this major. If we see significant growth in this major, we will need to add an additional faculty line to support the growth. Growth in this program also creates the need for additional teaching labs and collaborative spaces for student projects.</p> <p>B.A., Sport Media: We are building out coursework in this area to support the existing student interest in this area, students currently majoring in journalism or public relations. Our hope is to launch a new major, but can only develop and teach the additional courses to support the sport media major with the addition of a new faculty line.</p>

Department	CCFA Projections through 2025: Please note that the following anticipated initiatives for the longer term are in the exploratory stage and further discussions will transpire as we work to finalize our strategic plan.
	Ph.D., Mass Communication: JRSM is just beginning to explore what the market potential as well as the requirements for a doctorate program in our discipline areas. Obviously, graduate assistantships as well as additional faculty and research resources would need to accompany a new doctoral program.
Music	It is difficult to anticipate program needs for the School of Music through 2025 as the new Music Center may affect enrollment significantly but it is impossible to predict exactly where. Our industry changes so rapidly so anticipating technology changes through 2025 is also difficult but the one constant is the need for super-high-speed internet access and appropriate equipment for all teaching spaces. That is the main trend in our field and we are woefully behind at present.
Theatre and Dance	<p>New Majors: BFA in Dance; BS in Dance Science</p> <p>New Concentrations: BFA in Theatre with a Concentration in African-American Theatre; BFA in Theatre with a Concentration in Acting for TV and Film</p> <p>Additional Faculty: Dance Professor; Theatre Professor - emphasis in Theatre from the Africa Diaspora; Theatre Professor - emphasis in theatre for social practice and community partnerships</p> <p>Staff: Lighting and Sound Technology support staff; Props support staff</p> <p>Research: Expansion of community partnerships; Partnership with Hattiloo Theatre; Theatre for Social Practice</p> <p>Technology: Ongoing upgrading of technology current in the field of Design Technology; Video projection development</p>

Instructions: List the top 5 programs for your college/school that will be needed to meet the market demand/careers of 2025. Include a brief statement to explain the rational for the anticipated change.

School/College: Loewenberg College of Nursing

Select one: Degree, Major, or Program	Projected/Anticipated Additions/Modifications	Rational for anticipated change (i.e. Accrediting body projects surplus of nurses)
Degree	<p>BSN</p> <p>(1) Establish an Educational Technology Team to develop implement and evaluate educational technology tools for teaching and learning. (2) Evaluate simulation experiences for each course with a clinical component to enhance educational technology delivery.</p> <p>RN-to-BSN</p> <p>(1) Use flexible and adaptive online modules to support RNs pursuing a BSN degree. (2) Create dedicated staff position to develop and implement a systematic recruitment plan to increase RN-BS enrollment that includes onsite information sessions at local hospitals and community colleges on a regular basis. (3) Work with Development to identify potential program funding opportunities and scholarships for RN-BSN students.</p>	<p>In 2010, The Institute of Medicine recommended that at least 80% of the nursing workforce to hold a bachelor's degree by the year 2020. According to the Bureau of Labor Statistics' Employment Projections 2014-2024, Registered Nursing (RN) is listed among the top occupations in terms of job growth through 2024. The RN workforce is expected to grow from 2.7 million in 2014 to 3.2 million in 2024, an increase of 439,300 or 16%. The Bureau also projects the need for 649,100 replacement nurses in the workforce bringing the total number of job openings for nurses due to growth and replacements to 1.09 million by 2024.</p> <p>Source(s): "The Future of Nursing: Leading Change, Advancing Health," Institute of Medicine, National Academies Press, 2011; www.bls.gov/news.release/pdf/ecopro.pdf</p>
Degree	<p>MSN - Education</p> <p>(1) Collaborate with College of Education to explore ways to enrich pedagogical course offerings. (2) Review and refine curricular to optimize online program course offerings. (3) Prepare clinical educators that accomodate teaching our BSN students across clinical settings.</p>	<p>In a 2015 NLN faculty census survey, 37 percent of schools reported that the main difficulty in recruiting and hiring new nurse educators was the shortage of qualified faculty. The concern for Tennessee has now become one of a nursing faculty shortage. Many nursing schools in Tennessee have had to turn down qualified applicants due to facility space and faculty availability. This is similar to US trends with more than ¾ of institutions stating a lack of faculty as the reason for turning away qualified applicants. The shortage of qualified nursing faculty can be linked directly to the insufficient number of individuals with a master's degree in nursing and the higher salaries found outside academia.</p> <p>Source: http://www.nln.org/newsroom/nursing-education-statistics/annual-survey-of-schools-of-nursing-academic-year-2015-2016</p>

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School/College: Loewenberg College of Nursing

Select one: Degree, Major, or Program	Projected/Anticipated Additions/Modifications	Rational for anticipated change (i.e. Accrediting body projects surplus of nurses)
Degree	<p>MSN - Executive Leadership</p> <p>(1) Review curricula design and update to ensure students are prepared to manage patient-centered, population-based care in interprofessional teams. (2) Explore the development of a post-Baccalaureate Certificate Program for Nursing Care managers as an interdisciplinary offering with Department of Social Work, Fogelman College of Business & Economics, and health laws.</p>	<p>At many health care organizations, almost half of senior leaders are approaching retirement age within the next 10 years. Without a disciplined succession planning process, health systems are left without a strong pipeline for tomorrow's critical leadership roles. However, succession planning practices are often nonexistent in the healthcare industry. Nurse managers are historically selected based on clinical skills and lack formal leadership preparation. Deliberate nurse manager succession planning should be integrated in the organization's strategic plan and provide a proactive method for identifying and developing potential leaders.</p> <p>Source: Titzer J., Phillips T., Tooley S., Hall N. & Shirey M. (2013) Journal of Nursing Management 21, 971-979. Nurse manager succession planning: synthesis of the evidence.</p>
Degree	<p>MSN - Family Nurse Practitioner</p> <p>(1) Expand advanced practice educational offerings and explore specialties such as geriatrics. (2) Determine the feasibility of implementing a FNP-directed, mobile health clinic for vulnerable populations, including elderly, children/youth/families, chronic illnesses, ethnic/minorities, and low-income populations.</p>	<p>The Bureau of Labor Statistics predicts that employment of nurse practitioners is projected to grow 31 percent from 2016 to 2026, which much faster than the average for all occupations. Overall, job opportunities for advanced practice registered nurses are likely to be excellent. Nurse practitioners (APRNs) will be in high demand, particularly in medically underserved areas such as inner cities and rural areas. In addition, current research has identified four challenges facing the nursing workforce of today and tomorrow: the aging of the baby boom generation, the shortage and uneven distribution of physicians, the accelerating rate of registered nurse retirements, and the uncertainty of health care reform.</p> <p>Source: Bureau of Labor Statistics, U.S. Department of Labor, Occupational Outlook Handbook, Nurse Anesthetists, Nurse Midwives, and Nurse Practitioners, on the Internet at https://www.bls.gov/ooh/healthcare/nurse-anesthetists-nurse-midwives-and-nurse-practitioners.htm (visited November 01, 2017); "Four Challenges Facing the Nursing Workforce in the United States," Peter I. Buerhaus, PhD, RN, FAAN, FAANP(h); Lucy E. Skinner, BA; David I. Auerbach, PhD; and Douglas O. Staiger, PhD, Journal of Nursing Regulation, July 2017.</p>
Degree	<p>PhD in Nursing</p> <p>(1) Implement the new PhD in Nursing program. (2) Develop a promotional plan to recruit students from local to global for PhD Program in Nursing. (3) Develop a structured mentoring program for faculty in the PhD Program. (4) Build an infrastructure to support faculty research/scholarly work, and extramural funding. (5) Seek PhD fellowship/funding in support of PhD students degree completion.</p>	<p>According to the Robert Wood Johnson Foundation-funded Institute of Medicine report, The Future of Nursing: Leading Change, Advancing Health (2011), there is a critical need for more doctorally prepared nurse educators to advance the science of nursing education, design educational systems that implement efficient and cost-effective programs of learning, and lead in the improvement and redesign of the health care system.</p> <p>Source: A VISION FOR Doctoral Preparation for Nurse Educators, A Living Document from the National League for Nursing, NLN Board of Governors, November 2013, on the internet at http://www.nln.org/docs/default-source/about/nln-vision-series-%28position-statements%29/nInvision_6.pdf?sfvrsn=4</p>

AreaName	OccupationCode	OccupationName	BaseYear	Base	ProjYear	Proj	Change	PercentChange	AvgAnnualOpenings
Tennessee	21-1094	Community Health Workers	2016	940	2,018	980	40	4	40
Tennessee	29-1151	Nurse Anesthetists	2016	2,200	2,018	2,260	60	3	80
Tennessee	29-1161	Nurse Midwives	2016	60	2,018	60	-	4	-
Tennessee	29-1171	Nurse Practitioners	2016	4,790	2,018	5,050	260	5	230
Tennessee	31-1014	Nursing Assistants	2016	31,670	2,018	31,890	220	1	780
Tennessee	25-1072	Nursing Instructors and Teachers, Postsecondary	2016	1,450	2,018	1,540	90	7	70
Tennessee	29-1071	Physician Assistants	2016	1,510	2,018	1,580	70	5	60
Tennessee	29-1069	Physicians and Surgeons, All Other	2016	6,160	2,018	6,280	120	2	220
Tennessee	29-1141	Registered Nurses	2016	58,780	2,018	60,350	1,570	3	2,080

AreaName	OccupationCode	OccupationName	BaseYear	Base	ProjYear	Proj	Change	PercentChange	AvgAnnualOpenings
United States	21-1094	Community Health Workers	2014	54,300	2,024	62,400	8,100	15	1,880
United States	29-1151	Nurse Anesthetists	2014	38,200	2,024	45,600	7,400	19	1,640
United States	29-1161	Nurse Midwives	2014	5,300	2,024	6,600	1,300	25	250
United States	29-1171	Nurse Practitioners	2014	126,900	2,024	171,700	44,700	35	7,470
United States	31-1014	Nursing Assistants	2014	1,492,100	2,024	1,754,100	262,000	18	59,900
United States	25-1072	Nursing Instructors and Teachers, Postsecondary	2014	68,600	2,024	81,800	13,200	19	2,540
United States	29-1071	Physician Assistants	2014	94,400	2,024	123,200	28,700	30	5,000
United States	29-1069	Physicians and Surgeons, All Other	2014	347,200	2,024	398,800	51,700	15	14,510

AreaName	OccupationCode	OccupationName	BaseYear	Base	ProjYear	Proj	Change	PercentChange	AvgAnnualOpenings
Tennessee	21-1094	Community Health Workers	2014	500	2,024	620	120	25	30
Tennessee	29-1151	Nurse Anesthetists	2014	2,210	2,024	2,920	710	32	110
Tennessee	29-1161	Nurse Midwives	2014	80	2,024	120	40	51	10
Tennessee	29-1171	Nurse Practitioners	2014	4,280	2,024	6,020	1,740	41	260
Tennessee	31-1014	Nursing Assistants	2014	31,680	2,024	38,800	7,120	23	1,320
Tennessee	25-1072	Nursing Instructors and Teachers, Postsecondary	2014	1,820	2,024	2,600	780	43	110
Tennessee	29-1071	Physician Assistants	2014	1,350	2,024	1,950	600	44	80
Tennessee	29-1069	Physicians and Surgeons, All Other	2014	6,970	2,024	8,630	1,660	24	340

The University of Memphis Board of Trustees
Agenda Item

Date: October 4, 2017

Committee: **Academics, Research, & Student Success Committee**

Item: **Presentation: Overview of Degree Programs**
i. Undergraduate Programs
ii. Graduate Programs and Certificates
iii. Accelerated Bachelor's/Master's
iv. Fall 2017 Enrollment by Degree and Major

Recommendation: Informational; no action required

Presented by:

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

Background:

As requested, Dr. Weddle-West presents an overview of Undergraduate Programs, Graduate Programs and Certificates, and Accelerated Bachelor's/Master's Program for the board to review and identify opportunities for future program development and growth.

Committee Recommendation:

No action required

6.1. Undergraduate Programs

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	African & African American Studies	Program objectives for a B.A. in African and African American Studies are to: (a) define the term "diaspora" and describe the history, scope and impact of the post-Renaissance diaspora of African peoples; (b) critique the experiences of African and African American women within the context of the collective experiences of Africans and African Americans and the world as a whole; (c) apply methodological approaches and analytical skills used in the humanities, the social and behavioral sciences, or the arts to the study of the experiences of Africans and people of African descent in the Diaspora; (d) demonstrate an understanding of the links between African cultural institutions and those of people of African descent in the Diaspora; (e) compare and contrast the history and cultures of peoples of Africa to the history and cultures of peoples of African descent in the Diaspora.	X		X	Civil Rights Advocate, Diversity Coordinator, Community Organizer, Journalist, Policy Analyst
College of Arts and Science	African American Literature	The African American Literature Concentration is designed to familiarize students with the varied chronological development of African American Literature, 1750 to the present. The course offerings offer a full range of approaches, from the study of historical periods and genres to the most recent developments in literary criticism and theory.		X		Civil Rights Advocate, Diversity Coordinator, Community Organizer, Educator Journalist, Policy Analyst
College of Arts and Science	Air Force ROTC/Aerospace Studies	A comprehensive program that offers not only education in the field of Aerospace Studies, but also the opportunity to develop leadership and teamwork skills that will serve you well for the rest of your life.			X	Pilot, Intelligence Officer, Security Forces Officer, Air Battle Manager, Air Force Officer
College of Arts and Science	Anthropology	Program objectives for a B.A. in Anthropology are that students will: (a) demonstrate knowledge of the holistic foundations of anthropology, and core subfields of cultural anthropology, biological anthropology, archaeology, and linguistics; (b) demonstrate critical analysis and independent thought in relation to core constructs, theories, and methods in anthropological works; (c) demonstrate effective written communication skills; and (d) experience and appreciate anthropology's real world applications through enriched learning opportunities such as community-based research, service learning, internships, and study-abroad programs.	X		X	Market Researcher, Social Researcher, Community Development Worker, Charity Officer, International Aid Worker
College of Arts and Science	Area Studies (International Studies)	The International Studies program provides the opportunity to bring the knowledge of several traditional disciplines to bear upon a focal point of human relationships and problems that cross national and cultural boundaries.		X		Diplomat, Foreign Service Officer, Linguist Supervisor, Humanitarian Affairs Advocate, International Human Resource Specialist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Army ROTC/Military Science	The Department of Military Science provides a four-year program of instruction designed to provide qualified college men and women with practical experience in the art of organizing, motivating and leading others.			X	Commissioned Officer Candidate, Army Judge Advocate General's Corps Attorney, Financial Manager, Air Defense Artillery Officer, Engineer Officer
College of Arts and Science	Behavioral Neuroscience	The common goal with this area is to advance understanding of the biological basis of behavior and cognition. In pursuit of this objective we use a wide variety of methods including experimental analysis of animal behavior, <i>in vivo</i> and <i>in vitro</i> neurochemical and electrophysiological measures, and psychopharmacological interventions.		X		Psychologist, Human Factors Specialist, Counselor, Crisis Intervention Counselor, Health Educator
College of Arts and Science	Biochemistry	Program objectives for a B.S. in Chemistry and a B.S.Ch. in Chemistry are: (a) to have a satisfactory knowledge and comprehension of core concepts of analytical, organic, physical, inorganic and bioorganic chemistry; (b) to develop the ability to critically assess and solve problems relating to theoretical and practical aspects of chemistry; (c) to have satisfactory laboratory skills; (d) to have satisfactory presentation skills to communicate chemical concepts and the results of investigations into chemical phenomena, through oral and written discourse and by way of mathematical sciences (e) to have satisfactory basic computer and computational skills; (f) will be satisfactorily prepared for entry level positions in the field, or for admission to graduate or professional school; (g) to demonstrate an understanding of professional ethics and the importance of chemistry in its impact on society.		X		Scientist, Informatics Associate, Microbiologist, Medical Technologist, Chemical Technician

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Biology	Students who earn a B.S. in Biology should attain the following objectives: (a) demonstrate knowledge and comprehension of the principles, concepts, and theories pertinent at each level of biological organization; (b) apply principles of biological classification to the diversity of life and recognize phylogenetic relationships among organisms; (c) demonstrate skills in analytical reasoning and problem solving; (d) function successfully in laboratory and field settings, including the use of basic equipment, techniques, and safety protocols; (e) access, evaluate, and utilize biological information in print and electronic formats; (f) effectively communicate scientific knowledge and experimental results in both oral and written formats; (g) compete successfully for admission to graduate and professional programs and for employment utilizing their academic training.	X		X	Biologist Technician, Conservation Scientist, Nutritionist, Geneticist, Botanist
College of Arts and Science	Chemistry	To provide students with access to the methods, theory, and tools of modern chemical science.	X		X	Chemical Engineer, Analytical Chemist, Forensic Scientist, Toxicologist, Pharmacologist
College of Arts and Science	Chinese	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	Cognitive Science	This minor exposes students to Cognitive Science, the interdisciplinary study of the mind. Courses in the minor come from psychology, computer science, philosophy, and linguistics and provide a framework for addressing issues related to human-computer interaction, theory of mind, artificial intelligence, education, marketing, and many other areas.		X	X	Intelligence Analyst, Multimedia Designer, Human Factors Engineer, Medical Analyst, Human Performance Tester

