






August 2021 Governance and Finance Committee Meeting

Schedule	Wednesday, August 25, 2021 9:45 AM — 10:45 AM CDT
Venue	Senate Chamber (UC 261) and Zoom Video Conference
Organizer	Sparkle Burns

Agenda

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2. Roll Call and Declaration of Quorum Presented by Melanie Murry	2
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1. Call to Order and Opening Remarks

Presented by Doug Edwards

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Meeting Minutes for June 2, 2021

For Approval

Presented by Doug Edwards

The University of Memphis
Board of Trustees
Governance and Finance Committee
June 2, 2021, | Memphis, TN

Minutes

The Governance and Finance Committee of the University of Memphis Board of Trustees met at 11:43 a.m. CDT, on Wednesday, June 2, 2021, in-person and virtually using the video conferencing system Zoom.

I. Call to Order/Roll Call/Declaration of Quorum/Introduction/Committee Leadership

Trustee Johnson called the meeting to order.

University Counsel and Board Secretary Melanie Murry called the roll and instructed the trustees that attended virtually to verify they were alone and could hear her. The following Governance and Finance Committee members were present:

Trustee Graf (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Fong (attended virtually via Zoom and verified she was alone and could hear her.)

Trustee Johnson

Trustee Kemme

Trustee Martin (attended virtually via Zoom and verified he was alone and could hear her.)

Trustee Springfield

Secretary Murry acknowledged additional trustees who were in attendance:

Trustee Roberts

Chairman Edwards

Secretary Murry announced the presence of a quorum. Members of the University of Memphis Board Trustees, faculty and administrative staff were present during the meeting.

Trustee Johnson made a motion for committee leadership recommending board Chairman Edwards to be chair the Governance and Finance Committee. It was moved by Trustee Graf and properly seconded. A roll call vote was taken and unanimously approved. The meeting was turned over to Chairman Edwards.

II. Approval of Minutes – March 9, 2021

Chairman Edwards requested a motion for the approval of the March 9, 2021, Governance and Finance Committee minutes. The motion was made by Trustee Graf and properly seconded. A roll call vote was taken, and the motion was approved.

III. Public Records Rule

Chairman Edwards recognized University Counsel and Board Secretary, Melanie Murry to discuss the public records rule. University Counsel and Board Secretary Murry advised pursuant to Tennessee Code Annotated 10-7-503, as a State agency, the University is required to promulgate rules and was required to draft a policy to comply with State law. The University's rule was modeled after the State's Open Records Public Records policy and feedback was received from various State officials, agencies, and Governmental Operations. Additionally, a copy was provided to the Student Government Association and presented in a public hearing on April 23, 2021, with no objections.

Chairman Edwards proposed the motion. It was properly seconded by Trustee Graf. A roll call vote was taken, and the motion was approved.

IV. FY2021-22 Proposed Budget, FY2020-21 Estimated Budget Recommendation and FY2022-23 Capital Budget

Chairman Edwards recognized Raaj Kurapati, Executive Vice President and Chief Financial Officer (EVP-CFO). EVP-CFO Kurapati highlighted the remarkable revenue progression over the past 6 years. He advised the primary sources of revenue have remained constant and the University has relied on revenue received from tuition and fees and state support. EVP-CFO Kurapati emphasized as a state subsidized institution, the University has been diligent about holding tuition and fee costs down, in keeping with our mission.

During the review of the estimated FY21 budget, EVP-CFO Kurapati informed in spite of a \$55M budget gap due to the pandemic, the University will end the year with a positive balance, thanks to many dedicated faculty, staff and students. He mentioned the implementation of appropriate actions to ensure students continued to succeed during a very challenging time. He added most of the federal funding (over 80% of every dollar distributed to date) received was allocated to students in the form of direct refunds, direct grants, fee refunds and other support. Additional funds were used for facilities and technology upgrades.

For the overview of expenditures and revenue, EVP-CFO Kurapati estimated ending the year on a balanced budget. The estimated budget for the auxiliary enterprise is lower than initially anticipated due to lingering impacts from the pandemic.

EVP-CFO Kurapati provided an overview of the FY22 proposed budget which assumes a return to regular operations next year based on several assumptions: state appropriations recommend by the Governor; proposed 1.75% tuition increase which will be offset by the elimination of the \$50 online fee; flat enrollment levels based on contraction with high school graduation rates nationally (while we continue efforts to attract more students from Tennessee, nationally & globally); a 3.4% salary pool and associated benefit increase; and reduction of auxiliary debt services budgets due to adjusted bond refund savings.

EVP-CFO Kurapati discussed the Governor's proposed 4% salary pool and associated benefits increase and emphasized the 4% salary pool (60%) does not cover the full amount needed to implement the salary pool; the University must cover the difference.

He also discussed working with the state to refinance auxiliary debt which translates to \$18 million of savings over the course of the term.