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Computer Science	Program objective is for students to demonstrate an ability to solve complex problems through the use of computer science, as evidenced by successful entrance into and advancement in the computer science profession. Students should demonstrate an appreciation for lifelong learning and for the value of continuing professional development by pursuing graduate education, professional education or continuing education opportunities, attainment of professional licensure, and/or membership in professional societies.	X		X	Web Developer, Computer Programmer, Business Intelligence Analyst, Network Systems Analyst, Software Systems Developer
College of Arts and Science	Creative Writing	The Undergraduate Creative Writing Program offers the opportunity for students to take courses in three areas: poetry, fiction and creative nonfiction. The program includes literature courses, forms courses that examine the history of a genre from a writer's perspective, and creative writing workshops in fiction, poetry or creative nonfiction.		X		Advertising Copywriter, Arts Administrator, Creative Director, Lexicographer, Journalist
College of Arts and Science	Criminology & Criminal Justice	Program objectives for a B.A. in Criminology and Criminal Justice are: (a) exhibit an understanding of the important functions, organization, and fundamental concepts of the operation of the criminal justice system (police, law/courts, corrections) in a democratic society; (b) acquire knowledge of the development of the components of the criminal justice system from an historical and cross-cultural perspective; (c) know the major theorists and theoretical orientations that help explain criminal behavior; (d) be able to understand, analyze, and critically evaluate basic research and data relevant to crime and the criminal justice system; (e) demonstrate an ability to formulate a thesis and to gather and critically assess information appropriate to a topic under study; (f) have the ability to effectively communicate both in written and oral form; (g) have an understanding of career and educational options that a bachelor's degree in Criminology and Criminal Justice provides.	X		X	Corrections Officer, Fish and Game Warden
College of Arts and Science	Earth Sciences	Program objectives are: (a) be able to demonstrate an understanding of the fundamental principles, concepts and knowledge of the discipline Earth Sciences (b) have knowledge of the effects of natural processes and human activity on the environment; (c) be able to address, solve and communicate geographic problems using quantitative methods and geographic techniques; (d) be able to critically examine community problems and develop coherent solutions to urban and other land management issues; (e) demonstrate effective written, oral and visual communication skills.	X		X	Environmental Consultant, Groundwater Specialist, Geologist, Paleontologist, Geochemist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Emergency Management	The interdisciplinary Emergency Management concentration is designed for students with a diversity of backgrounds and interest in applying that background to emergency management, community resilience to disaster, environmental hazards mitigation, emergency management response, and business continuity/disaster recovery. It will address the following critical knowledge elements: a) the physical and social dimensions of disasters through combining knowledge from various physical, social, and applied disciplines; b) the intersection of public policy to disaster risk, response, and mitigation; c) the intersection of the private, nonprofit, and governmental sectors and how this affects emergency preparedness, mitigation, and recovery; d) sustainable development, planning for and response to extreme events and change in our physical and human landscapes; and e) communication dynamics and persuasive communication in emergencies.			X	Homeland Security Officer, Hospital Emergency Preparedness Administrator, Emergency Dispatcher, Emergency Management Technician
College of Arts and Science	English	Program objectives for a B.A. in English are: (a) to develop skills in critical thinking, reading, and writing; (b) to have opportunities to consider the relationships among language, literature, culture, and writing; (c) to concentrate study of these interrelated areas in one of six endeavors, each with its own particular focus: African American literature, applied linguistics, creative writing, English as a second language, literature, and professional writing.	X		X	Copywriter, Staff Writer, Editor, Media Analyst, Public Information Officer
College of Arts and Science	English as a Second Language	The English as a Second Language (ESL) concentration allows students to focus beyond their core English literature, language, and writing courses. Specialized study in ESL methods and in language assessment provides students with the basic skills needed to teach ESL in the US and abroad.		X		ESL Teacher, ESL Tutor
College of Arts and Science	Environmental Studies	The Interdisciplinary Environmental Studies Minor Program (18 hours) is intended to provide all students with the opportunity to obtain a broad-based knowledge of the environmental issues facing our planet; knowledge that spans the biological-physical threats and solutions, as well as behavioral, social, economic, and design implications. The Environmental Studies Program fosters interdisciplinary study among diverse course offerings in Anthropology, Architecture, Biology, Business, Chemistry, Earth Sciences, Economics, Philosophy, Physics, and Political Science.			X	Environmental Consultant, Public Relations Specialist, Environmental Educator, Sustainability Specialist, Policy Analyst

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	French	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	General Psychology	Program objectives for a B.A. in Psychology are: (a) describe the nature of psychology as a discipline; (b) use the concepts, language, and major theories of the discipline to account for psychological phenomena; (c) demonstrate knowledge and understanding representing appropriate breadth and depth in selected content areas of psychology.		X		Psychologist, Affirmative Action Officer, Employment Counselor, Industrial Relations Arbitrator, Underwriter
College of Arts and Science	Geoarchaeology	Geoarchaeology interweaves geologic techniques, GIS, remote sensing, and geophysical techniques into Archaeology research. Quaternary studies branch out to investigate landscape evolution, climate change, paleoecology, and active tectonics over the last two million years.		X		Geoarchaeologist, Geophysical Surveyor, Marine Geoarchaeologist, Research Associate, Resource Manager, Landscape Historian
College of Arts and Science	Geography	Program objectives are: (a) be able to demonstrate an understanding of the fundamental principles, concepts and knowledge of the discipline Earth Sciences; (b) have knowledge of the effects of natural processes and human activity on the environment; (c) be able to address, solve and communicate geographic problems using quantitative methods and geographic techniques; (d) be able to critically examine community problems and develop coherent solutions to urban and other land management issues; (e) demonstrate effective written, oral and visual communication skills.		X		Cartographer, Commercial Surveyor, Residential Surveyor, Town Planner, Environmental Consultant

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Geology	Program objectives are: (a) be able to demonstrate an understanding of the fundamental principles, concepts and knowledge of the discipline Earth Sciences (b) have knowledge of the effects of natural processes and human activity on the environment; (c) be able to address, solve and communicate geographic problems using quantitative methods and geographic techniques; (d) be able to critically examine community problems and develop coherent solutions to urban and other land management issues; (e) demonstrate effective written, oral and visual communication skills.		X		Geologist, Geochemist, Hydrogeologist, Seismic Interpreter, Mudlogger
College of Arts and Science	German			X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	Global Processes (International Studies)			X		International Trade Consultant Rights Advocate, International Sales Development Officer, Foreign Correspondent Environmental Policy Analyst,
College of Arts and Science	Greek	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Museum Researcher, Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent,
College of Arts and Science	Interdisciplinary Studies	These areas of study are intentionally designed to explore new ways of looking at the problems and issues through coursework that crosses academic departments and traditional academic majors. These programs also place an emphasis on hands-on opportunities for research, field experience, and internships.	X			Broadcaster, Curator, Paralegal, Researcher, Case Manager

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	International Business	The primary objective of the International Business Program is to provide a broad, interdisciplinary education for a career in international business. Through the study of theoretical and practical aspects of the operations of international and multinational business and through work in several liberal arts disciplines	X		X	Account Executive, Job Analyst, Auditor, Insurance Underwriter, Purchasing Agent
College of Arts and Science	International Studies	Our program serves students seeking an understanding of the diverse national perspectives on the challenges confronting today's globalized society.	X		X	Export Operator, International Trade Researcher, Manager Emergency Fund, Interpreter Project Coordinator, Study Abroad Program Advisor
College of Arts and Science	Italian	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	Japanese			X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	Judaic Studies	Bornblum Judaic Studies explores the experience of the Jewish people within the contexts of world cultures. Non-theological in its orientation, it provides students the opportunity to study related areas, including the history of the Jewish people, the structures and politics of Jewish communities, the Hebrew and Arabic languages, and the religious, intellectual, and aesthetic traditions of the Jewish people.		X	X	Researcher, Activism Cultural Community manager, Interfaith Community Manager, Rabbi

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Language and Linguistics	The Language and Linguistics Concentration provides students with the tools necessary to investigate language. Students confront the questions, theories, and methods of exploring language as a system. In addition to the theoretical nature of language study, students explore the real-life implications of language for literature, English as a Second Language (ESL), composition, language development, and the social dimensions of language and linguistics.		X		Linguist, ESL Teacher, EFL Teacher, Lexicographer, Copyeditor/Proofreader
College of Arts and Science	Latin	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Museum Researcher, Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent,
College of Arts and Science	Legal Thought and Liberal Arts	The minor in Legal Thought and Liberal Arts is designed to provide an interdisciplinary liberal arts program for students in any major who intend to enter the legal profession. The minor will be of particular benefit to pre-law students whose majors are more professional in nature and who are not exposed to the broader liberal arts curriculum. Students will be introduced to major intellectual traditions of the West and to ethical, social, and economic issues of significance to our time. The courses in the minor require that students read critically, think logically, and write clearly - attributes required of persons in the legal profession.			X	Pre-Law
College of Arts and Science	Literature	The undergraduate Literature program is designed to familiarize students with many areas of English, American, and European literature. The Literature curriculum offers a full range of approaches, from the study of historical periods and genres to the most recent developments in literary criticism and theory.		X		Publisher, Editor, Marketing Associate, Public Relations Representative, Tutor

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Materials Science	Program objectives for a B.S. in Physics are: (a) Acquire knowledge of core principles in classical mechanics, electromagnetism, thermal physics, quantum mechanics, mathematical methods, optics, and modern physics; (b) ability to discriminate between relevant and irrelevant principles and facts in problem solving; (c) an understanding of research methodology in physics; (d) ability to effectively communicate scientific results in both oral and written reports; (e) ability to use computers for data analysis, literature search, scientific writing, and the ability to use other specialized research equipment; (f) ability to collaborate with other students in and out of the laboratory and during problem-solving sessions.		X		Design Engineer, Materials Engineer, Metallurgist, Technical Sales Engineer, Product Development Scientist
College of Arts and Science	Mathematical Sciences	Program objectives for a B.S. in Mathematical Sciences are to: (a) understand the notion of a real valued function; (b) understand the concept of differentiation and be able to apply the rules of differentiation to functions of one real variable. Be able to use these techniques to solve problems in optimization; (c) understand the use of vector analysis to describe the geometry of higher dimensional spaces; (d) understand how to extend the concepts of the calculus of functions of one variable to higher dimensions; (e) use matrices to solve systems of linear equations and to describe linear transformations; (f) understand abstract structures in mathematics; (g) be able to read and present mathematical proofs including an understanding of the basic types of proofs; (h) be able to formulate their own proofs of simple mathematical statements; (i) be able to use a computer to assist with the solution of mathematical problems; (j) Have advanced knowledge of at least one specialist area of mathematics: Statistics, Mathematics, or Teaching Mathematics.	X		X	Mathematician, Actuary, Statistician, Math Teacher, Research Scientist, Industrial Statistician

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Mathematics	Program objectives for a B.S. in Mathematics are to: (a) understand the notion of a real valued function; (b) understand the concept of differentiation and be able to apply the rules of differentiation to functions of one real variable. Be able to use these techniques to solve problems in optimization; (c) understand the use of vector analysis to describe the geometry of higher dimensional spaces; (d) understand how to extend the concepts of the calculus of functions of one variable to higher dimensions; (e) use matrices to solve systems of linear equations and to describe linear transformations; (f) understand abstract structures in mathematics; (g) be able to read and present mathematical proofs including an understanding of the basic types of proofs; (h) be able to formulate their own proofs of simple mathematical statements; (i) be able to use a computer to assist with the solution of mathematical problems; (j) Have advanced knowledge of Mathematics or Teaching Mathematics.		X		Mathematician, Actuary, Statistician, Math Teacher, Research Scientist, Industrial Statistician
College of Arts and Science	Navy ROTC/Naval Science	The Naval Science program is designed to prepare midshipmen for a career as future officers in the United States Navy and United States Marine Corps. The courses offered teach the proud heritage of the Naval Services, where they are today, and where they are headed. As well as developing students academically, courses promote the development of leadership and decision making skills.			X	Naval Aviator, Flight Officer, SEAL, Submarine Officer, Surface Warfare Officer
College of Arts and Science	Nonprofit Management	The Division of Public and Nonprofit Administration offers an interdisciplinary minor in Nonprofit Management which includes courses that address competencies necessary for work in nonprofit organizations.			X	Housing Director, Life Skills Assistant, Corporate and Foundation Relations Officer, Chief Development Officer, Program Coordinator
College of Arts and Science	Philosophy	Program objectives for a B.A. in Philosophy are (a) to acquire fundamental knowledge reflecting the subdivisions within the discipline; (b) to express a high degree of satisfaction with the program and instruction within the department; and (c) to be able to demonstrate skills which will be beneficial in further study or in their career paths.	X		X	Intelligence Analyst, Journalist, Claims Adjuster Public Relations, Personnel Analyst

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Physics	Program objectives for a B.S. in Physics are: (a) Acquire knowledge of core principles in classical mechanics, electromagnetism, thermal physics, quantum mechanics, mathematical methods, optics, and modern physics; (b) ability to discriminate between relevant and irrelevant principles and facts in problem solving; (c) an understanding of research methodology in physics; (d) ability to effectively communicate scientific results in both oral and written reports; (e) ability to use computers for data analysis, literature search, scientific writing, and the ability to use other specialized research equipment; (f) ability to collaborate with other students in and out of the laboratory and during problem-solving sessions.	X		X	Cryogenicist, Hydrologist, Oceanographer, Rheologist, Acoustictician
College of Arts and Science	Political Science	Program objectives for a B.A. in Political Science are: (a) basic understanding of political institutions and processes in the United States and other countries; (b) basic understanding of the ways in which countries interact with one another, directly or through intermediary institutions; (c) basic understanding of the development of political thought; (d) able to apply basic political science methodologies to political science questions; (e) able to analyze and explain political processes and outcome; (f) able to interpret political attitudes, values, and beliefs; (g) have the critical thinking skills necessary for careers in government, business, law, or academia.	X		X	Political Scientist, Criminal Justice, Economic Developer, Personnel Analyst, Elected Public Official
College of Arts and Science	Portuguese	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X		Translator, Hotel Manager, Interpreter, Social Services, Immigration Inspector

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Professional Writing	The Professional Writing Concentration is designed to teach students to write in industry, government, technology, and scientific disciplines. Its courses emphasize: Writing and editing to achieve specific purposes and address specific audiences. Producing different types of documents, including instruction manuals, reports, and proposals, and using writing as a tool for learning		X		Professional Writer, Editor/Proofreader, Copywriter, Technical Editor, Development Writer
College of Arts and Science	Psychology	Program objectives for a B.A. in Psychology are: (a) describe the nature of psychology as a discipline; (b) use the concepts, language, and major theories of the discipline to account for psychological phenomena; (c) demonstrate knowledge and understanding representing appropriate breadth and depth in selected content areas of psychology; (d) describe the basic characteristics of the science of psychology; (e) explain different research methods used by psychologists; (f) design and conduct basic studies to address psychological questions using appropriate research methods; (g) evaluate the appropriateness of conclusions derived from psychological research; (h) generalize research conclusions appropriately based on the parameters of particular research methods; (i) follow the APA Code of Ethics in the treatment of human and nonhuman participants in the design, data collection, interpretation, and reporting of psychological research; (j) use critical thinking effectively; (k) use reasoning to recognize, develop, defend, and criticize arguments and other persuasive appeals; (l) approach problems effectively; (m) describe major applied areas of psychology (e.g., clinical, counseling, industrial/organizational, school, health); (n) identify appropriate applications of psychology in solving problems; (o) articulate how psychological principles can be used to explain social issues and inform public policy; (p) recognize the necessity for ethical behavior in all aspects of the science and practice of psychology; (q) recognize and understand the importance of academic integrity; (r) recognize and respect human diversity and understand that psychological explanations may vary across populations and contexts; (s) assess and justify engagement with respect to civic, social, and global responsibilities; (t) understand the limitations of psychological knowledge and skills.	X		X	Psychologist, , Employment Counselor, Industrial Relations Arbitrator, Underwriter
College of Arts and Science	Public Administration	The Division of Public and Nonprofit Administration offers a minor in Public Administration with courses that address competencies necessary for work in local government and public agencies.			X	Civil Servant, Executive Director, Director of Development, Program Analyst, Education Administrator

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Religious Studies	Designed for students with a diversity of backgrounds and interests in religion, this concentration is a traditional liberal arts field that helps students to develop skills in critical thinking, the analysis of complex issues, and oral and written expression.			X	Campus Religious Coordinator, Public Administrator, Counselor, Editor, Vocational Counselor
College of Arts and Science	Russian	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Tourism Marketing Officer, Policy Analyst, Interpreter, Travel Agent, Import/Export Broker
College of Arts and Science	Social Work	The B.A. program in Social Work is designed to equip students with the knowledge and skills necessary for entrance into the profession of social work as beginning level generalist practitioners. Program objectives for a B.A. in Social Work are: a) apply critical thinking skills within the context of professional social work practice; (b) understand the value base of the profession and its ethical standards and principles, and practice accordingly; (c) practice without discrimination to needs of diverse clientele; (d) apply strategies of advocacy and social change that advance social and economic justice.	X		X	Social Worker, Community Social Worker, Mental Health Social Worker, Substance Abuse Social Worker, Medical Social Worker
College of Arts and Science	Sociology	Program objectives for a B.A. in Sociology are: (a) an understanding of and competence in the major theories, statistical techniques, and methodological approaches of sociology; (b) development of theoretical, substantive, and methodological knowledge to conduct research projects or participate in applied research projects; (c) participation in an internship or discipline related experiences; (d) preparation for employment in a sociology-related field or advanced study in sociology or other graduate field.	X		X	Behavioral Specialist, Urban Planner, Probation Officer, Researcher, Economic Developer

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Arts and Science	Spanish	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) Be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.		X	X	Translator, Hotel Manager, Interpreter, Social Services, Immigration Inspector
College of Arts and Science	Statistics	Program objectives are to: (a) understand the notion of a real valued function; (b) understand the concept of differentiation and be able to apply the rules of differentiation to functions of one real variable. Be able to use these techniques to solve problems in optimization; (c) understand how to extend the concepts of the calculus of functions of one variable to higher dimensions; (d) understand abstract structures in mathematics; (e) be able to use a computer to assist with the solution of mathematical problems; (j) have advanced knowledge of the specialist area of statistics.		X		Mathematician, Actuary, Statistician, Math Teacher, Research Scientist, Industrial Statistician
College of Arts and Science	Women's Studies	This minor exposes students to multidisciplinary approaches to the study of the lives of women, with a special focus upon their racial diversity. Students therefore take courses from both the humanities and social sciences, and study issues of racial diversity as well as gender.			X	Women's Health Advocate, Writer, Family Counselor, Editor, Community Educator
College of Arts and Science	World Languages	Program objectives for a B.A. in World Languages and Literatures are: (a) have functional control of the appropriate fundamental language skills for the principal language of the major. For modern languages, these include speaking, listening, reading, and writing. For ancient languages, these include reading, reciting in a standard scholarly reconstructed pronunciation, and the ability to analyze grammatical structures in detail; (b) be able to describe and critically evaluate the cultural assumptions and points of view of the targeted culture(s) of their principal language of concentration; (c) be able to describe and appreciate the interplay of literature, language, history, and culture in the principal language of concentration.	X			Translator, Hotel Manager, Interpreter, Social Services, Immigration Inspector

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Communication and Fine Arts	Advertising	The advertising program trains students to work in a corporate or agency office doing accounts or creative work. Students learn functions of the advertising business, develop creative strategy, explore media buying and account planning, learn to research target audiences and to execute a campaign. Students compete in the National Student Advertising Competition working with national brands, including Snapple, Pizza Hut and Mary Kay Cosmetics.	X		X	Creative Director, Advertising Sales Agent, Public Relations Specialist, Copywriter, Account Executive
College of Communication and Fine Arts	Architecture	The study of architecture and interior design encompasses both the art and science of design. The focus is on the education of the individual student through a well-rounded approach in a sequence of foundation courses, design studios, and professional/technical courses.	X			Architect, Interior and Spatial Designer, Architectural Technologist, Commercial/Residential Surveyor, Planning and Development Surveyor
College of Communication and Fine Arts	Art	Educates students in visual arts and design from a holistic perspective: practical, theoretical, and historical.	X		X	Curator, Art Critic, Event Planner, Fine Art Salesperson, Art Therapist
College of Communication and Fine Arts	Art Education	The UM Art Education program focuses on empowering future art teachers with the processes and content of quality arts education. Graduates demonstrate competence in a comprehensive approach that includes cross-cultural, thematic, and interdisciplinary art curriculum development.		X		Art Teacher, Community Art Teacher, Ceramics Instructor
College of Communication and Fine Arts	Art History	Program objectives for a B.A. in Art History are: (a) to understand the scope of art in human culture; (b) to acquire the ability to write about art clearly and meaningfully; (c) to acquire knowledge of diverse visual cultures; (d) to acquire the ability to read, write and understand the major terms and concepts of art history; (e) to conduct original research in the discipline.	X		X	Art Conservation and Restoration, Antiquarian Book Dealer, Museum Marketing, Museum Facilities Operation, Heritage Manager
College of Communication and Fine Arts	Communication	Performance: Students will demonstrate competence in producing messages for different purposes, audiences, and contexts. Analysis and Critical Thinking: Students will analyze, interpret and evaluate messages across various forms and contexts. Knowledge: Students will know the development of communication studies from its rhetorical roots through social scientific perspectives to contemporary critical approaches. Ethics: Students will articulate ethical principles and apply them in diverse communication contexts. Mediated Communication: Students will understand the impact of media forms on communication processes.	X	X	X	Executive Producer, Social Media Director, Director of Public Relations, Marketing Communications Director, Corporate Communications Manager
College of Communication and Fine Arts	Composition	Composition focuses on knowledge, aural training, and analytical skills as a basis for composition and scholarly work.		X		Composer, Music Producer, Band Manager, Choral Conductor, Arts Consultant

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Communication and Fine Arts	Dance	The Bachelor of Fine Arts (BFA) in Theatre with a concentration in dance is equivalent to a degree in dance. The degree provides a comprehensive education across the field of dance, particularly through contemporary and modern techniques. A BFA dance student experiences movement practice (Modern, Ballet, Jazz, Tap), performance, choreography, dance description and notation, pedagogy, history, production and technology. Program is designed specifically for students whose interests and abilities strongly suggest potential for pursuing careers as artists for the professional theatre and entertainment industries. The curriculum is structured to introduce students to all aspects of theatre and grow towards a specialization.			X	Arts Management, Choreographer, Dance Critic, Fundraiser, Television Producer
College of Communication and Fine Arts	Design and Technical Production			X		Actor/Actress, Artistic Director, Booking Agent, House Manager, Vocal Coach
College of Communication and Fine Arts	Graphic Design	The graphic design curriculum covers key aspects of design and visual communication for both the print and digital environment. Instruction in the fundamental concepts of visual communication, current graphic computer applications, methods of developing creative solutions which give meaningful form to ideas and information, and business practices, develop the skills and knowledge necessary for practical application.		X		Graphic Designer, Art Director, Marketing Associate, Creative Director, Product Designer
College of Communication and Fine Arts	Interior Design	The focus is on the education of the individual student through a well-rounded approach in a sequence of foundation courses, design studios, and professional/technical courses. The program of study for each degree program is structured to engage students in the processes and professional standards of design and technology necessary for shaping the built environment.	X			Interior Designer, Architecture Construction Manager
College of Communication and Fine Arts	Jazz and Studio Composing/Arranging			X		Composer, Music Producer, Band Manager, Community Music Instructor, Arts Consultant
College of Communication and Fine Arts	Jazz and Studio Performance	Our Jazz and Studio Music curriculum is designed to prepare students for a professional career performing, composing, researching, or teaching in all fields of music.		X		Musician, Arranger/Copyist, Musicologist, Producer, Music Librarian
College of Communication and Fine Arts	Journalism	The journalism program trains students to work as multimedia journalists for new and emerging digital media, legacy media and media startups. Students can deepen skills in broadcast journalism, sports reporting, investigative journalism, feature writing and public affairs reporting. All classes emphasize writing and multimedia skills, and lead to a capstone experience working for Memphis Mirror.	X		X	Broadcast Journalist, Photojournalist, Foreign Correspondent, Social Media Coordinator, Investigative Journalist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Communication and Fine Arts	Music	Program objectives for a B.M. in Music are: (a) to be prepared for entrance into accredited graduate programs in music; (b) to be prepared to pursue graduate studies in music performance; (c) to be prepared to pursue careers in the music profession. The Bachelor of Music with a major in Music is a professional degree, the requirements for which provide the student with an opportunity for specialization in the traditional disciplines of music and music education.	X		X	Musician, Arranger/Copyist, Ethnomusicologist, Producer, Music Librarian
College of Communication and Fine Arts	Music Business	Undergraduate Music Business majors learn by studying a wide range of topics, including Legal Aspects of the Music Industry, Record Contracts, Music Publishing, Artists Management, Record Company Operations I and II, Internet Marketing and Distribution and International Music Business. The Music Business concentration is designed to combine real-life work experience with classroom instruction in order to prepare graduates for entry and mid-level careers in the music and entertainment industries and for a variety of entrepreneurial opportunities as business owners and independent contractors.		X		Producer, Booking Agent, Music Publisher, Concert Promoter, Artist Manager
College of Communication and Fine Arts	Music Education (Instrumental and Choral)	Our program exposes students to a variety of teaching techniques, learning structures, and academic environments through a variety of field experiences (pre-school through secondary levels), and a year long residency internship. The foundation of the Music Education area is based on a collaboration of current research and practical teaching, in which students are encouraged to seek, evaluate, and appropriately implement current ideas and developments in teaching.		X		Music Teacher, Choral Director, Musicologist
College of Communication and Fine Arts	Music History	Examination of the evolution of music, lyrics, etc. from historical and cultural perspectives.		X		Music Historian, Musicologist, Archivist, Music Librarian
College of Communication and Fine Arts	Music Industry	The Music Business and Recording Technology programs are structured to prepare a marketable student for successful work in today's dynamic music industry.	X			Broadcast Director, Producer, Musicologist, Tour Manager, Tour Publicist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Communication and Fine Arts	Musical Theatre	The BFA degree is a professionally oriented degree specifically designed for students whose interests and abilities strongly suggest the potential for pursuing careers as artists in the resident/professional, community, commercial or academic theatre. The principal objective is to provide the student with the opportunity to concentrate upon studies in performance in order to develop skill mastery, conceptual knowledge, sensitivity to style and vision, a professional attitude, a sense of professional expectations and other capacities appropriate to commence a lifetime involvement in theatre.		X		Actor/Actress, Performing Artist, House Manager, Drama Instructor, Drama Critic
College of Communication and Fine Arts	Performance (Music)	The purpose of applied music is to help students develop technical and interpretive skills on a specific instrument or voice. Private lessons, master classes and solo performances are at the center of this course of study. Participation in large and small ensembles offers additional performance opportunities.		X		Performing Artist, Recording Artist, Orchestra/Band Member, Soloist, General Business Musician
College of Communication and Fine Arts	Performance (Theatre)	The BFA degree is a professionally oriented degree specifically designed for students whose interests and abilities strongly suggest the potential for pursuing careers as artists in the resident/professional, community, commercial or academic theatre. The principal objective is to provide the student with the opportunity to concentrate upon studies in performance in order to develop skill mastery, conceptual knowledge, sensitivity to style and vision, a professional attitude, a sense of professional expectations and other capacities appropriate to commence a lifetime involvement in theatre.		X		Actor/Actress, Performing Artist, House Manager, Drama Instructor, Drama Critic
College of Communication and Fine Arts	Photography	Students prepare for careers in fine art photography (b&w, color, alternative process, digital photography, and mixed media), documentary, freelance editorial, commercial/advertising, portrait, and fashion photography, as well as teaching.		X	X	Portrait Photographer, Commercial Photographer, Scientific Photographer, Pet Photographer, Photojournalist
College of Communication and Fine Arts	Public Relations	The public relations program is offered on campus, online and at the Lambuth campus. In public relations, students learn to engage publics and communicate with stakeholders, shareholders for corporate and nonprofit clients as well as work in an agency setting. Students develop skills in writing, social media, design and audience research, and then use those to execute a campaign for a client. Previous clients have included Memphis Habitat for Humanity and the University of Memphis football team.	X			Marketing Associate, Media relations, Social Media Marketing Coordinator, Marketing Director, Communications Manager

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Communication and Fine Arts	Recording Technology	In the Recording Technology Area, undergraduate students are prepared for entry and mid-level careers such as commercial and independent music production, engineers, sound design and operation for live theatre, and audio system design.		X		Producer, Recording Engineer/Mixer, Studio Manager, Acoustic Consultant, Audio Engineer
College of Communication and Fine Arts	Studio Arts	Students are introduced to a variety of techniques and principles about the nature of painting with the intention of encouraging individual exploration. Undergraduate painting students are required to take courses in the other fine art concentrations. Because contemporary art frequently takes the form of multimedia works, painting students often create works that incorporate other art media such as collage, photography, drawing, sculpture, digital imagery, and installation.		X		Graphic Artist, Painter, Sculptor, Art Critic, Curator
College of Communication and Fine Arts	Theatre	The BFA degree is a professionally oriented degree specifically designed for students whose interests and abilities strongly suggest the potential for pursuing careers as artists in the resident/professional, community, commercial or academic theatre. The principal objective is to provide the student with the opportunity to concentrate upon studies in performance in order to develop skill mastery, conceptual knowledge, sensitivity to style and vision, a professional attitude, a sense of professional expectations and other capacities appropriate to commence a lifetime involvement in theatre.	X		X	Actor/Actress, Artistic Director, Booking Agent, House Manager, Vocal Coach
College of Education	Community Physical Education	Prepares the student to teach and coach children physical activity patterns in community settings.		X		Gym Teacher, Coach
College of Education	Human Development and Learning	Program objectives for a B.S.Ed. in Human Development and Learning are: (a) to promote child development and learning; (b) to build family and community relationships; (c) to observe, document, and assess young children and families; (d) to teach and learn, to design, implement and evaluate experiences that promote positive development and learning for all children. Successful completion of B.S.Ed. requirements with a major in Human Development and Learning will qualify a person to apply for licensure in TN Teacher License: Early Childhood Education (PreK-3).	X			Licensed PreK-3 School Teacher, Teacher Aide, Educational Leader, Educational Consultant

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Education	Integrative Studies	Program objectives for a B.S.Ed. in Integrative Studies are: (a) to understand how learning occurs, how students construct knowledge and acquire skills, and knows how to provided learning opportunities that support their intellectual, social, and personal development; (b) to adapt instructional techniques to youth of diverse cultural and language backgrounds and to students who have exceptional learning needs. Prepares students for TN Teacher License: Middle Schools(4-8) and a non-licensure	X			Teacher, Community Educator
College of Education	Middle Grades Licensure (4-8)			X		Middle School Teacher
College of Education	Secondary Math Licensure			X		Math educator, tutor, coach, supervisor of school mathematics
College of Education	Youth Services (Non-Licensure)			X		Administrator/Director of Programs for School Age Children
College of Education	Teaching All Learners	Program objectives for a B.S.Ed. are: (a) to understand how learning occurs, how students construct knowledge and acquire skill, and to provide learning opportunities that support students' intellectual, social, and personal development; (b) to adapt instructional techniques to students of diverse cultural and language backgrounds and those with exceptional learning needs. Prepares students for TN Teacher License: Elementary Education (K-6) and/or Special Education Modified (K-12)	X			Elementary School Teacher, Community Educator, Teacher of children and adolescents with special needs
College of Engineering	Biomedical Engineering	Biomedical Engineering combines biology and medicine with engineering to advance healthcare through the creation of innovative devices and procedures.	X			Biomechanical Engineer, Rehabilitation Engineer, Clinical Engineer, Bioengineering Researcher
College of Engineering	Civil Engineering	To prepare Civil Engineers who would be responsible for the planning, design, and construction of such projects as bridges, buildings, highways, traffic control systems, and facilities for the treatment of water supplies and waste water. Civil Engineers are also involved in solving the problems of hazardous waste and air pollution.	X			Land Developer, Building Control Surveyor, Nuclear Engineer, Structural Engineer, Environmental Engineer

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Engineering	Computer Engineering	The program is designed to provide students with a satisfying, robust, and quality education in Computer Engineering, leading to professional employment and/or graduate level education. students enrolled in Computer Engineering are offered a curriculum designed to provide a thorough background and understanding of the theoretical and physical principles of computer hardware and software. The intent of the program is to produce graduates who can apply concepts and techniques of mathematics and physics to a variety of analysis and design applications in Computer Engineering.	X	X		Artificial Intelligence, Computer Architecture, Robotics, Operating Systems and Networks, Software Applications
College of Engineering	Construction Engineering	Program objectives are (a) an ability to apply knowledge of mathematics, science, and engineering; (b) an ability to design and conduct experiments, as well as to analyze and interpret data; (c) an ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability; (d) an ability to function on multidisciplinary teams; (e) an ability to identify, formulate, and solve engineering problems; (f) an understanding of professional and ethical responsibility; (g) an ability to communicate effectively; (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context; (i) a recognition of the need for, and an ability to engage in life-long learning; (j) a knowledge of contemporary issues; (k) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice.		X		Construction Manager, Building Engineer, Highway Engineer, Mechanical Construction Engineer, Electrical Construction Engineer
College of Engineering	Electrical Engineering	Objective is to offer both the fundamental knowledge and hands-on projects through which students acquire the skills necessary to be problems solvers, and to create, advance, and disseminate knowledge in the fields of electrical engineering.	X			Circuit Designer, Control Engineer, Power-Systems Engineer, Robotics Engineer, Electronics Technician
College of Engineering	Electrophysics			X		Electrophysics Engineer, Electrophysics Scientist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Engineering	Engineering Technology	Engineering Technology is the profession in which knowledge of mathematics and natural science, gained by higher education, experience, and practice, is devoted primarily to the implementation and extension of existing technology for the benefit of humanity. Engineering Technology education focuses primarily on the applied aspects of science and that portion of the technological spectrum closest to product improvement, industrial practices, and engineering operational functions.	X		X	Automation Design and Development, Process Engineer, Quality Controller, Production Manager, Manufacturing Engineer
College of Engineering	Environmental Engineering	Program objectives are (a) an ability to apply knowledge of mathematics, science, and engineering; (b) an ability to design and conduct experiments, as well as to analyze and interpret data; (c) an ability to design a system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability; (d) an ability to function on multidisciplinary teams; (e) an ability to identify, formulate, and solve engineering problems; (f) an understanding of professional and ethical responsibility; (g) an ability to communicate effectively; (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context; (i) a recognition of the need for, and an ability to engage in life-long learning; (j) a knowledge of contemporary issues; (k) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice.		X		Environmental Engineer, Soil Scientist, Engineering Manager, Environmental Technician
College of Engineering	Geotechnical Engineering	Objective is to offer both the fundamental knowledge and hands-on projects through which students acquire the skills necessary to be problems solvers, and to create, advance, and disseminate knowledge in the fields of electrical engineering.		X		Geotechnical Engineer, Superintendent

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Engineering	Mechanical Engineering	Program objectives are (a) an ability to apply knowledge of mathematics, science, and engineering; (b) an ability to design and conduct experiments, as well as to analyze and interpret data; (c) an ability to design a mechanical system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability; (d) an ability to function on multidisciplinary teams; (e) an ability to identify, formulate, and solve engineering problems; (f) an understanding of professional and ethical responsibility; (g) an ability to communicate effectively; (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context; (i) a knowledge of contemporary issues; (j) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice.	X			Mechanical Engineer, Aerospace Engineer, Maintenance Engineer, Computer and Electronics Parts Manufacturing, Automotive Manufacturing
College of Engineering	Structural Engineering	Program objectives are (a) an ability to apply knowledge of mathematics, science, and engineering; (b) an ability to design and conduct experiments, as well as to analyze and interpret data; (c) an ability to design a structural system, component, or process to meet desired needs within realistic constraints such as economic, environmental, social, political, ethical, health and safety, manufacturability, and sustainability; (d) an ability to function on multidisciplinary teams; (e) an ability to identify, formulate, and solve engineering problems; (f) an understanding of professional and ethical responsibility; (g) an ability to communicate effectively; (h) the broad education necessary to understand the impact of engineering solutions in a global, economic, environmental, and societal context; (i) an ability to use the techniques, skills, and modern engineering tools necessary for engineering practice.		X		Structural Engineer, Civil Engineering Technician
College of Engineering	Systems and Signals			X		Digital Signal Processing Engineer, Image Processing Engineer, Traffic Engineer
College of Business and Economics	Accounting	Our curriculum is designed so our graduates will be knowledgeable in accounting and its functional support of organizations, technologically competent, critical thinkers and problem solvers, effective communicators and team members, and aware of ethical ramifications and global business implications of decisions.	X		X	Corporate Controller, Information Technology Accountant, Finance Director, Risk and Compliance Professional

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Business and Economics	Banking & Financial Services	The Banking and Financial Services Concentration provides students with basic problem-solving and analytical tools necessary to be successful in banking, savings institutions, credit unions, securities firms and investment banks, mutual funds management, managing insurance services firms, and finance companies. Banking and Financial Services is a rigorous and highly respected field of study that prepares students for career options including VP of Commercial Lending, Bank Manager, Investment Banker, Securities Trader, Portfolio Manager, Bank Regulator and Financial Executive.		X		Financial Analyst, Financial Manager, Financial Advisor, Financial Services Sales Agent, Investment Banker
College of Business and Economics	Business Economics	Economics prepares students for positions requiring a broad, general knowledge of the business environment, making economics majors more likely to occupy upper-level management positions.	X		X	Business Analyst, Bank Manager, Market Research Specialist, Investment Analyst, Director of Finance
College of Business and Economics	Business Finance	Prepares students for a wide range of opportunities such as financial analysts, budget analysts, loan officers, stockbrokers, portfolio managers, investment brokers and other financial advisors.		X		Financial Analysts, Budget Analysts, Loan Officers, Stockbrokers, Portfolio Managers
College of Business and Economics	Business Information and Technology	The undergraduate (BBA) degree with a major in BIT has as its goal to produce graduates who are able to function in entry-level information systems positions and who have the basis for continued career growth. Specific BIT courses included in the undergraduate program cover topics such as programming languages, technology involved in computer hardware and system software, methods of analyzing and developing business systems, data management techniques, networking and telecommunications technology, and the management of an entire organization's information resources.	X		X	Application Designer, Systems Specialist, Systems Analyst, IT Security Analyst, Project Manager
College of Business and Economics	Economics	To prepare students for meaningful and responsible participation in a broad range of career opportunities in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical environment within which businesses operate and an appreciation of the impact of business decisions on society; Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.	X			Actuary, Financial Advisor, Credit Analyst, Statistician, Auditor

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Business and Economics	Finance	To prepare students for meaningful and responsible participation in a broad range of finance-related career opportunities in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical financial environments within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.	X		X	Commercial banker, Financial Planner, Investment Banker, Hedge Fund Manager, Estate Planner
College of Business and Economics	Management	To prepare students for meaningful and responsible participation in a broad range of management career opportunities in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical management environments within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.	X		X	Manager, Consultant, Human Resources, Strategic Planner, Operations Manager
College of Business and Economics	Marketing Management	Students majoring in marketing management or supply chain management are prepared for careers that span a wide range of business sectors including consumer & industrial product manufacturers, wholesalers, retailers, services, transportation providers and non-profit organizations. Independent studies and internships allow students to stretch beyond the traditional learning environment by pursuing individual interests through research and practice	X		X	Marketing Manager, Marketing Specialist, Sales Manager, Public Relations Specialist, Account Manager
College of Business and Economics	Project Management	To prepare students for meaningful and responsible participation in a broad range of career opportunities in project management in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical environment within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.			X	Project manager, Construction Project Manager, Technical Project Manager