Other components of the Governor's budget include a one-time allocation of \$5M for Carnegie 1 research support and a one-time appropriation of \$17M for capital maintenance issues. EVP-CFO Kurapati also cited an expected significant increase of federal support from the American Rescue Plan which will be reflected in the revised budget at the December Governance and Finance Committee meeting.

EVP-CFO Kurapati mentioned the impressive budget progression during Dr. Rudd's tenure of almost \$100M over time and the strategic investments in the support of our students.

Trustee Springfield inquired about patterns related to emerging from COVID and students staying home or online. EVP-CFO Kurapati advised he expects to see a hybrid approach and mentioned most students prefer the traditional experience. He also mentioned the increase in housing applications. President Rudd mentioned the anticipation of the 2.5-3% contraction in graduating seniors from high school over the next 5 years and the number of residential students available will be shrinking and the market more competitive.

Chairman Edwards expressed vulnerability relative to housing and other auxiliary services. EVP-CFO Kurapati advised the University is prepared to take necessary actions to meet targeted projections from frozen positions and the annual savings of \$1M of debt services over time coupled with expenditure actions.

Chairman Edwards mentioned meeting the goal of increasing the custodial staff wages to \$15 and inquired about total increase for all faculty and staff. Dr. Rudd emphasized the need to make investments in infrastructure – people, faculty and safety. Discussion ensued regarding enrollment growth.

EVP-CFO Kurapati discussed the major impacts on Athletics operations over the past year. He discussed the different sources of revenue, the reliance on resources from Tiger Scholarship, ticket sales and low contributions in comparison to American Athletic Conference peers and provided prospective on athletics' future direction. EVP-CFO Kurapati shared that to balance the budget related to the significant ticket sales decline, a loan was received from the Auxiliary Services Foundation to cover the \$11.4 M deficit projected. The loan will be repaid by Athletics over the next 5-7 years. There is also an expected annual subsidy of about \$13.5M to sustain the budget, not grow, and return to a normalized

operational budget. Athletic Director Laird Veatch advised this will allow Athletics to invest in the infrastructure and return to needed staffing levels. As staff was reduced to 113 in the last year, there is a plan in place to return to 130 FTE. He mentioned all peers, except for one, employs about 160 FTE, which speaks to the efficiency of the University staff. President Rudd acknowledged the significant strides to expand the University's footprint as a national university and a part of the brand equity can be, partially, attributed to the success of Athletics.

Trustee Kemme inquired about the University's relationship with the Liberty Bowl and FedEx Forum. EVP-CFO Kurapati responded the University is constantly and actively reviewing those partnerships and looking for opportunities for better deals. AD Veatch added that the contracts are scheduled for renegotiation and will be entering into discussions this summer.

Chairman Edwards advised the committee that AD Veatch will return in September with an introduction of the new women's basketball coach, an update on Athletics, fundraising and the conference.

EVP-CFO Kurapati provided an update on the previous capital budget presentation and advised THEC, and the State requested a focus on renovation projects with no new capital outlay/new buildings. Based on consultation from faculty and staff, the request was revised to renovate various academic buildings on the campus – Mynders Hall, Clinical Park Campus, etc.

EVP-CFO Kurapati shared a recap of the compensation strategy and advised the effective date of July 1, 2021. He highlighted the Governor's budget, the \$8.4M salary pool, the anticipated \$5.4M in state funding, and the \$3M deficit to implement the increases. He shared the University's recommendation of a 3.4% (\$7.2M) salary pool and the plan to supplement with \$1.8M in institutional funds to implement a robust salary compensation adjustment for FY22 that also balances/addresses institutional priorities.

EVP-CFO Kurapati cited President Rudd's commitment many years ago to improve the lowest paid employees to \$15 per hour, which is part of the compensation plan for the upcoming year. He further shared the other components, comprised of a 2% ATB salary increase for faculty and staff with an additional \$600 flat amount added to the 2% ATB base adjustment, \$250k in faculty promotions; and an ATB increase for part-time faculty. He advised most employees making \$65k

or less and will receive about a 3% ATB increase based on the tiered plan. Overall, employees will receive an average 2.5-2.6% ATB increase.

Chairman Edwards requested a motion for approval for the operating budget and capital budget. The motion was made by Trustee Cato Johnson and properly seconded. A roll call vote was taken, and the motion was approved.

VI. FY22 Tuition Recommendation

Chairman Edwards recognized EVP-CFO Kurapati to discuss the FY22 tuition proposal. In an effort to mitigate the financial impact on students and the cost of tuition, EVP-CFO Kurapati provided an overview of the changes implemented in the past several years to include: the guaranteed tuition plan for eight consecutive terms, tuition cap for TN residents, establishment of uniform tuition rates for online and traditional classes, eliminating the online fee over the course of 3 years (FY22 is the final year of the phase-out), and adjusting out-of-state and international rates. He also mentioned efforts to restructure the drop for non-payment process, and combining our housing, dining, and tuition into one payment plan, which saw a significant increase in the use of our payment plans. Further, he reminded the committee that UofM has had the lowest average tuition increase in the State for the past 7 years at 1.5%.