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
College of Business and Economics	Real Estate	To prepare students for meaningful and responsible participation in a broad range of real estate career opportunities in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical environment within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.		X		Zoning Manager, Appraiser, Commercial Leasing Manager, Escrow Officer, Land Administration Manager
College of Business and Economics	Risk Management and Insurance	To prepare students for meaningful and responsible participation in a broad range of career opportunities in risk management analysis in business, government, and institutional settings, or for advanced professional or graduate education. Knowledge of cultural, global, and ethical environment within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.		X		Operational Risk Consultant, Project Risk & Value Manager, Enterprise Risk & Regulatory Change Director, Strategic Risk Manager, Forensic Consultant
College of Business and Economics	Supply Chain Management	To prepare students for meaningful and responsible participation in a broad range of career opportunities in supply chain management and/or for advanced professional or graduate education. Knowledge of cultural, global, and ethical environment within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.	X		X	Logistics Engineer, Logistics Manager, Analyst, Consultant, Inventory Control Manager
College of Business and Economics	Systems Testing	To prepare students for meaningful and responsible participation in a broad range of career opportunities in systems testing and/or for advanced professional or graduate education. Knowledge of cultural, global, and ethical technical environments within which businesses operate and an appreciation of the impact of business decisions on society. Ability to integrate knowledge from various disciplines to define business problems and research solutions; critical thinking and decision-making skills essential to solving business problems.			X	Test Analyst, Calibration Engineer, Quality Assurance Analyst, Product Tester Refurbishment, Software Tester

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
School of Health Studies	Dietetics	Our curriculum provides foundation, knowledge and skills in the areas of communications, physical and biological sciences, social sciences, research, food, nutrition, management, and health care systems. Graduates of our program are competent in their ability to effectively communicate, apply scientific methods and the nutrition care process, and to use tools of professional management.		X		Dietitian, Nutritionist, Clinical Dietitian, Community Dietitian, Corporate Dietitian,
School of Health Studies	Exercise, Sport, and Movement Sciences	Provides a comprehensive exposure to the field of exercise science, with coursework in areas such as kinesiology, physiology, biomechanics, motor behavior, and exercise programming.		X		Athletic Trainer, Occupational Therapist, Physical Therapy Assistant, Kinesiologist, Sports Psychologist
School of Health Studies	Health Promotion and Lifestyle Management			X		Peer Wellness Coach, Community Health Program Representative, Health Educator, Child Care Licensing Specialist, Health and Wellness Coach
School of Health Studies	Health Studies	The School of Health Studies (SHS) provides students with a quality education focused on the fundamental principles of health, exercise, nutrition, and physical activity, while equipping them with the cutting-edge knowledge and skills needed to fulfill leadership roles in their chosen area of specialty.	X			Community Development Worker, Health Promotion Specialist, Medical Sales Representative, Health Service Manager, Youth Worker

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
School of Health Studies	Healthcare Leadership	Program objectives for a B.S. in Health Studies are: (a) to demonstrate critical thinking skills, specifically in the areas of evaluating evidence and understanding sources; (b) to demonstrate proficiency in written and oral communication and computer utilization; (c) to use knowledge of functional anatomy and biomechanics to analyze and evaluate movement and to prescribe exercises to prevent injuries and enhance performance; (d) to recognize risk factors (i.e., cardiovascular, metabolic, musculoskeletal) and their relationship to physical activity, nutrition and other lifestyle behaviors; identify risk factors, which may require consultation with medical or allied health professionals; (e) to demonstrate an understanding of principles and research-based guidelines for nutrition, body composition, and weight management when analyzing current status and prescribing desirable changes; (f) to demonstrate understanding of the basic principles of program planning, management, evaluation, and administration of health and wellness programs and facilities; (g) to be able to formulate research questions, collect and analyze data, and make appropriate conclusions based on data results.		X		Nurse Consultant, Healthcare Staffer, Human Resources Representative, Intake Program Manager, Eligibility Specialist
School of Health Studies	Physical Education Teacher Education	The student who successfully completes the concentration in Physical Education acquires the knowledge and skills necessary for teaching and coaching in traditional schools as well as community settings. Graduates elect to teach at elementary, middle school, junior high, or high school levels or seek employment with community agencies such as YMCAs, fitness centers, camps and other sport related businesses.	X			Licensed Physical Education Teacher, Fitness and Wellness Coach, Director of fitness centers and community agencies such as YMCA
School of Hospitality and Resort Management	Hospitality and Resort Management	Program objectives of the B.S.Ed. in Sport and Leisure Management are: (a) to become involved in the profession and committed to the academic, service, and social mission of the profession; (b) to demonstrate an awareness of the critical role of diversity to the delivery of inclusive sport and leisure services; (c) to demonstrate effective leadership within the sport and leisure profession; and (d) to behave in accordance with the ethical standards of the sport and leisure profession.	X			Resort Manager, Casino Manager, Head of Housekeeping, Hotel Manager, Sommelier

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
School of Hospitality and Resort Management	Sport and Leisure Management	The program objectives of the B.S.Ed. in Sport and Leisure Management (SLM) are: (a) to become involved in the profession and committed to the academic, service, and social mission of the profession; (b) to demonstrate an awareness of the critical role of diversity to the delivery of inclusive sport and leisure services; (c) to demonstrate effective leadership within the sport and leisure profession; and (d) to behave in accordance with the ethical standards of the sport and leisure profession.	X			Fitness Center Manager, Theme Park Manager, Outdoor Activities Manager, Tourism Officer, Sports Development Officer
College of Nursing	Nursing	The program is designed to accommodate the needs of high school graduates, transfer students, college graduates, licensed practical nurses, and registered nurses who are graduates of diploma or associate degree nursing programs. The school is committed to: (1) providing a curriculum leading to the degree of Bachelor of Science in Nursing basic to beginning professional practice and graduate study in nursing; (2) promoting the intellectual, personal and professional development of students by offering a curriculum that combines a strong liberal education with the professional major; (3) providing a plan of study with flexible options that are responsive to the individual learner's needs; (4) encouraging the use of opportunities available in a comprehensive university setting to foster values, attitudes and personal qualities essential to living a fulfilling life and contributing to a diverse society, (5) producing politically and socially conscious graduates who are competent practitioners in a variety of settings; and (6) preparing graduates who assume leadership roles to effect change for a healthy society.	X			Ambulatory care Nurse, Burn Care Nurse, Cardiac Care Nurse, Case Management Nurse, Correctional Facility Nurse
University College	Alcohol & Drug Abuse Services	Students in Alcohol and Drug Abuse Services concentration will select courses in alcohol & drug abuse and social & public services. Prior Work experience is welcomed and evaluated through portfolio assessment. Internships are also included in this concentration. Persons pursuing this degree typically provide services to those disabled by alcohol and drug abuse, including abusers, families, friends, colleagues, and associates. Wishing to build upon knowledge of and experience in alcohol and drug abuse treatment, persons served by these guidelines will seek careers in Alcohol & Drug Abuse (A&D) Services as providers of social and public services in hospitals, social service agencies, employee assistance programs, churches, etc. Some may wish to continue their education in graduate-level programs.		X	X	Addiction Counselor, Clinical Coach, Drug & Alcohol Prevention Specialist

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Asian Studies & International Trade	China has become the most important trading partner with the United States. In today's increasingly globalized world, American companies need employees who possess the skills to function in a global market, particularly in Asia. The Asian Studies and International Trade (ASIT) program at the University of Memphis provides students with the critical combination of skills that progressive companies seek.		X		Diplomat, Foreign Service Officer, Trade Specialist, International Sales Representative, Global Distribution Manager
University College	Child Development	The Bachelor of Professional Studies in Child Development and Family Studies focuses on recognizing and enhancing important developmental milestones for children from birth through adolescence. Students will learn how to create effective learning environments to promote children's healthy development as well as assist parents in creating positive relationships and environments for the development of their children. In addition, students study the stages of development from infancy through adolescence and the ways that family, culture, peers, and schools influence the growth of children. Students will also explore the importance of advocacy for children and their families whether it be in the classroom, hospital, or justice system.		X	X	Preschool /Daycare Teacher, Child Life Specialist, Mentorship Coordinator
University College	Disability Studies and Rehabilitation	Advising guidelines for the Bachelor of Professional Studies (B.P.S.) degree with a concentration in Disability Studies and Rehabilitation Services are designed for students seeking to be academically and professionally grounded in issues faced by individuals seeking disability services. Students will also be exposed to the theme of employment – including vocational adjustment and appropriate job placement – and independent living outcomes as reaffirmed in the Rehabilitation Act Amendments of 1992. Rehabilitation depends heavily upon communication between both the consumer and professional and among various professionals; consequently, communication will be stressed, as well as an understanding of the potential influence of cultural diversity and individual lifestyle choices. Courses will also enable students to understand the methods used in disability services to solve consumer problems and utilize available resources. Finally, a well-supervised field experience component will provide students the opportunity to integrate classroom principles and develop entry-level skills in a work setting.		X		Disability Specialist, Mental Health Technician, Case Manager, Human Services Worker, Job Coach

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Early Intervention Specialist	The Early Intervention Specialist concentration is a collaborative, interdisciplinary program in support of the state of Tennessee's Early Intervention System (TEIS). This concentration focuses on the early intervention of children, ages 0-2, by recognizing the uniqueness of the provision of instruction and/or service coordination in the field of Part C the Federal IDEA legislation for early intervention. Students will learn how to promote caregiver-child interaction by assisting families to adapt routines and activities to support young children's learning and interaction. In addition, students will be introduced to adult learning approaches to support caregivers and understand how cultural diversity affects family interactions and practices.		X		Early Intervention Specialist, Parent Coach/Counselor, School-Community Organization Liaison
University College	Fashion Merchandising	Industry overview, financial planning and purchasing, visual presentation, color selection and coordination, textile identification, clothing characteristics, entrepreneurship and personal and professional development are all program components in this concentration.		X		Designer, Catalog Production Manager, Fashion Buyer, Merchandise Display Artist, Textile Manager
University College	Health Services Administration	Students following guidelines for Health Services are interested in the helping professions. This curriculum will prepare students for a wide range of health care positions in hospitals, health departments, health agencies, research facilities, schools and industry. This program is also for experienced health care professionals who have completed non-baccalaureate programs in health care specialties such as medical laboratory technology, respiratory therapy, radiological technology, and nursing who will build upon their training and experience by taking courses in those areas.		X		Clinic Manager, Home Care Case Manager, Outpatient Care Supervisor, Wellness Program Administrator, Health Insurance Specialist
University College	Human Services	Students in Human Services are expected to develop a philosophical orientation to the human condition; to enlarge their understanding of social structures, values and norms; to study human growth and development; and to become informed about social change and social and bureaucratic organizations. Students in Human Services will take courses from such departments as Counseling and Personnel Services, Sociology and Social Work, Psychology, Management, and Special Education.		X		Social and Human Services Assistants, Rehabilitation Counselor, Mental Health Counselor

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Information Technology (RODP)	The Bachelor of Professional Studies with a major in Professional Studies and a concentration in Information Technology can be gained completely online through the State of Tennessee's TN eCampus Program. The program is designed (1) to promote understanding of the nature of and fundamentals of administrative leadership in the technological fields; (2) to allow students to reflect upon national and international technological development and communication and the significant social and cultural issues raised in those contexts; and (3) to promote skills in information systems, statistical methods, formal and interpersonal communication, including team and organizational relations.		X		Computer Programmer, Computer Systems Analyst, Database Administrator, Information Security Analyst, Network Systems Administrator
University College	International Organizational Leadership (RODP)	The Bachelor of Professional Studies with a major in Professional Studies and a concentration in International Organizational Leadership can be gained completely online through the State of Tennessee's TN eCampus Program. The program is designed (1) to promote understanding of the nature of bureaucratic organizations and the fundamentals of administrative leadership; (2) to allow students to reflect upon national and international organizational context and upon significant social and cultural issues raised in those contexts; and (3) to promote skills in formal and interpersonal communication, including sensitivity to international issues and cultural diversity that have an impact upon the quality of work.		X		Organizational Development Director, Organizational Consultant
University College	Legal Studies	The program offers a Bachelor of Professional Studies degree (BPS) with a concentration in Legal Studies. The core curriculum emphasizes four correlated disciplines: (1) theory, process, application, and ethics of law; (2) research and investigation; (3) law-related technologies, and (4) professional decorum and communication skills. The program is designed to equip students for employment as essential support staff for licensed attorneys. It is also provides an excellent academic foundation for students aspiring to later attend law school.		X		Paralegal, Pre-law

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Liberal Studies	Program objectives for majors in University College are to demonstrate: (a) the theoretical and practical applications of their coordinated study area (i.e., major); (b) knowledge of appropriate communications practices, including effective writing, computer skills, and oral communications; (c) the ability to solve problems, to work independently and to work as members of a team in a professional setting through an experiential-learning environment; and (d) the ability to address significant problems, themes, and ideas which impact a global society.	X			Researcher, Writer, Editor, Publicist, Policy Analyst
University College	Nonprofit Development and Administration	Objectives of the program include the study of (1) the historical and cultural context of nonprofit organizations, specifically their place within a market economy; (2) the characteristics of persons and communities served by nonprofit organizations; (3) legal, ethical, and policy issues which shape the governance, development, and operation of nonprofits; (4) relevant skills, including management of personnel, information, and finances, interpersonal communication, program evaluation, and marketing; and (5) special topics, including fundraising, philanthropy and volunteerism.		X		Policy Specialist, Executive Consultant, Administrator, Executive Director, Office Manager
University College	Organizational Leadership	Organizational Leadership is designed to (1) promote understanding of the nature of organizations and the fundamentals of administrative leadership; (2) allow students to reflect upon national and international organizational contexts and upon significant social and cultural issues raised in those contexts; and (3) promote skills in formal and interpersonal communication, including sensitivity to personal issues having an impact upon the quality of accomplishment in the work place.		X		Talent Manager, Corporate Recruiter, International Team Manager, Management Analyst
University College	Pre-school and Child Administration	These guidelines are designed for persons seeking careers in the administration of early childhood programs including childcare centers, both for-profit and non-profit; private and public pre-kindergarten programs; Head Start; pre-schools; parents' day out programs; before and after school care; and centers for children with special needs. Also served by these guidelines are persons with experience in childcare settings from a wide variety of backgrounds, including childcare volunteers and aides, as well as teachers and directors. In addition to core content in early childhood professional knowledge, there is course work to develop skills in fiscal management, recruiting and hiring personnel, health and safety management, board relations, marketing and public relations, and liaison with professional associations and regulatory agencies.				Pre-school Teacher, Child Care Provider

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Professional Studies	<p>University College offers students a wide variety of traditional and online degree opportunities. Faculty from across the university provide the structure to explore and develop unlimited interdisciplinary, academic ventures.</p> <p>University College also seeks to create and maintain a spirit of academic community through careful and concerned advising and interaction outside the classroom among students, faculty, staff, and community professionals.</p> <p>Program objectives for majors in University College are to demonstrate: (a) the theoretical and practical applications of their coordinated study area (i.e., major); (b) knowledge of appropriate communications practices, including effective writing, computer skills, and oral communications; (c) the ability to solve problems, to work independently and to work as members of a team in a professional setting through an experiential-learning environment; and (d) the ability to address significant problems, themes, and ideas which impact a global society.</p>	X			Administrative Officer, Consumer Affairs Officer, Public Administration
University College	Religion in Society	<p>Students in this minor will examine the role of religion in society as seen from the perspectives of cultural and social organizations; of history and philosophy; of art and music.</p>		X	X	Campus Religious Coordinator, Public Administrator, Counselor, Editor, Vocational Counselor
University College	Religious Studies	<p>The Concentration in Religious Studies is designed for students with a diversity of backgrounds and interests in religion. Students who are enrolled in the concentration may be considering employment in fields where a knowledge of different religious traditions would be an asset, such as counseling or social work, or they may be contemplating further study of religion in a theological seminary or religious studies graduate program. Religious Studies is a traditional liberal arts field that helps students to develop skills in critical thinking, the analysis of complex issues, and oral and written expression.</p>		X		Volunteer Services Director, Minister, Public Relations, Counselor
University College	Technology Management Services	<p>Technology Management Services is designed for experienced technicians who wish to enhance their technical expertise while at the same time increasing their skills in management, organizational relations, and communication; their knowledge of contexts within which the management of technology fits; their understanding of workplace issues that can affect productivity; and their ability to manage diversity in the workforce.</p>		X		Computer Systems Analyst, Computer Support Specialist, Technology Management Career Trends, Computer Software Engineers

Undergraduate Programs (Majors, Concentrations, Minor, Program Descriptions, and Careers)

College/School	Program	Program Description	Major	Concentration	Minor	CAREERS
University College	Visual Merchandising and Exhibition Design	The Visual Merchandising and Exhibition Design concentration is an interdisciplinary program and comprises developing environments such as homes, stores, display windows and other merchandise displays; as well as Exhibition Design, which includes, trade shows, and installations at large scale events, like pop-up stores.		X		Visual Merchandiser, Visual Manager, Floor Designer

6.2. Graduate Programs and Certificates

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Arts and Sciences	Anthropology	Medical Anthropology	MA	(1) Demonstrate advanced comprehension of the holistic conceptual, theoretical and methodological foundations of anthropology; (2) enhance and apply critical analysis and independent thought in relation to core constructs, theories, and methods in anthropological works; (3) conceptualize, design, and implement research on significant anthropological problems for building and strengthening community wellbeing and quality of life; (4) enhance written and oral communication of Anthropological themes and topics; and (5) implement professional training and career opportunities in Anthropology through participation in professional activities such as conference presentations, certification, workshops, and related activities.
College of Arts and Sciences	Bioinformatics		MS	Bioinformatics is an emerging multidisciplinary field which combines mathematical and computer science approaches to solve biological problems. The Master's in Bioinformatics is designed to train highly skilled individuals with fundamental understanding of computer programming and data structures, statistical analysis of data, as well as genomics and systems biology.
College of Arts and Sciences	Biology		MS	(1) Understand biological principles, concepts, and theories, and in-depth knowledge in a chosen specialty; (2) develop expertise in experimental design, data analysis, and oral and written presentation of research results; and (3) become competitive for professional positions in the biological sciences.
College of Arts and Sciences	Biology		PhD	The PhD in Biological Sciences emphasizes the integrative nature of the biological sciences, focusing on research programs that unite three major foci: evolution/ecology, physiology, and biochemistry, cell and molecular biology. Students and Faculty research programs reflect the interdisciplinary strength of our department, while providing a firm foundation in theoretical focal areas.
College of Arts and Sciences	Chemistry	Analytical Chemistry, Computational Chemistry, Inorganic Chemistry, Organic Chemistry, Physical Chemistry	MS	Program objectives are: (1) competence in a common core of material in the major area of specialization; (2) experience in experimental design, data analysis, and oral and written presentation of research results; (3) competitive for professional positions in the chemical sciences.
College of Arts and Sciences	Chemistry	Analytical Chemistry, Computational Chemistry, Inorganic Chemistry, Organic Chemistry, Physical Chemistry	PhD	(1) Advanced competence in the major and minor areas of specialization; (2) designed to prepare for careers in the professorate and/or higher-level research analyst positions through development of expertise in experimental design, data analysis, and oral and written presentation of research results; and (3) competitive for professional positions in the chemical sciences. Analytical Chemistry Research provides expertise in single-molecule detection, probe matter at the molecular level. Organic Chemistry research studies the structure and properties of carbon-based systems and synthesizes new drugs and materials. Physical Chemistry studies fundamentals of quantum and statistical mechanical properties of all states of matter, materials, and basic biological processes.
College of Arts and Sciences	City & Regional Planning		MCRP	(1) Mastery of computing and written, oral, and graphical skills; (2) strong sense of professional ethical principles; (3) respect for and understanding of diverse viewpoints, needs, and ideologies, with particular attention to issues related to class, gender, race and ethnicity in urban society; (4) knowledge and skills for urban problem-solving including history and theory of planning processes and practices; administrative, legal, and political aspects of plan making and policy implementation; and synthesis and application of knowledge; (5) knowledge of the structure and function of urban settlements; and (6) knowledge and skills necessary for achieving status as a <i>Certified Planner</i> .

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Arts and Sciences	Computer Science		MS	<p>Software Engineering Skills: Graduates demonstrate knowledge of and proficiency in the application of Software Engineering principles, methods, and tools, including the ability to work and/or lead effectively in team projects.</p> <p>Foundational Concepts: Graduates demonstrate knowledge of advanced theoretical concepts and mathematical fundamentals essential to enable a life-long career in Computer Science. (Active)</p> <p>Problem Solving and Critical Thinking Skills: Graduates demonstrate skills for analyzing problems that require software solutions and are able to formulate solutions.</p> <p>Programming Skills: Graduates demonstrate proficiency in modern programming languages and familiarity with major programming paradigms. (Active)</p> <p>Communication Skills: Graduates are able to communicate such solutions in both oral and written form. (Active)</p>
College of Arts and Sciences	Computer Science		PhD	<p>Foundational Concepts: Graduates demonstrate knowledge of advanced theoretical concepts and mathematical fundamentals essential for enabling a life-long career in Computer Science.</p> <p>Research and Publication: Graduates demonstrate the ability to conduct independent, doctoral level research and have their results published.</p> <p>Problem Solving Skills: Graduates demonstrate skills for analyzing problems that require software solutions and are able to formulate solutions.</p> <p>Communication Skills: Graduates are able to communicate their technical solutions in both oral and written form.</p>
College of Arts and Sciences	Creative Writing	English	MFA	<p>Creative Writing MFA brings together nationally recognized authors and a diverse, carefully selected group of students in one of the most culturally rich cities in the United States to study fiction, creative nonfiction, and poetry. Graduates of the program have gone on to publish books, win awards, and teach at universities. Students work in small groups with faculty MFA students help to run the River City Writers Series, one of the oldest and most prestigious series of its kind, direct their own reading and writing series through the Creative Writing Club, and staff The Pinch, an award-winning literary journal distributed nationally twice a year.</p>
College of Arts and Sciences	Criminal Justice		MA	<p>(1) Fundamental understanding of criminological principles, theories, and concepts; (2) development of independent research skills, including data analysis and oral and written communication of research; and (3) emerge competitive for professional positions in the criminal justice field.</p>
College of Arts and Sciences	Earth Sciences	Archaeology, Geology, Geophysics, Interdisciplinary Studies	MS	<p>(1) Ability to solve advanced Earth Science problems involving observations and measurements in the field and the laboratory; (2) attainment of advanced knowledge of Earth Science concepts and their application in one or more sub disciplines; and (3) preparation for professional employment or for entering a doctoral program in an Earth Science or a related field.</p>
College of Arts and Sciences	Earth Sciences	Earth Sciences	MA	<p>Attainment and development of depth of the Earth Sciences knowledge, and the ability to apply this knowledge to student's career development, in at least one of the following areas: (1) geography; (2) geology; (3) archaeology; (4) environmental sciences; and (5) interdisciplinary studies.</p>
College of Arts and Sciences	Earth Sciences	Earth Sciences	PhD	<p>(1) Understanding in at least one of the major disciplines of earth science and principles and concepts of that discipline with a more in-depth knowledge in the chosen research focus or foci; (2) expertise in experimental design, data analysis, and oral and written presentation of research results; and (3) competitive for professional positions in the field earth sciences.</p>

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Arts and Sciences	English	Composition Studies, English as a Second Language, Language & Linguistics, Literature, Professional Writing	MA	(1) Development of skills to engage in original research or writing for publication or for positions in education or industry; (2) development of advanced competencies in teaching language or literature and presentation of works to others; and (3) understanding and contributing to contemporary issues and debates in the chosen concentration.
College of Arts and Sciences	English	Applied Linguistics, Composition Studies, Literary & Cultural Studies, Professional Writing	PhD	The PhD in English is designed to prepare scholars in widely recognized fields of English, as well as to prepare advanced writing specialists in the fields of business and industry. The program provides four concentrations (Composition Studies, Professional Writing, Applied Linguistics, Literary and Cultural Studies) that offer students the professional flexibility that comes with competencies acquired through preparation in a broadly integrative discipline.
College of Arts and Sciences	History	Ancient Egyptian History	MA, PhD	The Department of History at the University of Memphis offers both an MA and PhD in History with a concentration in Egyptology. While other Egyptology programs at major institutions across North America concentrate in Egyptian language, art history, and archaeology, the University of Memphis is unique in offering a graduate program in Ancient Egyptian history and historiography at both the Master's and Doctoral level. At the same time, we provide our students with advanced training in Egyptological philology, art history, and archaeology through the History and Art History Departments. We approach the advanced study of the language, culture, and history of ancient Egypt from an interdisciplinary perspective centered on historical practices and methodology. Our students learn not just the basics of Egyptian history, but become firmly grounded in the historiography and practices of Egyptological research and writing within the field. Gaining other necessary skills in the disciplines of philology, archaeology, and art history, our students research wide-ranging topics within Egyptian history. Students may also pursue a Master's and PhD in History in one of seven distinct fields.
College of Arts and Sciences	Mathematical Sciences	Applied Mathematics, Mathematics, Statistics, Teaching of Mathematics	MS	(1) Development of thorough background in mathematical sciences, including retention and integration of core knowledge; (2) development of research skills in mathematics; and (3) development of interdisciplinary opportunities and good oral and written communication skills.
College of Arts and Sciences	Mathematical Sciences	Applied Statistics, Mathematics	PhD	(1) Development of knowledge to appreciate, reconstruct and create mathematical reasoning; (2) development of skills leading to high quality research in mathematics; and (3) development of oral and written mathematical proficiency.
College of Arts and Sciences	Philosophy		MA	(1) Development of expertise in the discipline to teach introductory courses; (2) ability to write a research paper on a philosophical topic for formal presentation; and (3) ability to demonstrate knowledge and skills for advanced study.
College of Arts and Sciences	Philosophy		PhD	(1) Development of expertise in the subject matter to teach a variety of undergraduate courses in area of specialization; (2) development of ability to produce original research papers of sufficient quality for presentation at professional meetings and conferences and publication in professional journals, in addition to ability to impart research skills to students at all levels; (3) ability to contribute to philosophical discussions across the subdivisions of the field; and (4) preparation to assume the role of a philosophy faculty member.
College of Arts and Sciences	Physics	General Physics, Computational Physics, Materials Science	MS	(1) Development of an in-depth and specialized knowledge of physical phenomena; (2) ability to successfully demonstrate analytic cognitive knowledge in physics; (3) developing of effective communications skills; and (4) preparation to continue studies in a PhD program, enter a professional school, or enter the workforce as a technical professional.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Arts and Sciences	Political Science		MA	(1) Development of a broad understanding of the political science field; (2) understanding of the behavioral and humanist approaches to the study of politics; and (3) ability to engage in critical thinking and analysis, use of logic and evidence to construct and defend a position, and communicate argument in written and oral form.
College of Arts and Sciences	Psychology	General Psychology	MS	(1) Understanding of theoretical principles and practices of psychology; (2) development of expertise in experimental design, data analysis, and oral and written presentation of research results; and (3) being competitive for professional positions in psychology.
College of Arts and Sciences	Psychology	Clinical Psychology, Experimental Psychology, School Psychology	PhD	Across the MS/PhD degree programs, the general training objectives are: (1) understanding of theoretical principles and practices of psychology; (2) development of expertise in experimental design, data analysis, and oral and written presentation of research results; and (3) being competitive for professional positions in psychology.
College of Arts and Sciences	Public Administration	Nonprofit Administration, Public Management and Policy	MPA	(1) Development of generalist public service management and leadership knowledge, skills and competencies including an emphasis on public values and ethical actions and consequences; (2) ability to apply public management and leadership knowledge and skills; and (3) ability to integrate public administration concepts, theories, and applications.
College of Arts and Sciences	Romance Languages	French, Spanish	MA	Prepares students in the areas of literature, culture, education, grammar, and linguistics and is oriented toward the preparation of students who may be interested in teaching in public and private elementary and secondary education, teaching as a part-time or full-time instructor at the college level, pursuing a PhD in the field of concentration often at highly-ranked universities, or enhancing the student's skills for a career in law or business as well as in government agencies.
College of Arts and Sciences	School Psychology		EdS	The EdS degree is an advanced sequence in the specialty and is to be pursued only by persons who have completed the MA degree or comparable degree with a concentration in school psychology, or who already hold school psychology credentials. The program is accredited by the Council for the Accreditation of Educator Preparation (CAEP), and holds full approval from the National Association of School Psychologists (NASP)/CAEP. It is also formally approved by the Tennessee State Department of Education and leads to that agency's license in school psychology.
College of Arts and Sciences	School Psychology		MA	(1) Understanding of the nature of educational settings and ability to work cooperatively and effectively with parents, school personnel, and other professionals; (2) broad expertise in assessment and intervention at the individual, group, and system level; and (3) development of research and evaluation skills, including data analysis and oral and written communication of research.
College of Arts and Sciences	Social Work	Advanced Practice in Child, Youth and Families, Advanced Practice with Adults and Families	MSW	(1) Educating social workers with knowledge, values, and skills for evidence-based practice with children and families, (2) advancing the knowledge base of the social work profession; and (3) providing regional leadership in the development and implementation of policies, programs and services for at-risk populations.
College of Arts and Sciences	Sociology		MA	(1) Understanding of and competence in a broad range of substantive topics and in the major theories, statistical techniques, and methodological approaches that guide the sociology discipline; (2) development of independent research skills, including data analysis and oral and written communication of research; and (3) preparation for employment in a sociology-related field or doctoral level study.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Business and Economics	Accounting	Accounting, Data Analytics, Taxation	MS	(1) An understanding of the general context of business in society, the ethical issues relevant to the accounting profession, and an appropriate knowledge base for professional exams in accounting; (2) effective analytical, interpersonal, and communication skills; (3) acquisition of technical accounting knowledge and skills and related computer technology; and (4) ability to make significant professional contributions by application of accounting knowledge and skills in profit and not-for-profit organizations.
College of Business and Economics	International Business Administration		IMBA	(1) An understanding of the general context of business including: ethical and global issues; influence of the political, legal, social, and technological environment; the impact of demographic diversity on organizations; and knowledge of the essential foundations of the functional areas of business. (2) Acquisition of a professional-level knowledge of: financial reporting and analysis; managing organizations; strategic use of science and technology; and creating value in the global arena. (3) Competence in business communication in a foreign language (except in the World Regions Track). (4) Building knowledge and skill in the operation of one or more international businesses. (5) Ability to compete effectively for jobs in the profit and not-for-profit sector.
College of Business and Economics	Business Administration	Biomedical Management	MBA	The MBA with a Biomedical Management concentration is a 45-credit-hour program designed for full-time students interested in managerial positions in the biomedical industry, with classes offered during the day and evening. A three-credit-hour internship with a sponsoring company may be required.
College of Business and Economics	Business Administration	Customer-Driven	MBA	The Customer-Driven MBA program is a full-time, fixed track, 21-month program designed for students interested in working for specific area companies in a specific industry. Students enroll on a full-time basis and take classes during the day and evening. Students enroll in an approved MBA concentration; company-sponsored assistantships and internships/independent studies are required. The program is 45 credit hours in length.
College of Business and Economics	Business Administration	Executive	MBA	The MBA with an Executive concentration is a full-time, fixed-track, 17-month program designed for full-time working professionals and mid-upper level executives with at least five years work experience. Classes are offered one day a week during the Fall and Spring semesters on alternating Thursday evenings and Saturdays and in two domestic and one international residency weeks. The program is 41 credit hours in length.
College of Business and Economics	Business Administration	Law	MBA	The MBA with a Law concentration allows the student to concurrently earn an MBA and the JD. The student must be admitted to both the Fogelman College MBA program and the JD program in the Cecil C. Humphreys School of Law.
College of Business and Economics	Business Administration	Professional	MBA	The MBA with a Professional concentration is a 45-credit-hour program designed for students who want maximum flexibility in creating an area of expertise for themselves. With advice from the program director, faculty, and industry stakeholders, students take 15-credit-hours of elective courses that are most influential for their career aspirations.
College of Business and Economics	Business Administration	Service Marketing	MBA	The MBA with a Services Marketing concentration is a 45-credit-hour program designed for students interested in managerial positions in the services marketing industry, with classes offered during the day and in the evening. A three-credit-hour internship with a sponsoring company may be required.
College of Business and Economics	Business Administration	Finance	MS	A Master of Science in Finance readies students for finance-focused careers, such as a personal financial advisor, financial manager, financial analyst, financial services sales agent, or insurance underwriter.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Business and Economics	Business Administration	Accounting, Economics, Finance, Management, Business Information & Technology, Marketing	PhD	(1) An acquisition of an advanced level of knowledge in one or more functional areas of business or in applied economics and an expert level of knowledge in one or more subfields of a business function or economics; (2) ability to conduct significant, independent research that extends the knowledge base in a business function or economics; (3) capacity to teach effectively within the business or economics discipline; (4) capacity to communicate advanced-level knowledge to others in the academic and professional community; and (5) ability to compete effectively for faculty positions in respected colleges and universities or other high-level professional positions.
College of Business and Economics	Economics		MA	(1) Achievement of a solid foundation of knowledge in economic theory and economic analysis; (2) acquisition of an advanced level of knowledge in either applied economics or academic economics; (3) acquisition of the quantitative skills to effectively address research problems and the ability to make significant professional contributions as a professional economist or within a functional area of business; and (4) ability to compete effectively for professional positions in the private or public sectors
College of Business and Economics	Management Information Systems		MS	The MISIS (formerly MSBA in MIS) degree provides its students with courses that contain the core content of all information systems programs, with the content directed toward managerial-level activities. Courses often use team activities, case studies, and real-world projects to focus on the types of knowledge and skills needed for effective management of an organization's computer and communications technologies and its information resources. Specific BIT courses that serve as a basis for this program include topics such as business analytics, database systems, information assurance, systems analysis and design, business intelligence, data communications and networks, computer hardware and system software, and information systems management and planning.
College of Communication and Fine Arts	Architecture		MArch	The Master of Architecture encompasses both the art and the science of design and is structured to engage students in the processes and professional standards of architecture and design. Through a series of professional core and elective courses, students (1) become competent in a range of intellectual, spatial, technical, and interpersonal skills; (2) understand the historical, socio-cultural, and environmental context of architecture; (3) are able to solve architectural design problems, including the integration of technical systems and health and safety requirements; and (4) comprehend the roles and responsibilities of the architect in society. The culturally diverse Memphis and Mid-South region serve as an urban and non-urban issues laboratory.
College of Communication and Fine Arts	Art	Ceramics, Graphic Design, Painting, Printmaking/Photography	MFA	(1) Professional studio competence as exemplified by a significant body of work; (2) professional competence in the dissemination of knowledge, including logical and clear written and verbal expression of ideas in teaching contexts; and (3) development of skills for critical and analytical reasoning as a practicing art professional.
College of Communication and Fine Arts	Art	Sculpture, African American - African Diaspora in Art Histories, Egyptian Art & Archaeology, General Art History, Museum Practices	MFA	Equip students with a knowledge in a specific field of art and visual culture; foster critical analysis of the major theories and documents of art history as practical tool for individual research; provide field opportunities through museum internships or archaeological excavations; and develop strategies for the presentation of research in a clear and persuasive manner
College of Communication and Fine Arts	Communication	Communication, Film & Video Production	MA	Prepares students for success in the many professional opportunities in this field and success in pursuing a doctoral degree in Communication. Students have a choice of two concentrations: Communication Studies or Film and Video Production. The Film and Video Production concentration combines technical instruction with courses in both motion picture and traditional communication studies to provide students with the tools and concepts necessary to function in the multifaceted world of audiovisual production.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Communication and Fine Arts	Communication		PhD	Trains students mainly for careers in higher education, though some COMIM PhDs have also gone on to work in positions outside of academia. The program is marked by curricular flexibility and a commitment to supporting students as they work to become leaders in the field. Under close faculty supervision, students take courses within Communication and in other disciplines as they build expertise in an area of specialization and prepare their dissertation.
College of Communication and Fine Arts	Journalism		MA	(1) Understanding and application of First Amendment principles and the law appropriate to professional practice, the history and role of professionals and institutions in shaping communications, and the diversity of groups in relationship to communications; (2) understanding the concepts informing and attaining the ability to apply theories in the use and presentation of images and information; (3) developing the ability to work ethically in pursuit of truth, accuracy, fairness and diversity; (4) developing the ability to conduct research and evaluate information by methods appropriate to the communications professions in which they work; and (5) cultivating the ability to write correctly and clearly in forms and styles appropriate for the communications professions, their audiences, and accomplish the purposes they serve.
College of Communication and Fine Arts	Music	Conducting, Composition, Jazz & Studio Music, Music Education, Musicology, Orff-Schulwerk, Pedagogy, Performance	MIMu	(1) Development of competency in music theory, music history, bibliography, and pedagogical areas related to the discipline; (2) preparation for advanced study in Music; (3) preparation for teaching positions at the elementary, middle, and high school level; and (4) preparation for auditions at orchestra or performing ensemble.
College of Communication and Fine Arts	Music	Conducting, Composition, Performance, Music Theory	DMA	The DMA degree is structured to allow maximum flexibility in designing a program around each student's background and needs. Although the distribution of hours is firm, program requirements are to be regarded as general rather than fixed. The student's preparation, experience, and stated goals are carefully evaluated before an individually selected course of study is prescribed in student's area of concentration.
College of Communication and Fine Arts	Music	Musicology, Music Education	PhD	(1) Competency in selected area of concentration and related research areas; (2) development of teaching skills; and (3) ability to successfully publish research in a selected music discipline. As Tennessee's only doctoral degree granting program in music, the University of Memphis is setting the tone for creativity and excellence.
College of Communication and Fine Arts	Theatre		MFA	(1) Understanding of the theatre arts and craft at a sufficient level to communicate with other artists in collaborative process and to make critical judgments; (2) knowledge of objectives and methods of play analysis, awareness of aesthetics, psychology, and socio-historical context, and ability to integrate advanced play analysis skills into the development of an artistic concept for a stage production; (3) comprehensive knowledge of body of plays in various periods of dramatic literature and specific scripts; (4) cultivation of interpersonal skills to communicate productively with artistic collaborators; (5) development of interpersonal skills to effectively handle budgets, contract negotiations, professional ethics, legal responsibilities, and public relations; and (6) awareness of standards and expectations of theatre practice according to professional models.
College of Education	Counseling	Clinical Rehabilitation Counseling, Clinical Mental Health Counseling, Rehabilitation Counseling, School Counseling	MS	The Master's degree programs in Counseling prepare entry level counseling professionals with a broad knowledge base in fundamental social/behavioral science (human development, learning and cognition, personality theory, and emerging research on visible ethnic populations and gender differences), counseling and helping skills (individual and group counseling, and assessment), research and evaluation tools, and professional identity, role and function. Students gain expertise in their selected areas of concentration.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Education	Counseling		Edd	The EdD program in Counseling is designed to prepare advanced professional practitioners in counseling, student personnel services, and counselor education with particular program emphases on multicultural and urban settings. The EdD. is designed for individuals who possess a Master's degree in counseling and personnel services seeking advanced preparation as educational leaders in the role of professional counselor and researcher and who may seek additional credentials in counselor supervision and counselor education.
College of Education	Counseling Psychology		PhD	Prepares psychologists who embody a scientific approach to understanding and working with both specific and general problems in human behavior. The program is interdisciplinary and is organized around the scientist-practitioner model of critical thinking. It is implemented through didactic and experiential activities that emphasize research, development, evaluation, and learning as bases for prevention and remediation to assist persons of all ages and all life styles with improving and optimizing their well-being. The program has sufficient flexibility for students to pursue their own interests.
College of Education	Education		EdS	(1) Strong knowledge base in a major area of study, research, cultural or psychological foundations, and a supportive area of study; (2) ability to evaluate and conduct research in higher, adult education, and lifelong learning; (3) development of skills and dispositions for leadership positions in educational organizations.
College of Education	Educational Psychology & Research	Educational Psychology or Educational Research	MS	(1) Ability to contribute to the professional field of Educational Psychology (developmental psychology) through research presentations and writing; (2) preparation for careers as academicians in institutions of higher education, applied researchers and/or scholarly work; (3) development of leadership skills for professional organizations and the ability to contribute to the field through professional service activities.
College of Education	Educational Psychology & Research	Educational Psychology or Educational Research	PhD	The PhD degree program in Educational Psychology and Research is designed to prepare advanced educational leaders for university teaching, applied research, or other professional roles in the areas of human development (infant, child, and adolescent development; adult development and aging), learning (motivation and cognitive processes applied to education), educational research methods and statistics, measurement, and program evaluation.
College of Education	Higher & Adult Education	Higher Education, Adult Education	Edd	(1) Development of skills in leadership, higher education or adult education, policy formulation, implementation, and evaluation; (2) development of research skills such as data analyses and the relationship to organizational effectiveness; and (3) knowledge and understanding within a concentration area.
College of Education	Instruction & Curriculum Leadership	Early Childhood Education, Elementary Education, Secondary Education, Middle School/Special Education, Special Education	MAT	This course of study leads to initial certification (post baccalaureate) in PreK-12 education. The program provides students with specific professional education knowledge and skills necessary to become effective teachers. The program includes coursework in child/adolescent development, learning theory, social foundations of education and teaching methods. Many courses have extensive fieldwork and are frequently taught at public school sites. The degree program is designed to prepare students to meet competencies for Tennessee licensure. Upon completion of all degree requirements, including student teaching, and all testing (PRAXIS) requirements, students may apply for initial teacher licensure in Tennessee in chosen areas of concentration.
College of Education	Instruction & Curriculum Leadership	Early Childhood Education, Instruction & Curriculum, Instructional Design & Technology, Reading, Special Education	MS	The Master of Science degree is available to individuals who are already licensed and want to expand work within their teaching areas. It is also available to individuals without licensure who desire to work in education-related settings but do not need teaching licensure.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Education	Instruction & Curriculum Leadership	Instruction Design & Technology, Instruction & Curriculum Early Childhood Education, Reading, Special Education	Edd	The primary purposes of the doctoral programs in the Department of Instruction and Curriculum Leadership are to prepare candidates for positions as teacher educators and researchers in colleges and universities; or, to produce experts in research and development who can lead initiatives to analyze, implement, and evaluate instructional materials and learning environments in a selected concentration. (1) Understanding of how learning occurs, how students construct knowledge and acquire skills, and how to provide learning opportunities that support intellectual, social, and personal development; (2) ability to adapt instructional techniques to diverse cultural and language backgrounds and to those with exceptional learning needs; (3) understands the principles and techniques associated with various instructional strategies that reflect best practice and that foster high expectations for all students; and (4) ability to use multiple teaching and learning strategies that engage students with active learning opportunities.
College of Education	Leadership & Policy Studies	Leadership, School Administration & Supervision, Student Personnel	MS	Students completing the MS or Edd in Leadership and Policy Studies will: (1) have developed their skills in leadership, change, policy formulation, the student's program and stewardship of a vision of effectiveness that is shared by others in the organization; (2) have had opportunities to analyze data and its relationship to organizational effectiveness; (3) have concentrated their studies in (a) School Administration and Supervision, (b) Leadership, or (c) Student Personnel (MS only); and (4) have concentrated their studies in an area of specialization.
College of Education	Leadership & Policy Studies	Educational Leadership, Policy Studies	Edd	Doctoral candidates are scholarly instructional leaders who: are prepared to become innovative national leaders in preparing effective urban, suburban and rural professionals; transform theory into scholarly practice; support and enhance opportunity for individuals to master knowledge and acquired skills and disposition to work in a social and political democracy; lead and or direct schools that address the needs of each student in attendance; conduct translational, evidenced-based research and write scholarly research articles.
College of Engineering	Biomedical Engineering		MS	(1) Ability to apply advanced knowledge of engineering principles, physical and biological sciences and mathematics to the solution of practical engineering problems in medicine and biology; (2) meet or exceed the needs and expectations of public and private sector employers for MS graduates; and (3) provide preparation to pursue additional advanced studies if so desired. Focuses on technology and processes that medical professionals use and apply to solve complex health problems. Biomedical engineers have a huge impact on how, when, where and why medical care is delivered. Examples include designing new implants for patients with hip fractures, developing tools that can detect minor heart attacks before they magnify into ventricular fibrillation, and developing the means to deliver drugs to cure local infections or to maintain blood sugar levels in diabetes.
College of Engineering	Biomedical Engineering		PhD	Biomedical engineers apply modern approaches from the experimental life sciences in conjunction with theoretical and computational methods from the disciplines of engineering, mathematics and computer science to the solution of biomedical problems of fundamental importance. Designed to train engineers to work at the cutting edge of this exciting discipline and to work alongside faculty to conduct of original research leading to the doctoral dissertation. (1) Ability to apply advanced knowledge of mathematics, physical sciences, and engineering principles to the solution of practical engineering problems; and (2) meet or exceed the needs and expectations of public and private sector employers for PhD graduates.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
College of Engineering	Civil Engineering	Engineering Seismology, Environmental Engineering, Geotechnical Engineering, Structural Engineering, Transportation Engineering, Water Resources Engineering	MS	The MS in Civil Engineering reflects the very broad nature of the field, which encompasses the design, construction and enhancing of the infrastructure of society. This advanced program of study includes courses and research in Engineering Seismology, Environmental Engineering, Geotechnical Engineering, Structural Engineering, Transportation Engineering, Water Resources Engineering. This will prepare students for roles in consulting firms, construction and construction-related industries and academic institutions as well as in city, county, state and federal agencies.
College of Engineering	Electrical & Computer Engineering	Computer Engineering, Electrical Engineering	MS	(1) Ability to apply advanced knowledge of mathematics, physical sciences, and engineering principles to the solution of practical engineering problems; (2) meet or exceed the needs and expectations of public and private sector employers for MS graduates; and (3) preparation to pursue additional advanced studies, if so desired.
College of Engineering	Engineering	Civil Engineering, Computer Engineering, Electrical Engineering, Mechanical Engineering	PhD	The program offers the motivated student an opportunity to acquire the kind of broad-based background in engineering and applied science that allows students to follow specific interests. Graduates of this program will have acquired a background in diverse engineering approaches to become effective in advanced-technology careers in research, academia, or industry related fields in Civil Engineering, Computer Engineering, Electrical Engineering, Mechanical Engineering.
College of Engineering	Engineering Technology		MS	Engineering Technology education focuses primarily on the applied aspects of science and that portion of the technological spectrum closest to product improvement, industrial practices, and engineering operational functions.
College of Engineering	Mechanical Engineering	Design & Mechanical Systems, Energy Systems, Mechanical Systems, Power Systems	MS	The broad discipline of mechanical engineering enables students to have productive and rewarding careers, and to develop and improve new technologies in both traditional and emerging fields. Mechanical engineers apply fundamental principles to develop, design, manufacture, and test machines and other mechanical devices. Such devices include, but are not limited to power-producing machines, as well as power-consuming machines. Mechanical engineers are employed in diverse areas including, but not limited to the energy and power industries, the automotive and aerospace industries, and industrial manufacturing. Mechanical Engineering graduates also have careers in medicine and medical device development, patent law, engineering and corporate management, forensic engineering, and engineering sales.
College of Nursing	Nursing	Executive Leadership, Family Nurse Practitioner, Nursing Administration, Nursing Education	MSN	(1) Integrate knowledge and theories from nursing and related disciplines into advanced nursing practice roles. (2) Translate best research evidence, informatics, and technologies into advanced nursing practice to improve health and provide safe, high quality, cost-effective care to diverse populations. (3) Practice advanced nursing independently and collaboratively with healthcare teams to address complex situations and coordinate care. (4) Employ advocacy strategies from an advanced practice perspective to shape policy that influences health and healthcare.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
School of Communication Sciences and Disorders	Audiology		AuD	The Doctor of Audiology clinical education program at The University of Memphis is designed to prepare students with a broad array of clinical experiences across the scope of practice in Audiology. The clinical experiences along with the course curriculum are designed to reflect the latest advances in evaluation and treatment of hearing disorders. Students' clinical skills are built upon a strong theoretical and scientific foundation that exposes them to research and practice throughout the program. Students work closely with our academic and clinical faculty who are recognized experts in the diagnosis and management of hearing loss, amplification, speech perception, electrophysiology, and cochlear physiology. Students receive extensive practicum experiences with clients of all ages and all types of hearing disorders in the Memphis Speech and Hearing Center as well as at many clinical sites throughout the surrounding metropolitan area. During the fourth year of the program, students participate in an externship where they obtain full time clinical experience.
School of Communication Sciences and Disorders	Communication Sciences & Disorders	Speech Language Sciences & Disorders, Hearing Sciences & Disorders	PhD	(1) Demonstrate the breadth and depth of foundational communication science, including biological, etiological, theoretical, acoustic, physiological, cognitive and psychological bases of communication. (2) Develop independent research skills through direct laboratory experiences that encompass planning and conducting research projects in the speech, language, and/or hearing sciences. (3) Acquire and apply advanced knowledge and understanding of the communication sciences related to research, teaching, and scholarship. (4) Apply research techniques that support evidence-based clinical application. (5) Effectively disseminate discipline-related knowledge in oral and written modalities with the larger research and professional community. (6) Understand and accommodate cultural or linguistic differences related to communication development or to perceptions and attitudes toward communication disorders, differences, or intervention. (7) Exhibit attributes and abilities characteristic of competent researchers, including accountability, integrity, adaptability, leadership, and professionalism. The Master of Arts (M.A.) degree in Speech-Language Pathology provides an academic and clinical foundation for professionals providing services to children and adults with communication impairments, and qualifies graduates for certification and licensure in the profession of speech-language pathology.
School of Communication Sciences and Disorders	Speech-Language Pathology		MA	(1) To recognize the diverse nature of subject matter embodied in the respective program disciplines; (2) to understand the research findings and theoretical constructs undergirding the corresponding disciplines within the health studies umbrella, including the development of specialized skills needed for systematic inquiry; (3) to understand the critical role of diversity in delivering inclusive health studies services; (4) to develop effective leadership skills; and (5) to understand and embrace ethical standards of the respective disciplines.
School of Health Studies	Health Studies	Exercise & Sport Science, Health Promotion, Physical Education Teacher Education	MS	(1) Recognize the diverse nature of subject matter embodied in the nutrition disciplines; (2) understand the research findings and theoretical constructs undergirding the nutrition disciplines (3) understand and embrace ethical standards of the respective disciplines.
School of Health Studies	Nutrition	Clinical Nutrition, Environmental Nutrition, Nutrition Science	MS	(1) To recognize the diverse nature of subject matter embodied within the Sport Management program discipline; (2) to prepare students to serve in management and leadership positions in the sport industry (3) to understand the research findings and theoretical constructs undergirding the sport management discipline; and (4) to understand the critical role of diversity in delivering inclusive sport science services.
School of Hospitality and Resort Management	Sport Commerce		MS	