EVP-CFO Kurapati introduced the proposal of a 1.75% tuition increase for FY22. He noted the increase will not generate new revenue due to the elimination of the online fee which would also take effect in FY22. The elimination of the online fee will result in revenue loss, which will be managed by maintaining enrollment and drawing from strategic reserves to compensate for the difference. The proposed 1.75% increase translates to \$144 annually for in-state undergraduate students. EVP-CFO concluded by stating the elimination of the online fee is the correct action to normalize the tuition and fee tables and it compliments other actions to keep overall tuition low.

The motion to approve the tuition increase was moved by Trustee Johnson and properly seconded.

Chairman Edwards advised the increase is within the THEC range and justifies the fact that the University is losing \$700k in net revenue by eliminating the online

fees; more students are utilizing online instruction with a 73% increase in online usage during the COVID-19 pandemic and that change will continue. President Rudd noted that the University provided \$18M in free credit hours due to the utilization of the tuition cap and the guaranteed tuition plan. Chairman Edwards mentioned remaining cognizant that more than 50% of our students are Pell eligible and while we prefer not to increase tuition, the University has done a remarkable job over the last 7 years in providing students the resources needed to meet financial tuition obligations. Trustee Martin praised University leadership for their approach on addressing and managing the increase.

A roll call vote was taken, and the motion was properly approved.

VII. Executive Compensation Update

Chairman Edwards recognized EVP-CFO Kurapati who provided an update on the executive compensation. Amid the launch of the nationwide presidential search, EVP-CFO Kurapati mentioned the Board's request for an update of the President's compensation study to ensure a current measure of compensation based on the institution's progression in classification as a tier one institution and active work toward an R1 designation. The previous study was performed by Segal Consulting (formerly Sibson Consulting) in 2019. The results of the updated study revealed an 11% change in overall base salary and an 11% change overall in compensation package among other findings. EVP-CFO yielded to Trustee Martin who agreed the updated version will assist to recruit the next president.

Chairman Edwards advised the results will give us direction going forward as we conduct the search for a new president.

The recommended motion was for the Chairman of the Board to have authority to set the total compensation package for the incoming president based on the information provided by Segal Consulting. The Chairman would have the ability to have conversations with Parker Executive Search regarding the new President's compensation package and to have those conversations with candidates.

Trustee Johnson made the motion, and it was properly seconded. A roll call vote was taken, and it was properly approved.

VIII. Presidential Review and Evaluation

Chairman Edwards recognized Trustee Martin who provided an overview of the review and evaluation process of President Rudd. Trustee Martin reported the collective view of the Board and noted his performance during the past fiscal year not only met expectations but rated as outstanding performance. He further recommended that President Rudd be paid at the target level per his contract.

Trustee Edwards recommended a motion. Trustee Martin motioned to compensate President Rudd with his full performance bonus from funds provided through University Key Leadership Salary Supplement Fund, which are private funds. It was properly seconded, and a roll call vote was taken.

IX. Additional Business

No additional business. Next meeting August 25

X. Adjournment

Chairman Edwards adjourned the meeting at 1:00 p.m.

4. Campaign for Support

Presentation

Presented by Joanna Curtis

The University of Memphis Board of Trustees

Presentation
For Information

Date: August 25, 2021

Committee: Governance and Finance Committee

Presentation: Driven: The Campaign for a Bold UofM Future Case for Support

Presented by: Joanna Curtis, Vice President for Advancement

Background:

The Case for Support for the University's \$600 million comprehensive campaign will be a critical resource for staff, volunteers, and donors who are investing in the University's future.