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
School of Public Health	Epidemiology		PhD	The Epidemiology Doctoral Program is designed for students who want to conduct original research in epidemiology and become productive, independent investigators. Graduates will be well-prepared for careers in academia and translational research, with extensive knowledge of sophisticated scientific theories and rigorous epidemiologic research methods. The Epi Doctoral Program focuses on urban health, health disparities and community involvement in health promotion, and offers concentrations in epidemiology, environmental health, and biostatistics. Students work closely with faculty mentors in such research areas as aging, cardiovascular disease, Sickle Cell disease, epigenetics, pediatric obesity, cancer survivorship, and global health, to identify major public health problems and promote evidence-based public health interventions and policies to prevent disease and improve quality of life.
School of Public Health	Health Administration		MHA	(1) Development of strategic thinking, legal and ethical decision making, finance, economics, and research, related to health administration; and (2) development of leadership skills in team-oriented environments.
School of Public Health	Health Systems & Policy		PhD	The Health Systems and Policy doctoral program is designed for those who want to teach and conduct research utilizing evidence-based best practices and rigorous scientific theories and methods to understand and improve the structure, process, and outcomes of health systems. The program emphasizes attention to policy-related opportunities within urban health systems, as well as the transformative nature of healthcare data and evidence, and the need to address health systems issues within the context of improving population health. Graduates of the program will be prepared to conduct innovative, interdisciplinary and translational research in a variety of academic, government, non-profit, and health systems settings.
School of Public Health	Public Health	Biostatistics, Epidemiology, Environmental Health, Health Administration, Social & Behavioral Health	MPH	The mission of the CEPH accredited Master of Public Health (MPH) program is to provide a stimulating academic environment in a metropolitan setting that supports excellence and innovation in education, research, and service to enhance the lives and health of individuals, families, and communities in the Mid-South. Program objectives are: (1) Prepare future leaders in the field of public health by providing the highest quality education and practice opportunities in theories, approaches, methods, and other substantive issues pertinent to public health; (2) Create and nurture an environment conducive to interdisciplinary public health initiatives, with special emphasis on vulnerable populations who suffer disproportionately from illness and disability; (3) Pursue innovative and rigorous research on critical public health issues to prevent disease and injury, promote well-being, and foster overall physical and mental health; (4) Stimulate collaboration with the community to develop effective partnerships in combating the health challenges in our communities, city, state, and region; and (5) Inform public policy, disseminate health information, and increase awareness of public health concerns through disease surveillance, needs assessments, and program evaluation.
School of Public Health	Social & Behavioral Sciences		PHD	The Social and Behavioral Sciences doctoral program is based on the principle that health and health behavior are influenced by multiple psychological, behavioral, social, and cultural factors. It is targeted for Master's prepared students who desire advanced training in the social and behavioral theories and methods used in public health. As a metropolitan research university, we are especially committed to health equity and social justice among urban populations. This program is designed for those who intend to teach and conduct original research utilizing rigorous scientific theories and methods to understand and influence the social and behavioral determinants of population health risk factors and outcomes. Graduates of the program are prepared to conduct innovative, interdisciplinary, and translational research in community settings with an emphasis on vulnerable populations, and to design, implement, administer, and evaluate public health interventions and policies. The program emphasizes urban health and health disparity issues in Tennessee and the Mid-South region.

Graduate programs with areas of concentration and program objectives

COLLEGE/SCHOOL	MAJOR	AREAS OF CONCENTRATION	DEGREES	PROGRAM OBJECTIVES
University College	Liberal Studies		MALS	(1) An ability to conceive and develop an interdisciplinary program of study; (2) a high level of proficiency in written and verbal communication skills; (3) an ability to integrate research from various disciplinary perspectives in an interdisciplinary program of study; and (4) an ability to identify and research a topic from interdisciplinary perspectives and communicate the findings in oral and written presentations.
University College	Professional Studies	Human Resources Leadership, Strategic Leadership, Training & Development	MPS	(1) Develop an ability to conceive and develop an interdisciplinary program of study; (2) a high level of proficiency in written and verbal communication skills; (3) an ability to integrate research from various disciplinary perspectives in an interdisciplinary program of study; and (4) an ability to identify and research a topic from interdisciplinary perspectives and communicate findings in oral and written presentations.

6.3. Accelerated Bachelor's/Master's Degrees

University of Memphis Accelerated Bachelor's/Master's Degrees

The Accelerated Bachelor's/Master's (ABM) program provides the opportunity for qualified undergraduate students to take graduate level courses in their chosen discipline for credit within their existing undergraduate and future graduate programs of choice. The following areas offer ABM degrees:

- Biology, BS/MS
- Biomedical Engineering, BS/MS
- Civil Engineering, BSCE/MS
- Communication BA/MA
- Computer Engineering, BSCP/MS Electrical and Computer Engineering (concentration: Intelligent Systems)
- Computer Science, BS/MS
- Economics, BA/MA
- Electrical Engineering, BSEE/MS Electrical Engineering (concentration: Power Systems)
- Engineering Technology, BSET/MS Engineering
- English, BA/MA
- Finance (concentrations: 1. Business Finance and 2. Real Estate) BBA/MS Business Administration (concentrations: 1. Business Finance and 2. Real Estate)
- Health and Human Performance (concentration: Exercise and Sport Science) BSEd/MS Health and Sport Science (concentration: Exercise and Sport Science)
- Liberal Studies, BLS/MALS
- Mechanical Engineering, BSME/MS
- Nursing, BSN/MSN (concentrations: Nursing Education and 2. Nursing Administration)
- Physics, BS/MS
- Political Science, BA/MA
- Sociology, BA/MA
- Sport and Leisure Management (concentration: Sport and Leisure Management) BSEd/MS Health and Sport Science (concentration: Sport and Leisure Management)

Procedures:

Regular Combination Senior (current):

- The student fills out the Combination Senior application.
- The undergraduate graduation analyst sends an email to Dr. James Kierulff verifying that the student is within two semesters of graduating.
- If the student's cumulative GPA is above a 3.00, a combination senior program is added to the record.

ABM Students (additional):

- The student fills out the Combination Senior application.
- The undergraduate graduation analyst sends an email to Dr. James Kierulff verifying that the student is within two semesters of graduating and that they are part of the ABM program.
- If the student's cumulative GPA is above a 3.00, a combination senior program is added to the record with an ABM attribute.
- These students will be allowed to count up to 9 hours of coursework toward both the undergraduate and graduate degree. A transfer credit form will need to be filled out and approved by the department for the graduate course(s) that will be used to fulfill undergraduate degree requirements. http://www.memphis.edu/admissions/pdfs/acc_ba_ma_form.pdf
- Once the undergraduate degree has been earned, the student will make formal application to the graduate school for degree seeking status and also to the department (if applicable).
- The student will be required to meet admission requirements for the degree seeking program.

6.4. Fall 2017 Enrollment Degrees and Majors

**Fall 2017 Enrollment by Degree, Major
Student Level GR**

		Total
		N
Doctor of Audiology	Audiology	47
Doctor of Musical Arts	Music	45
Doctor of Education	Counseling	24
	Higher and Adult Education	68
	Instr and Curr Leadership	99
	Leadership and Policy Studies	69
Education Specialist	Education	22
Graduate Certificate	African American Literature	5
	Artist Diploma in Music	3
	Applied Lean Leadership	5
	Autism Studies	8
	Business Intel & Analytics	36
	Bioinformatics	15
	Business Project Management	15
	Business Information Assurance	23
	Career and College Counseling	1
	CC Teaching and Leadership	10
	Cognitive Science	13
	Clinical Mental Health Counsel	1
	Cyber Security Info Assurance	1
	Disabilities Studies	2
	Data Science	7
	Entrepreneurial Journalism	2
	Family Nurse Practitioner	7
	Geographic Information Systems	14
	HLAN	5
	HMGs	1
	Instructional Computer Appl	2
	Instructional Design and Tech	24
	Liberal Studies	10
	Local Government Management	2
	Literacy Leadership and Coaching	3
	Museum Studies	8
	Population Health	21
	Philanthropy and Nonprofit Leadership	14
	Quantitative Studies in Ed Research	5
	Qualitative Studies in Ed Research	2
	SLIS	16

	Strategic Leadership	7
	Software Testing	2
	Teaching Engl as Second Lang	19
	TRLD	1
	Urban Education	9
	Women & Gender Studies	6
International MBA	Business Administration (IMBA)	34
Master of Arts	Anthropology	18
	Art History	16
	Criminal Justice	25
	Communication	12
	Economics	14
	English	31
	Earth Sciences	1
	History	40
	Journalism	17
	JRSM	14
	Philosophy	8
	Political Science	22
	Romance Languages	20
	School Psychology	15
Speech Language Pathology	51	
Sociology	17	
M.A. in Liberal Studies	Liberal Studies	54
Master of Architecture	Architecture - Graduate	14
Master of Arts in Teaching	Instr and Curr Leadership	146
Master of Business Admin	Business Administration	347
Master of City & Regional Plng	City and Regional Planning	29
Master of Fine Arts	Art	10
	Creative Writing	27
	Theater	18
Master of Health Admin	Health Administration	40
Master of Music	Music	49
Master of Public Admin	Public Administration	37
Master of Public Health	Public Health	89
Master of Professional Studies	Professional Studies (RODP)	
		69
Master of Science	Accounting	79
	Business Administration	25
	Bioinformatics	9

	Biology	25
	Biomedical Engineering	10
	Chemistry	14
	Civil Engineering	20
	Clinical Nutrition	2
	Counseling	118
	Computer Science	34
	Ed Psychology and Research	11
	Electrical and Computer Engr	23
	Engineering Technology	6
	Earth Sciences	31
	Health Studies	40
	Health and Sport Sciences	6
	Instr and Curr Leadership	124
	Information Systems	84
	Leadership and Policy Studies	27
	Mathematical Sciences	18
	Mechanical Engineering	16
	Nutrition	51
	Physics	12
	Psychology	45
	SPCM	38
M S in Nursing	Nursing	235
Master of Social Work	Social Work	136
Non Degree (GR)	No Major	439
Doctor of Philosophy	Business Administration	59
	Biology	32
	Biomedical Engineering	19
	Chemistry	33
	Communication Sciences and Disorders	14
	Counseling Psychology	33
	Communication	30
	Computer Science	43
	Ed Psychology and Research	34
	English	86
	Engineering	82
	Epidemiology	21
	Earth Sciences	30
	History	40
	Health Systems and Policy	9
	Mathematical Sciences	39
	Music	11
	Philosophy	25
	Psychology	69
	Social and Behavioral Sciences	12

Total	4,382
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Student Level LW

		Total
		N
Juris Doctor	Law	311
Total		311

Student Level UG

		Total
		N
Additional Major	Accounting	8
	Architecture - Undergraduate	1
	Biology	1
	Business Information & Tech	3
	Chemistry	3
	Communication	1
	Computer Science	1
	English	4
	Finance	5
	Foreign Languages	2
	History	1
	Health and Human Performance	1
	Management	2
	Marketing Management	1
	Professional Studies	2
Psychology	2	
Sociology	1	
Bachelor of Arts	Afrcn and African-Amer Studies	51
	Advertising	32
	Anthropology	84
	Art History	14
	Criminology and Criminal Jus	498
	Communication	292
	Economics	25
	English	276
	Earth Sciences	54
	Foreign Languages	154
	History	201
	Hospitality and Resort Mgmt	116
	International Studies	67
	Journalism	197
	Public Relations	81
	Philosophy	57
	Political Science	169
	Psychology	666

	Sociology	146
	Social Work	177
	WDLG	50
Bachelor of Business Admin	Accounting	560
	Business Information & Tech	234
	Business Economics	130
	Finance	318
	International Business	126
	Management	461
	Management Information Systems	32
	Marketing Management	313
	Supply Chain Management	101
Bachelor of Fine Arts	Architecture - Undergraduate	100
	Art	284
	Interior Design	43
	Theater	123
Bachelor of Liberal Studies	Interdisciplinary Studies (RODP)	190
	Liberal Studies	41
Bachelor of Music	Music Industry	152
	Music	154
Bachelor of Prof Studies	Professional Studies (RODP)	80
	Professional Studies	755
Bachelor of Science	Biology	467
	Chemistry	180
	Computer Science	269
	Health Studies	673
	Mathematical Sciences	65
	Physics	26
	Sport and Leisure Management	43
B.S. in Biomedical Engineering	Biomedical Engineering	138
	Mathematical Sciences	3
	Physics	2
B.S. in Civil Engineering	Civil Engineering	117
	Physics	1
B.S. in Chemistry	Chemistry	4
B.S. in Computer Engineering	Computer Science	3
	Computer Engineering	79
B.S. in Education	Human Development and Learning	87
	Health and Human Performance	233
	Health Studies	6
	Integrative Studies	94
	Physical Ed for Teacher Ed	76
	Sport and Leisure Management	142
B.S. in Electrical Engineering	Teaching All Learners	320
	Electrical Engineering	80
	Mathematical Sciences	3

B.S. in Engineering Technology	Engineering Technology	144
B.S. in Mechanical Engineering	Mathematical Sciences	5
	Mechanical Engineering	174
	Physics	4
B.S. in Nursing	Nursing	749
Non Degree Post Bacc	No Major	81
Non Degree (UG)	No Major	1,492
	TGLF	9
None/Undeclared	Pre-Biomedical Engineering	112
	Pre-Computer Engineering	92
	Pre-Civil Engineering	73
	Pre-Electrical Engineering	57
	Pre-Engineering Technology	83
	Pre-Mechanical Engineering	169
	Pre Nursing	1,167
	Pre-professional	1
	Pre Social Work	100
	Acad Focus-Arts	47
	Acad Focus-Business	653
	Acad Focus-Education	119
	Acad Focus-Gen Ed Core	361
	Acad Focus-Humanities	99
	Acad Focus-Health Professions	324
Acad Focus-Social Sciences	593	
Acad Focus-STEM	540	
Total		18,002

Grand Total, All Levels

Total	22,695
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In keeping with the Board of Trustees' previous requests to show how our degree programs are supportive of the growth in careers and industries, below is a summary of the top 20 fastest growing occupation groups nationally according to the Bureau of Labor and Statistics, along with information on associated University of Memphis degree programs, enrollments, and degrees awarded in support of those occupations.

University of Memphis Programs Offered for the Top 20 Fastest Growing Occupation Groups

Rank	Top 15 Occupation Groups	2016 National Employment	2026 Projected National Employment	Projected Growth	Number of Programs Offered by UM	Number of Majors as of Fall 2012	Number of Majors as of Fall 2017	5-Year % Growth in Majors	Number of Degrees Awarded AY 2011-12	Number of Degrees Awarded AY 2016-17	5-Year % Growth in Degrees Awarded
1	Health diagnosing and treating practitioners	5,485,400	6,376,700	16.20%	12	875	2,105	140.57%	441	667	51.25%
2	Business operations specialists	5,080,800	5,534,700	8.90%	5	1,430	1,395	-2.45%	350	410	17.14%
3	Other management occupations	4,421,000	4,832,000	9.30%	64	6,234	5,840	-6.32%	1,357	1,549	14.15%
4	Computer occupations	4,238,400	4,784,500	12.90%	10	601	799	32.95%	103	176	70.87%
5	Preschool, primary, secondary, and special education school teachers	4,264,800	4,598,600	7.80%	26	3,794	2,974	-21.61%	862	783	-9.16%
6	Health technologists and technicians	3,093,500	3,513,100	13.60%	0	No majors offered at the University of Memphis					
7	Financial specialists	2,986,000	3,282,600	9.90%	3	1,025	969	-5.46%	259	277	6.95%
8	Top executives	2,627,500	2,826,600	7.60%	7	1,471	1,444	-1.84%	405	440	8.64%
9	Counselors, social workers, and other community and social service special	2,126,400	2,439,100	14.70%	6	575	556	-3.30%	118	188	59.32%
10	Sales representatives, services	2,091,800	2,245,700	7.40%	0	No majors offered at the University of Memphis					
11	Postsecondary teachers	1,871,400	2,107,900	12.60%	49	2,521	2,440	-3.21%	742	801	7.95%
12	Operations specialties managers	1,776,100	1,984,800	11.70%	13	1,821	2,035	11.75%	436	541	24.08%
13	Sales representatives, wholesale and manufacturing	1,813,500	1,913,300	5.50%	0	No majors offered at the University of Memphis					
14	Engineers	1,681,000	1,819,700	8.30%	10	634	755	19.09%	125	173	38.40%
15	Other education, training, and library occupations	1,605,700	1,745,300	8.70%	3	502	392	-21.91%	199	120	-39.70%
16	Other teachers and instructors	1,416,200	1,557,600	10.00%	2	12	22	83.33%	19	15	-21.05%
17	Lawyers, judges, and related workers	858,200	936,900	9.20%	1	379	311	-17.94%	136	101	-25.74%
18	Agricultural workers	914,800	915,000	0.00%	0	No majors offered at the University of Memphis					
19	Entertainers and performers, sports and related workers	801,900	882,000	10.00%	5	229	554	141.92%	94	120	27.66%
20	Art and design workers	833,700	874,800	4.90%	3	369	337	-8.67%	59	45	-23.73%

* Other management occupations Includes occupations such as general managers, social and community service managers, natural science managers, education administrators, architectural and engineering managers. Degree programs associated with these occupations include many graduate certificate and Master's level programs.

<i>Audit Committee Event Communication Matrix</i>		When Events Should be Reported to the Audit Committee			Level of Management Responsible for Resolution of Audit or Investigation Issue	
		Immediately (Audit Committee Chair)	Immediately (Full Audit Committee)	Audit Committee Meeting (2)	Audit Committee	President
Event (1)						
1	<i>Reports of Suspected Fraud, Waste or Abuse</i>					
	Involving President	X		X	X	
	Involving Senior Management	X		X		X
	Involving Faculty or Other Staff			X		X
	Major (More than \$10,000)	X		X		X
	Minor (Under \$10,000)			X		X
2	<i>Reports of Suspected Violation of Conflict of Interest Policy</i>					
	Involving President	X		X	X	
	Involving Senior Management	X		X		X
	Involving Faculty or Other Staff			X		X
3	<i>Reports of Suspected Noncompliance with Laws</i>					
	Involving President	X		X	X	
	Involving Senior Management	X		X		X
	Involving Faculty or Other Staff			X		X
4	<i>All Other Reports/Allegations Addressed to the Audit Committee or Internal Audit</i>			X		X
5	<i>Reports Communicated to UOM by Federal, State, or Other Outside Entities</i>					
	Material Weaknesses and Findings	X		X		X
	Immaterial			X		X
6	<i>Denial of Internal Audit Access to People or Data</i>	X		X	X	
7	<i>Audit Plan</i>					
	Approval of Fiscal Year Plan			X	X	
	Major Revision	X		X	X	
8	<i>Internal Audit Personnel</i>					
	Hiring and Termination of the Chief Audit Executive		X		X	
9	<i>Other Communications Requested by the Audit Committee (Risk Assessment, etc...)</i>			X	X	

(1) Categorization of events includes, but is not limited to, consideration of \$ value, reputation, and noncompliance with federal

AUDIT COMMITTEE
June 6, 2017
University of Memphis

External Audit Overview

Internal Audit is not independent regarding the Tennessee Board of Accountancy regulations relative to issuing an opinion on the University's annual financial statements. Typically, CPA firms issue opinions on financial statements. The Division of State Audit, Tennessee Comptroller's Office serve as the external auditors for state government agencies based upon state statutes. The Division of State Audit are external auditors for purposes of issuing an opinion on the University's annual financial statements.

The following is a summary of the annual financial and compliance report from the external auditors for the past five fiscal years. All control deficiencies noted have been addressed by management. The deficiency noted in FY2016 has been addressed but will require follow-up to ensure compliance.

Fiscal Year	Type of Audit Opinion	Internal Control Deficiency Noted	Material Internal Control Weakness Noted
2016	Unqualified	Yes Bank and LGIP reconciliations should be performed timely and correctly.	No
2015	Unqualified	No	No
2014	Unqualified	Yes - Procurement. Segregation of duties not adequate for electronic purchases under \$5k (small purchases). - Technology controls not adequate in one area.	No
2013	Unqualified	Yes - Data security policies should be strengthened. - Student status dates not reported correctly for Perkins Loans (Federal Financial Aid)	No
2012	Unqualified	No	No

Definitions from the annual audit report. (Division of State Audit)

A **deficiency in internal control** exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis.

A **material weakness** is a deficiency, or a combination of deficiencies, in internal control, such that there is a reasonable possibility that a material misstatement of the financial statements will not be prevented, or detected and corrected on a timely basis. A significant deficiency is a deficiency, or a combination of deficiencies, in internal control that is less severe than a material weakness yet important enough to merit attention by those charged with governance.

The University of Memphis Foundation is considered a “component unit” of the University and is included in the annual audit report of the University. However, the Foundation is a separate legal entity, has a separate board, and is audited annually by a CPA firm and the Division of State Audit relies upon the work of the CPA firm. The Foundation received an unqualified opinion for each year noted above with no internal control deficiencies noted by the CPA firm in the FY 2016 audit report.

YEAR END REPORT

For the Fiscal Year
Ended June 30, 2018



Office of Internal Audit & Consulting
271 Administration Building
Memphis, TN 38152

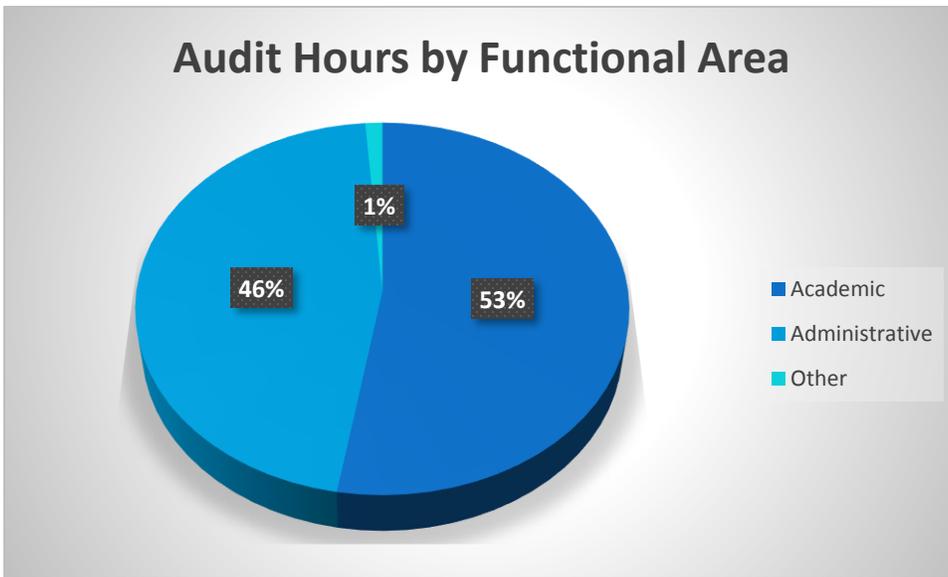
UNIVERSITY OF MEMPHIS

YEAR END REPORT
FOR THE FISCAL YEAR
ENDED JUNE 30, 2018

DISTRIBUTION OF AUDIT HOURS

The Office of Internal Audit and Consulting classifies audits by functional area. This allows us to report to the Board of Trustees and management what segments of the university community we are serving. Below is a chart showing the distribution of audit hours by functional area:

FY2018 Audit Hours by Functional Area

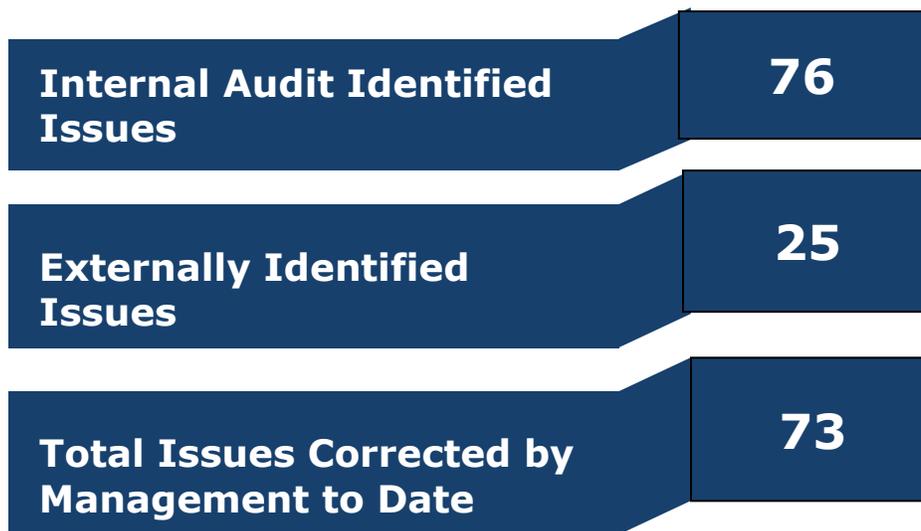




AUDIT ISSUES TRACKED BY INTERNAL AUDIT

Audits often discover opportunities for management to improve operations. Significant opportunities are generally included in the audit report as recommendations. Less significant opportunities may not be included in the audit report but discussed with the appropriate staff.

Audit Recommendation Summary for FY2018



INVESTIGATION SUMMARY

The University of Memphis Office of Internal Audit and Consulting has an established process for receiving reports of illegal activity or reports of fraud, waste, or abuse. Internal Audit performs confidential investigations of reports received or refers the report to the appropriate organization. If Internal Audit performs an investigation, a confidential report will be provided to the Audit Committee, the Tennessee Comptroller of the Treasury, and University of Memphis upper management.