“Driven: The Campaign for a Bold UofM Future” Case for Support

Governance & Finance Committee

Joanna Curtis, Vice President for Advancement

August 25, 2021

Maxine A. Smith University Center and Zoom
Video Conference



AUGUST 2021

Case for Support



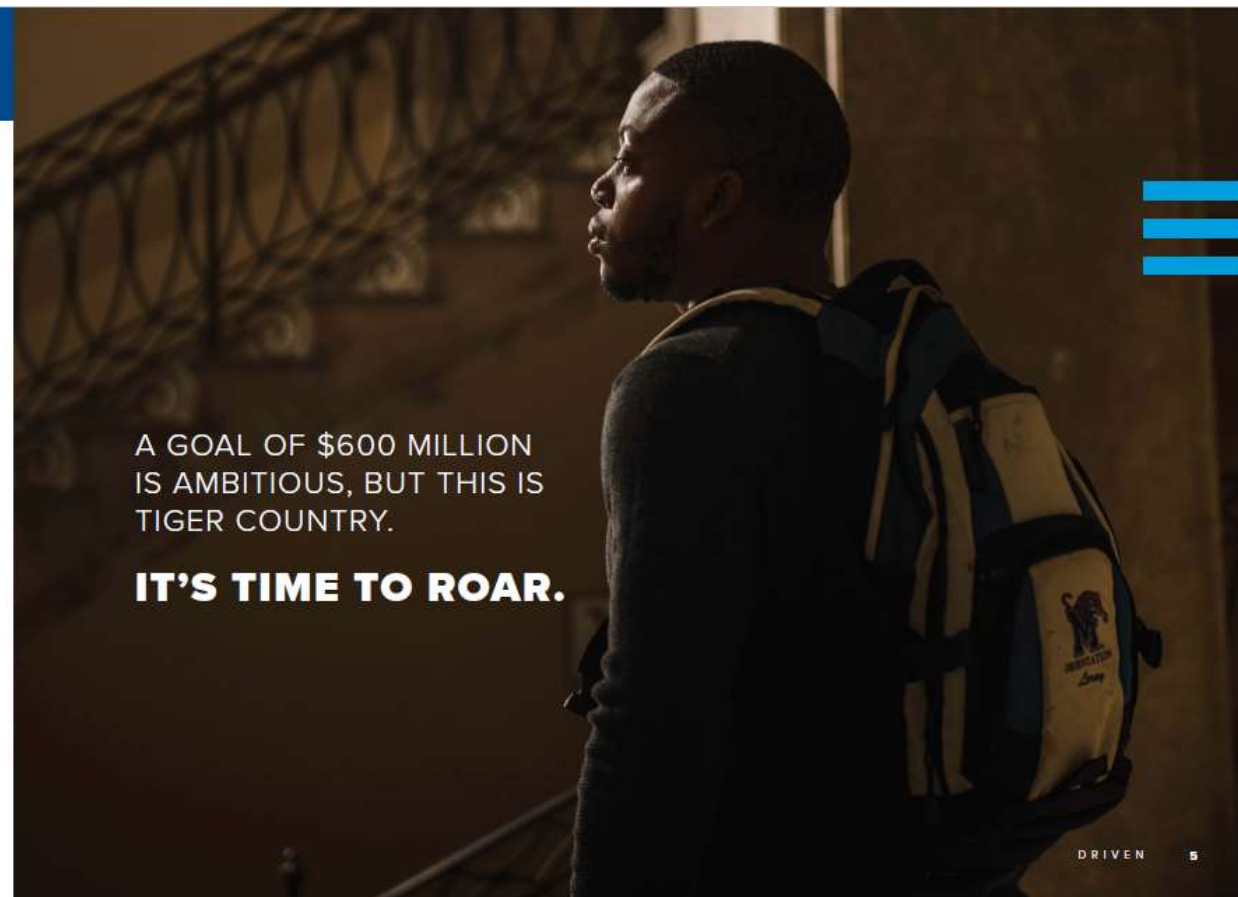
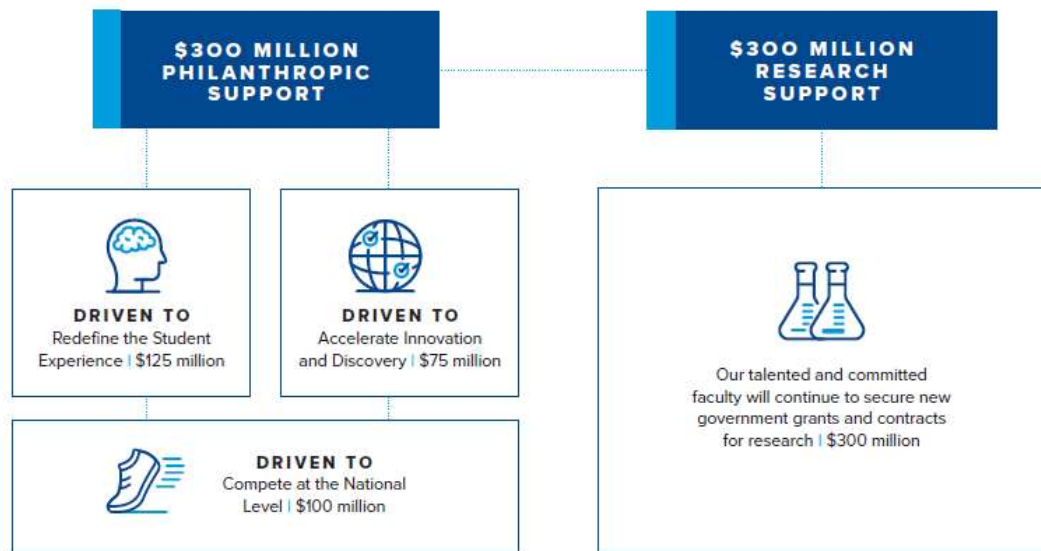
Case for Support



We're
future-focused
on a UofM
transformation.
For our students
and our city.
BUCKLE UP.

DESTINATION: THE TOP TIER

Campaign Goals



Redefine the Student Experience

Driven to
Redefine
the Student
Experience

HERE'S THE BOTTOM LINE: Student success is defined by what happens after graduation, and we know what it takes to help every student succeed. The UofM leans in, steps up and makes sure all students, no matter their background, culture, income or ability level, know they are essential to the Tiger family. Come graduation day, our students will be ready for the opportunities that come their way because of the power of UofM support.



- ▶ More than 75% of our full-time undergraduates have a demonstrated financial need. On average, just 54% of that need is met for students who were awarded any need-based aid.
- ▶ A \$700 personal budget shortfall per semester is the average amount forcing students to drop out. Your generosity will fill that gap and increase graduation rates.
- ▶ More than 60% of UofM undergraduates work off-campus to put themselves through school compared to just 46% of their peers nationwide.

Student Testimonials



Jared Workman, BBA '16
Supply Chain Specialist
International Paper



“I was the Emerging Leaders (EL) program that first drew me to the UoM. Not only did it provide scholarships that made college affordable, but it also thrust me into a special community where leadership qualities were developed and lasting friendships were formed. EL made it easier to plug into campus and gave me the confidence to create impactful experiences by joining Sigma Chi fraternity, the 'W' Dean and the Fogelman College of Business Delegate Board. Each organization sharpened my skills and gave me the tools to successfully make the shift from student to young professional.

Most pivotal to my growth was studying and interning abroad. I credit the UoM for providing ongoing support and funding the majority of my trip to the Czech Republic through scholarships. Once back in Memphis with transportation logistics leader C.H. Ro, sales executive, where I was instrumental in development. Later, when I had a shot at a scholarship with International Paper, the UoM there to prepare me for the interview and that great opportunity, which led to a full-time graduation. My four years at the University were all too short, but some of the best!



Anette Guzmán
Accounting Major

“Even though I have been my life, attending the U of Memphis because DACA students are not aid and are considered So when the UoM con Opportunity Scholarship down button to an amo also provided an invaluable mentorship junior accounting major skilled to grad might sound like a typical dreamer student just a student. He also a mother.

Raising my three-year old, Sara, during college has been a difficult balancing act, but this experience pushed me to learn life-changing organizational skills. I have lost the fear of failure and learned to strive for amazing opportunities. I'm currently an intern at FedEx, and I feel privileged to work into a Fortune 100 company every day. This summer, I'll be interning at the Dallas office of investment banking firm Goldman Sachs. Looking back at my transition to college and the challenges faced, all that would have been exceedingly harder if not for the Opportunity Scholarship and the undying support of my UoM mentor.”

Durante mi trayectoria en la universidad se han presentado muchos desafíos, que he podido superar con el apoyo de la Beca de Oportunidad y de mi mentor de la UoM, sin los cuales esto hubiera sido extremadamente difícil.



DESTINATION: CHAMPIONSHIPS

“Being part of UoM football has taught me life lessons and provided coaching points that molded me into the best wide receiver and man I could possibly be. Winning the conference championship in 2019 was an unforgettable experience, and I can't imagine doing it anywhere else but Memphis. My journey so far as a student-athlete has been packed with opportunities to strengthen my team-minded work skills, connect with people and make an impact through community service. You can't help but feel challenged by the amount of diversity at UoM — it pushes students to go beyond what's comfortable and reach our highest potential. A defining trait of being a Memphis Tiger is to encounter support everywhere you turn.

For me, that includes my academic adviser, athletic peers and mentors, my Kappa Kappa Kappa brothers and even the entire city when they show us such gratitude after big wins. I will always remember that feeling and want to pay it forward. I'm currently pursuing my master's in criminal justice, but I also dream of playing in the NFL. Been attending law school with a goal of becoming a sports attorney.”

Calvin Austin III, BA '21



WE ARE MEMPHIS' UNIVERSITY. Nearly two-thirds of graduates stay in Memphis for more than 10 years after entering the workforce. Today, 70,000 alumni live and work in Memphis and almost 100,000 in Tennessee. Tens of thousands more have taken that Memphis spirit across the country and world.

Outstanding faculty choose the UofM because they want to teach, research and serve in a city where they can make a difference.

Change agents come here to be connected to one another, so to keep flourishing, we must connect them to what matters: working with our neighbors to address the challenges our city faces, building a stronger economy and creating a more vibrant and vital community.

Economic Impact

A single UofM graduating class increases incomes in Tennessee by about \$110 million.



What is the economic impact of UofM's increased graduation rate in recent years?