Fraud, waste, abuse, or illegal activity reports are referred to other organizations because Internal Audit does not conduct criminal investigations, get involved in personnel complaints, personnel actions, matters related to tenure, or investigate reports of discrimination or sexual assault. Any reports from this process that involve potential or actual criminal acts will be referred to University Legal Counsel and the appropriate law enforcement agency for investigation. Personnel issues will be referred to Human Resources. Reports of discrimination or sexual assault issues will be referred to University Legal Counsel and the Office of Institutional Equity (OIE) for investigation. Matters relating to tenure of faculty will be referred to the Office of the Provost. Internal Audit may assist and provide information to University Legal Counsel, law enforcement, Human Resources, the Provost Office, or OIE if requested.



Fraud awareness is promoted across the University Campus community in various ways. Each semester, the President sends an email to all faculty and staff stressing the responsibility of all employees of the UOM to ensure that our resources are properly managed and safeguarded against inappropriate use by reporting activities that could be fraud, waste, or abuse. The last email was sent on September 11, 2017, and the letter is posted on the Office of the President’s website. Tennessee Comptroller of the Treasury hotline posters are displayed in multiple locations across Campus.

Internal Audit promotes reporting of fraud, waste, or abuse by meeting with employee and student groups across Campus. An Internal Audit brochure titled Reporting Fraud, Waste and Abuse is provided to groups during presentations and to audit clients during the audit process. The brochure is posted on the Office of Internal Audit and Consulting’s website, which contains a page devoted to reporting fraud, waste, and abuse of University resources. A link to submit a report online is provided, as well as other reporting options. Recently, Internal Audit worked with Human Resources to include a brief fraud awareness section in UOM new employee orientation. Below is a summary of the investigative activity for fiscal year 2018:

Investigation Summary for FY2018



Occasionally, internal audit reports contain sensitive information that may create a security concern if released in a public report. In these instances, state law allows for internal audit reports to be classified as “Limited Official Use” (LOU) reports. LOU reports are only made available to those who have a need to know the information in the performance of their official university duties. LOU reports are not subject to public inspection.

OTHER SIGNIFICANT ACCOMPLISHMENTS

The FOCUS transition and the formation of the University of Memphis Audit Committee of the Board of Trustees led to the following new procedures and increased communications with stakeholders.

- ☑ Audit Communication Procedures
- ☑ Audit Issue Action Plan Procedures
- ☑ Development of Audit Committee Charter
- ☑ Development of Internal Audit Charter
- ☑ Engagement Opinion Methodology & Issue Rating System
- ☑ Management of External Audit Reports and Issue Follow Up
- ☑ Promoting Reporting of FWA
- ☑ Quality Assurance Improvement Program

Additionally, Internal Audit staff has served on the following committees and advisory boards:

- ✓ Board of Trustees Transition Task Force
- ✓ Conflict of Interest Committee
- ✓ Compliance Committee
- ✓ Information Security Advisory Committee
- ✓ Payments Process Review Committee
- ✓ Policy Review Board
- ✓ Risk Assessment Advisor
- ✓ Safety Committee

Presentation to the Board of Trustees

The University of Memphis Board of Trustees
For Approval

Date: June 6, 2018

Committee: Audit Committee

Presentation Title: Proposed FY2019 Audit Plan

Presented by: Vicki D. Deaton, Chief Audit Executive

Background:

To comply with the requirements of state statutes relative to internal audit activities and the UofM Audit Committee Charter, the Proposed FY2019 Audit Plan for the University is presented for review and approval by the Audit Committee.

Committee Recommendations:

The Audit Committee recommends approval of the Proposed FY2019 Audit Plan.

Background Information – Proposed FY2019 Audit Plan

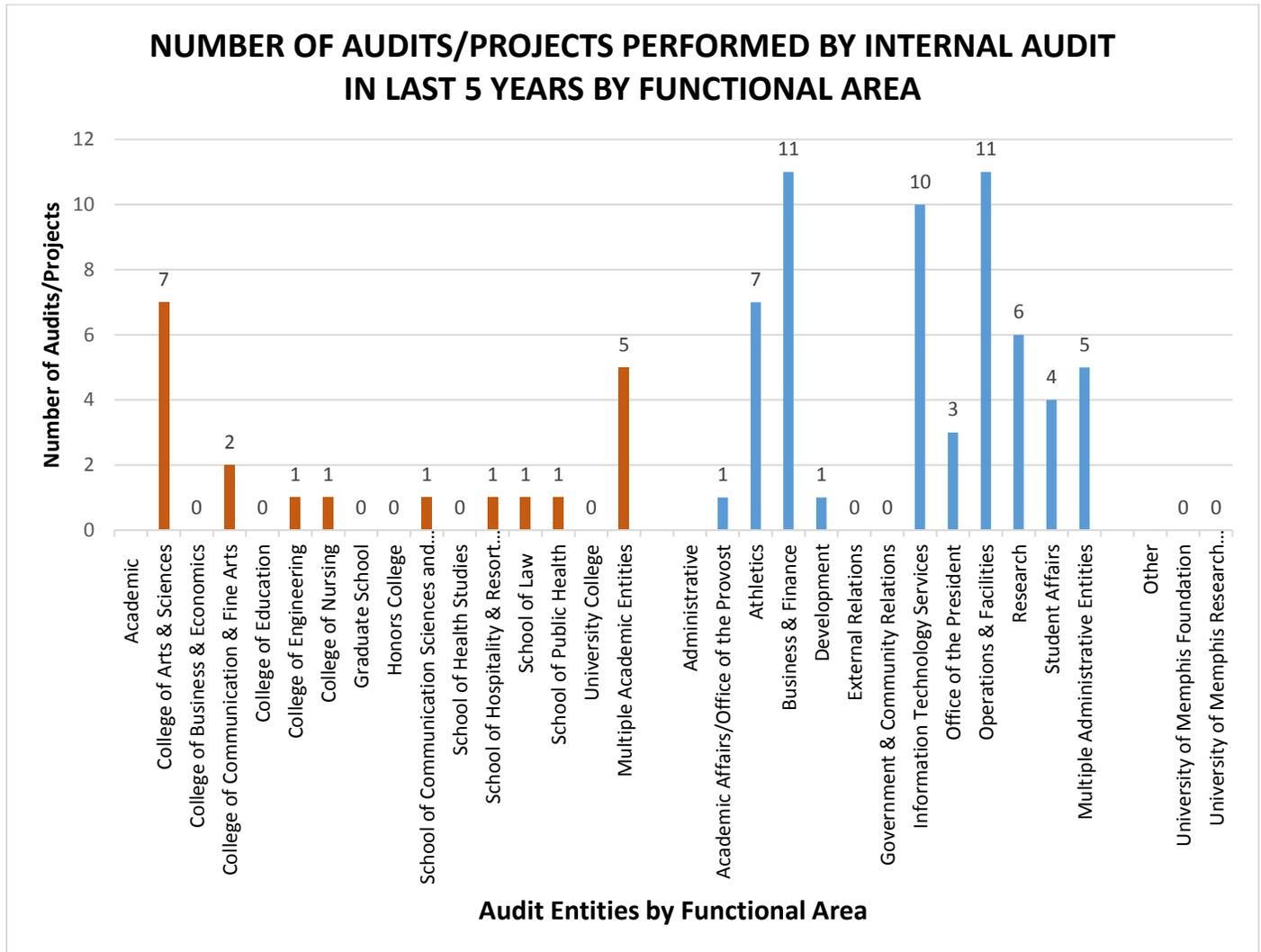
In higher education, the audit universe is normally categorized by the following functional areas:

- Academic
- Administrative
- Other

At the University of Memphis, the 3 functional areas include the following 27 audit entities:

Academic	Administrative	Other
<ul style="list-style-type: none">•College of Arts & Sciences•College of Business & Economics•College of Communication & Fine Arts•College of Education•College of Engineering•College of Nursing•Graduate School•Honors College•School of Communication Sciences and Disorders•School of Health Studies•School of Hospitality & Resort Management•School of Law•School of Public Health•University College	<ul style="list-style-type: none">•Academic Affairs/Office of the Provost•Athletics•Business & Finance•Development•External Relations•Government & Community Relations•Information Technology Services•Office of the President•Operations & Facilities•Research•Student Affairs	<ul style="list-style-type: none">•University of Memphis Foundation•University of Memphis Research Foundation (including the wholly-owned subsidiary, UMRF Ventures Inc.)

In the last 5 years, the UofM Office of Internal Audit and Consulting has performed audits in 17 (63%) of the 27 audit entities.



Besides the University of Memphis Office of Internal Audit and Consulting, the following entities perform audits and reviews at the UofM.

TN Comptroller of the Treasury Division of State Audit
TN Comptroller of the Treasury Division of Investigations
TN Comptroller of the Treasury Information Systems Audits
External Certified Public Accounting Firms
External Environmental Auditors
Various State of TN Departments for Sponsored Program Review
Various Federal Agencies for Sponsored Program Review
Internal Revenue Service
TN Department of Labor
External Legal Experts

In Tennessee governmental entities, internal audit plans are comprised of risk based audits, required audits, special requests, and investigations. The risk based portion (about 65%) of the FY2019 Proposed Audit Plan is in part derived from the University’s risk assessment process that Management prepares to comply with the Tennessee Financial Integrity Act, and consideration of the University’s goals, vision, and mission. The plan also includes required projects and activities, deferred projects from FY2018, and time for investigations, consulting, and follow up of past audit issues. University management were given the opportunity to provide additional input into the plan, and details of the Proposed FY2019 Audit Plan were shared with executive management.

The plan may be impacted and revised during the year due to changing risk factors and special requests from management. Any updates to the plan will be reviewed and approved by the Audit Committee.

Below is the budgeted resource allocation by type of activity for the last 3 years.

Budgeted Allocation of Internal Audit Resources			
	FY2017	FY2018	FY2019
Audits	75%	78%	55%
Follow Up of Audit Issues	5%	3%	15%
Investigations	5%	5%	20%
Consulting/Advisory Role	15%	14%	6%
Audit Committee Projects & Administration	0%	0%	4%
	100%	100%	100%

As indicated in the information above, less time is budgeted for audits due to a change in audit issue follow up procedures and an increase in investigation work.

University of Memphis
PROPOSED Audit Plan & Allocation of Audit Resources- FY2019

55%	<p><u>Audits</u></p> <p><u>Risk Based Audits</u></p> <p>Intermodal Freight Transportation Institute (IFTI) (departmental audit - scope includes compliance and financial controls)</p> <p>Department of Economics (departmental audit - scope includes compliance and financial controls)</p> <p>Animal Care Facilities (research compliance and financial controls)</p> <p>Admissions Operations</p> <p>Compliance Audit Clery Act (co-sourced with external firm)</p> <p>Athletics - Team Travel Expenses (including bowl games)</p> <p><u>Risk Based Information Technology Projects</u></p> <p>Disaster Recovery Audit</p> <p>Sponsored Agreement NIST 800.171 Compliance Readiness (when compliance required by agreement)</p> <p><u>Audits Required by Statutes</u></p> <p>Annual audit of President's expenses TCA 49-7-3001 TCA 49-14-106</p> <p><u>Audits Requested by Management</u></p> <p>NACHA - Per First TN Bank Contract (ACH electronic transactions)</p> <p>State Audit FY2018 Year End Work (cash and inventory work for State Auditors at year end for external audit per Management request)</p>
15%	<p><u>Follow-up of Past Audit Issues</u></p> <p>Internal Audit issues identified in past audits and as required by state statute</p>
20%	<p><u>Investigations/Manage Hotline System</u></p>
6%	<p><u>Consulting and Advisory Role</u></p> <p>Special Audit Requests, Consulting Projects, Assistance to Legal Counsel, Attorney Client Projects (as requested by Management)</p> <p>Advisory Role (advisory role on various committees and miscellaneous inquiries for assistance during the year)</p>
4%	<p><u>Audit Committee Projects & Administration</u></p>
100%	

Internal Audit Communication Matrix

		When Issued		With Quarterly Audit Committee Materials	With Quarterly Audit Committee Executive Session Materials	When Issued			With Quarterly Audit Committee Materials			Annually	
		Audit Committee Chair	Full Audit Committee	Full Audit Committee	Full Audit Committee	President	Legal Counsel	CFO	President	Legal Counsel	CFO	External Auditor	
Internal Audit Reports													
	Opinion: Effective (no issues)					X	X	X					X
	Opinion: Effective with Opportunity for Improvement (multiple minor rated issues or combination of minor and moderate rated issues)					X	X	X					X
	Opinion: Insufficient and Requires Improvement (at least one major rated issue)	X		X		X	X	X					X
	Opinion: Not Adequate (multiple major rated issues)		X	X		X	X	X					X
Internal Audit Report Summary													
				X						X	X	X	
"Limited Official Use Only" Internal Audit Reports													
	Opinion: Effective (no issues)					X	X	X					X
	Opinion: Effective with Opportunity for Improvement (multiple minor rated issues or combination of minor and moderate rated issues)					X	X	X					X
	Opinion: Insufficient and Requires Improvement (at least one major rated issue)	X		X		X	X	X					X
	Opinion: Not Adequate (multiple major rated issues)		X	X		X	X	X					X
"Limited Official Use Only" Internal Audit Report Summary													
				X						X	X	X	
Past Internal Audit Issue Follow Up Summary													
				X						X	X	X	
Past "Limited Official Use Only" Internal Audit Issue Follow Up Summary													
					X					X	X		
Internal Audit Investigation Reports/Memos													
	No Evidence of Illegal Activity, Fraud, Waste, or Abuse	X			X	X	X	X					
	Evidence of Illegal Activity, Fraud, Waste, or Abuse		X		X	X	X	X					
Internal Audit Investigation Memos - Assigned by TN Comptroller													
	No Evidence of Illegal Activity, Fraud, Waste, or Abuse	X			X	X	X	X					
	Evidence of Illegal Activity, Fraud, Waste, or Abuse		X		X	X	X	X					
Legal Counsel Attorney Client Privileged Investigation Reports													
	(Investigations completed & communicated by Legal Counsel)												
Investigation Summary													
	(Summary will include all types of investigation reports and memos without any detail information.)			X						X	X	X	X

University of Memphis
Office of Internal Audit & Consulting Charter
June 6, 2018

Introduction

The University of Memphis is within the state university system in Tennessee. The University is governed by an independent board, the Board of Trustees (Board), established by state statutes. The University of Memphis Audit Committee is a standing committee of the Board. In accordance with state statutes, the Office of Internal Audit and Consulting (Internal Audit) reports directly to the Audit Committee. All Internal Audit activities are conducted in accordance with all state statutes relative to Internal Audit and Audit Committees. In addition, the state statutes require that Internal Audit activities are governed by adherence to The Institute of Internal Auditor's (IIA) mandatory guidance, which includes the Definition of Internal Auditing, the Code of Ethics, and the *International Standards for the Professional Practice of Internal Auditing (Standards)*. This mandatory guidance constitutes the fundamental requirements for the professional practice of internal auditing and the principles against which to evaluate the effectiveness of the internal audit activity's performance.

Purpose

Internal audit is an independent, objective assurance and consulting activity designed to add value and improve the University of Memphis' operations. Internal Audit helps the University accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

University of Memphis management has responsibility for risk management, control and governance. Therefore, University management has the primary responsibility for risk assessment, compliance oversight, and establishing and maintaining a sufficient system of internal controls. Internal Audit serves in an advisory role and assists University management in the effective discharge of their duties and responsibilities by evaluating activities, recommending improvements and providing other information designed to promote effective controls.

Internal Audit Plan

Annually, the Chief Audit Executive (CAE) develops an internal audit plan based on the University's risk assessment, state statute requirements, and input from University management. The plan is submitted to the Audit Committee for review and approval. The CAE reviews and adjusts the plan as necessary in response to changes in Internal Audit's resource levels or changes to the University's risks, operations, programs, systems, and controls. Any significant deviation from the approved internal audit plan will be communicated to and approved by the Audit Committee.

Services

Internal Audit performs assurance services by assessing evidence to provide an independent opinion or conclusion regarding a University entity, operation, function, process, system, or other subject matter. The nature and scope of assurance engagements are determined by the approved internal audit plan and staff of Internal Audit. There are generally three parties involved in assurance services: (1) the person or group directly involved with the entity,

operation, function, process, system, or other subject matter — the process owner, (2) the person or group making the assessment — Internal Audit, and (3) the person or group using the assessment — the user.

Consulting services are advisory in nature, and are generally performed at the specific request of an engagement client. The nature and scope of the consulting engagement are subject to agreement with the engagement client. Consulting services generally involve two parties: (1) the person or group offering the advice — Internal Audit, and (2) the person or group seeking and receiving the advice — the engagement client. When performing consulting services, the Internal Auditor should maintain objectivity and not assume management responsibility.

Authority, Responsibility, and Scope

Internal Audit's performance of assurance and consulting services may include the examination and evaluation of the effectiveness of all aspects of University operations. Internal Audit has full and direct access to all University records, which includes electronic and manual records, personnel relative to their performance of duties and responsibilities, and access to all University physical properties. All documents and information obtained by Internal Audit will be treated in a confidential manner to comply with all policies, laws, and regulations regarding protection of University information.

Internal Audit does not have direct responsibility for, or authority over, any of the activities, functions, or tasks it reviews. Internal Audit's review does not relieve others of their responsibilities. The University's Internal Auditors must maintain a high degree of independence. They must not be assigned duties or be involved in activities that are the responsibility of University management. Internal Audit should only engage in activities that they would normally be expected to review or evaluate as part of the normal Internal Audit function.

Internal Audit is not independent for the purpose of issuing an opinion on the University's annual financial statements per the requirements for an external auditor under Tennessee Board of Accountancy regulations. The Tennessee Comptroller of the Treasury's Division of State Audit serves as the external auditors for the University based upon state statutes.

Organizational Structure

The Office Internal Audit and Consulting reports directly to the Audit Committee, but reports administratively to the University President for internal accounting purposes. However, to provide independence and to comply with state statutes and Tennessee Comptroller of the Treasury's requirements, Internal Audit has direct reporting responsibility to the Board of Trustee's Audit Committee. Internal Audit employees have organizational independence and strive to carry out their responsibilities with professional objectivity.

Reporting and Monitoring

All audit work is summarized in written reports distributed to University management to ensure that significant issues noted in audits are properly addressed by University management. In addition, summaries of all internal audit activities are distributed to the Audit Committee and all significant issues are emphasized to the Audit Committee. Internal Audit will answer questions

and provide additional details for any Internal Audit activity when requested by the Audit Committee. Internal Audit is responsible for following up on issues noted in audits or other projects conducted by Internal Audit to ensure issues are addressed by University management. Any issues not properly addressed by University management will be reported to the Audit Committee.

All Internal Audit reports are provided to the Tennessee Comptroller of the Treasury's Division of State Audit in their role as external auditors for the University. All investigation reports are provided to the Tennessee Comptroller of the Treasury's Division of State Audit and the Division of Investigations.

Periodic Review of Office of Internal Audit & Consulting Charter

This charter will be periodically assessed by the Chief Audit Executive to determine whether the purpose, authority, and responsibilities defined in this charter are adequate to enable the Office of Internal Audit and Consulting to accomplish objectives under the IIA Standards and state statutes. The results of the periodic assessment of this charter will be communicated to University management and the Audit Committee.