\$37.9M

10-Year incremental income in the Memphis area sourced to the increased graduation rate during the past five years.



Accelerate Research

You have the power to accelerate research further and faster when you make a gift to the UofM.

The research dollars we raise will secure our position as a Carnegie 1 Research (R1) Institution. Being an R1 University means we will be nationally recognized for the world-class research that takes place on our campus and positioned to compete with

other top universities to attract
August 2021 Governance and Finance Committee Meeting

investments, top faculty and outstanding students to Memphis.

Our faculty and students are working side-by-side to solve some of the biggest problems facing humanity today. With your support we can ensure that the innovations being developed at the University of Memphis today make it out of the testing phase and become a reality.



Dr. Jennings is among the growing number of junior faculty choosing the UofM because this is a supportive environment where researchers realize their potential as game changers. As part of the Tiger family, she has earned prestigious awards from both the U.S. Department of Defense and the National Science Foundation for work she hopes will lead to materials that can prevent or treat deadly infection in burn wound patients.

"I first heard about the University of Memphis while attending graduate school. At national conferences, UofM's biomedical engineering department was always well represented with exciting technological advances that caught my eye. As I got closer to making my next move, I was drawn to the UofM by the strong sense of teamwork between faculty members.

That supportive network over the years has allowed me to grow my independent research program and has connected me with thought leaders in the field of biomedical research."

4. Campaign for Support



Dr. Amber Jennings
Assistant Professor
Biomedical Engineering

Driven to Compete at the National Level



Driven to Compete at the National Level

OUR STUDENT-ATHLETES are fierce competitors, making the Tiger faithful proud, wherever they are in the world. Memphis Athletics is our connection to a community fired up to see our brand compete, because it is the outward embodiment of everything we stand for — our values and our excellence.



We are driven to reinforce and refine Memphis Athletics as an investment in our remarkable student-athletes. They represent us on the national stage, which powerfully and undeniably underpins our overall admissions and recruitment efforts.



With Your Support We Will...

With your support, we will remove obstacles

- ▶ Increase the number of students who receive scholarship support that makes college affordable to them from 1,276 in 2018 to 2,000 in 2026, especially students majoring in programs where there is growing regional demand such as healthcare, supply chain, cybersecurity, agtech and education.
- ▶ Support students in pers... their education by establi... Opportunities Center to li... expanded programs that c...
- ▶ Invest in real-world succe... internships, career service programs that focus on e... careers valued by the labo...

With your support, we will focus on:

- ▶ New facilities and facility improvements for student-athletes and coaches. These include continuous upgrades to the Billy J. Murphy Complex, Liberty Bowl Memorial Stadium, FedExForum locker room, Elma Roane... Leftwich Tennis Center, ... Finch Center, R.F. ... Nutrition Center and ...
- ▶ ... through the Tiger ... SF). Nearly 400 student-... programs compete every ... and TSF donations make ... rships possible. With a ... our student-athletes ... ers in the classroom as well ...
- ▶ It will enable us to ... championships and ... Memphis Athletics program.

With your support, we will inspire innovation

- ▶ Create five endowed chairs, 20 professorships, and 40 graduate fellowships to attract new faculty and support and diversify research capacity with more interdisciplinary initiatives.
- ▶ Invest in technology and equipment, propelling research initiatives forward.
- ▶ Focus on new facilities and facility improvements to better serve students and the community.
- ▶ Develop and enhance programs to broaden our advocate/partnership role to arts and culture, social service and neighborhood community institutions.

What is the potential economic impact of increasing the graduation rate to 65 Percent? **\$1.7B TO \$2.6B**
Total added income in Memphis area over the next 20 years



5. Fiscal Year 2021 Performance Report

Presentation

Presented by Raajkumar Kurapati

The University of Memphis Board of Trustees

Presentation
For Discussion

Date: August 25, 2021

Committee: Governance and Finance Committee

Presentation: Fiscal Year (FY) 2021 Financial Performance Report

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

Background:

Going into FY21, COVID-19 presented significant financial and logistical challenges to the University. The FY21 Operations budget deficit was projected at over \$55 million. Through a combination of mitigating actions executed by management that included a hiring freeze (with limited exceptions), targeted cost reductions, a pull back of carryforward balances, a base budget reduction, coupled with the strategic application of Higher Education Emergency Relief Fund (HEERF) grants, we were able to end the year in a strong financial position. This report aims to provide a summary of financial performance and key highlights for FY21, to include updates on capital projects and our campus safety, crisis management, and business continuity efforts.

FY21 Performance Report

Governance and Finance Committee

Raaj Kurapati

Executive Vice President & Chief Financial Officer

August 25, 2021

Maxine A. Smith University Center and Zoom Video
Conference



AUGUST 2021

COVID-19 presented significant financial challenges

E&G Operations Projected Budget Gap - \$55M

FY21 Projected Overall Budget Shortfall – (Appx. \$55M)

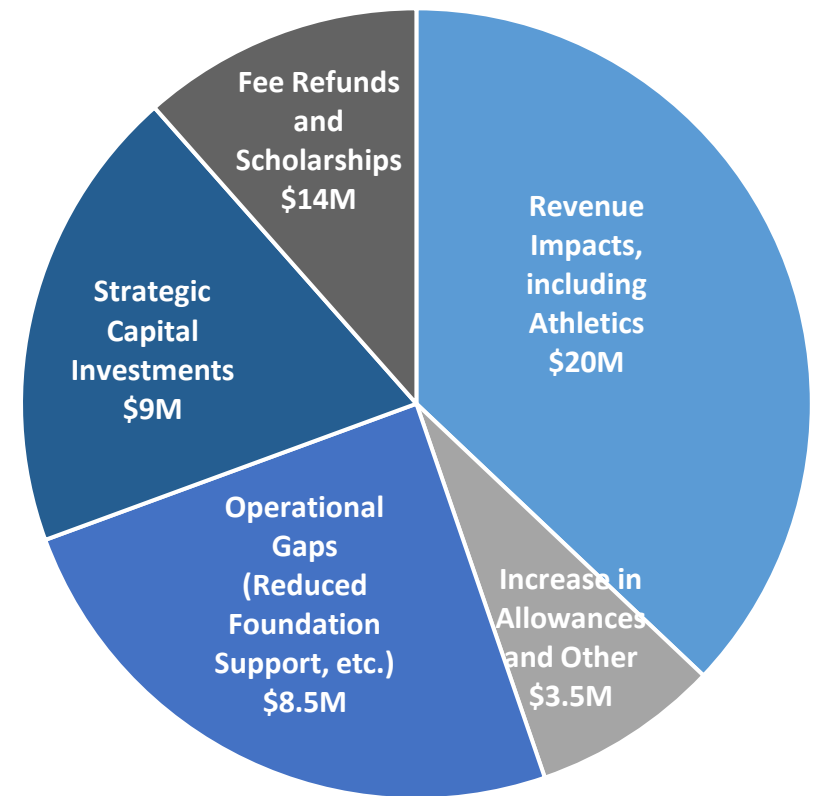
Major contributing factors:

1. Refunds of various fees (online, payment plan, late registration, etc.)
2. Support for ongoing scholarships, strategic scholarship programs, retention initiatives aimed at maintaining enrollments
3. Investments in facilities to respond to COVID-19, including investments in technology.
4. Need to increase allowance for bad debts
5. Reduced foundation operational support
6. Loss of revenues, including Athletics
7. Support for capital needs, given the drop in State capital maintenance support, and other strategic investments

Mitigating Actions:

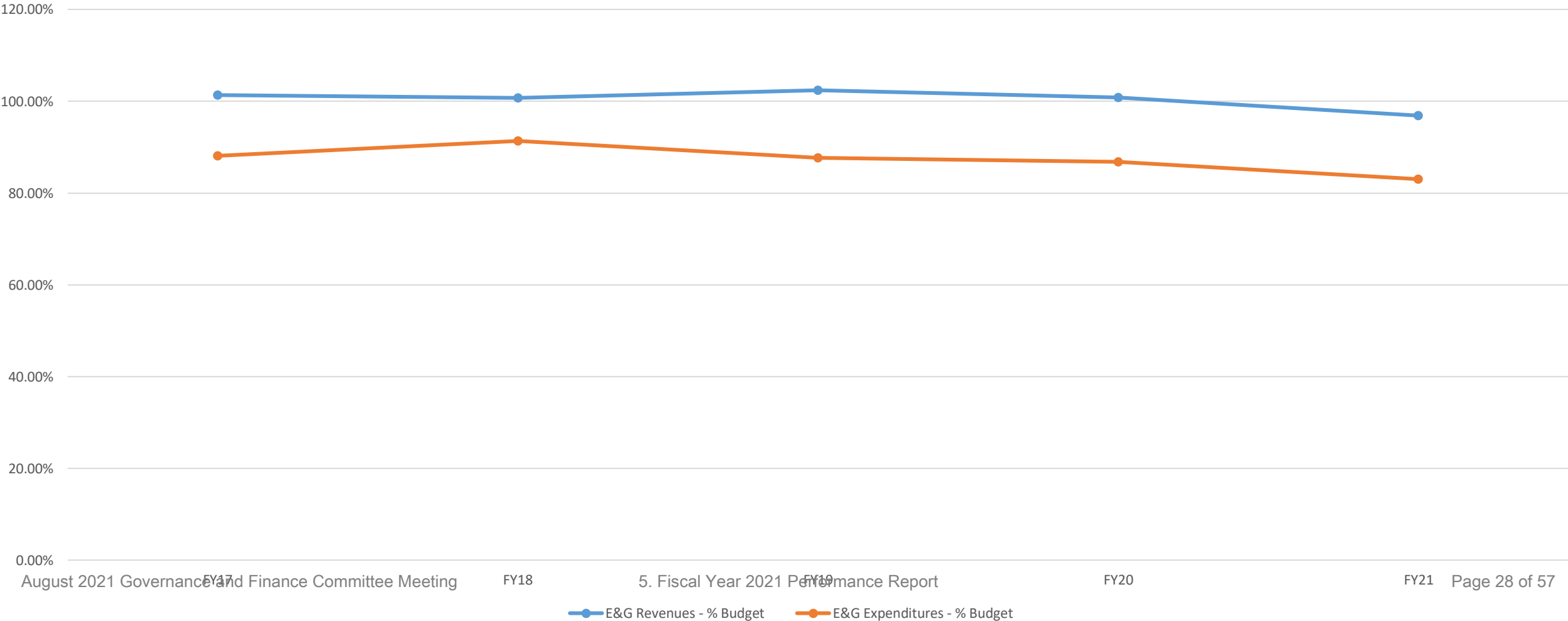
- Instituted a 4% variable (4.5% Admin – 3.5% Academics) pullback of base budget (yield \$7M)
- Instituted a 60% pullback in carryforward balances (yield \$17M)
- Maximized flexibility by holding certain portions of the CARES Act funding to support student initiatives & applied for and successfully received a State grant (\$1.6M) for COVID-19 costs
- Instituted a hiring freeze and put in place a hiring exception process to allow strategic hires
- Instituted a ban on travel, with very limited exceptions
- Realized cost savings through energy management and strategic sourcing
- Adjusted processes to better support students (Drop for Non-Payment Changes)
- Sought and received support from the Auxiliary Services Foundation (ASF) to provide \$12M to offset impacts on Athletics through a loan entered into by the ASF
- Strategic use of Federal support from HEERF I & II and HEERF III (American Rescue Plan)

Breakdown of Projected Budget Gap



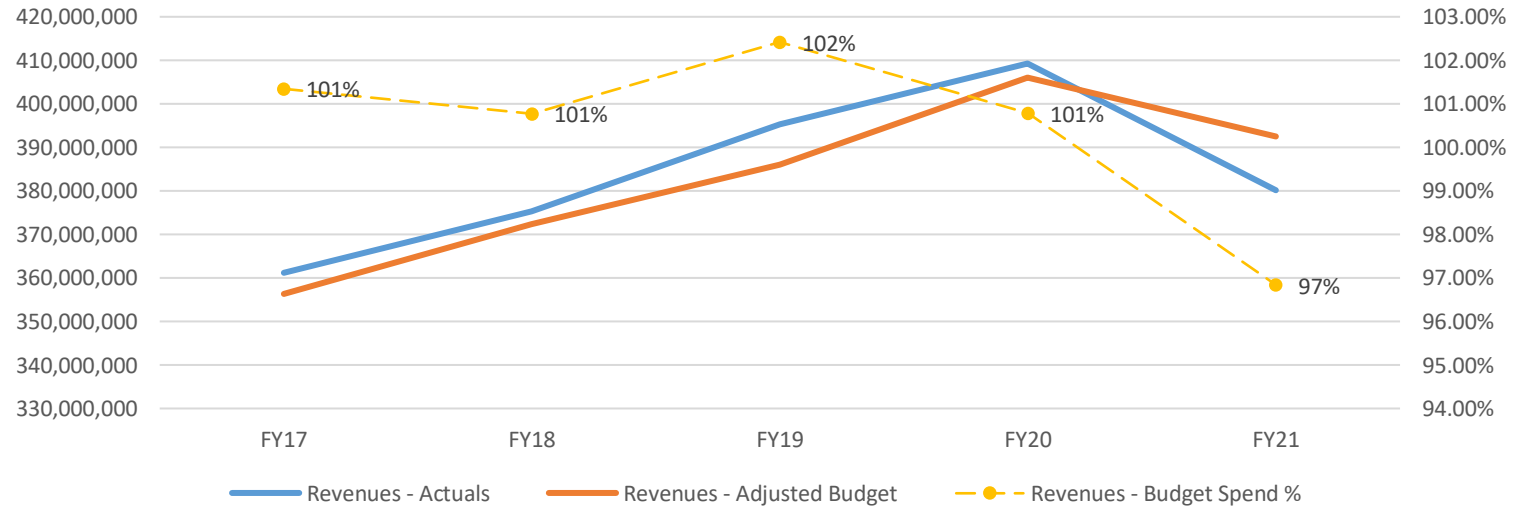
E&G Rev. & Exp. Vs. Budget

E&G Budget Spend % (Actuals/Adj. Budget)
YTD YE

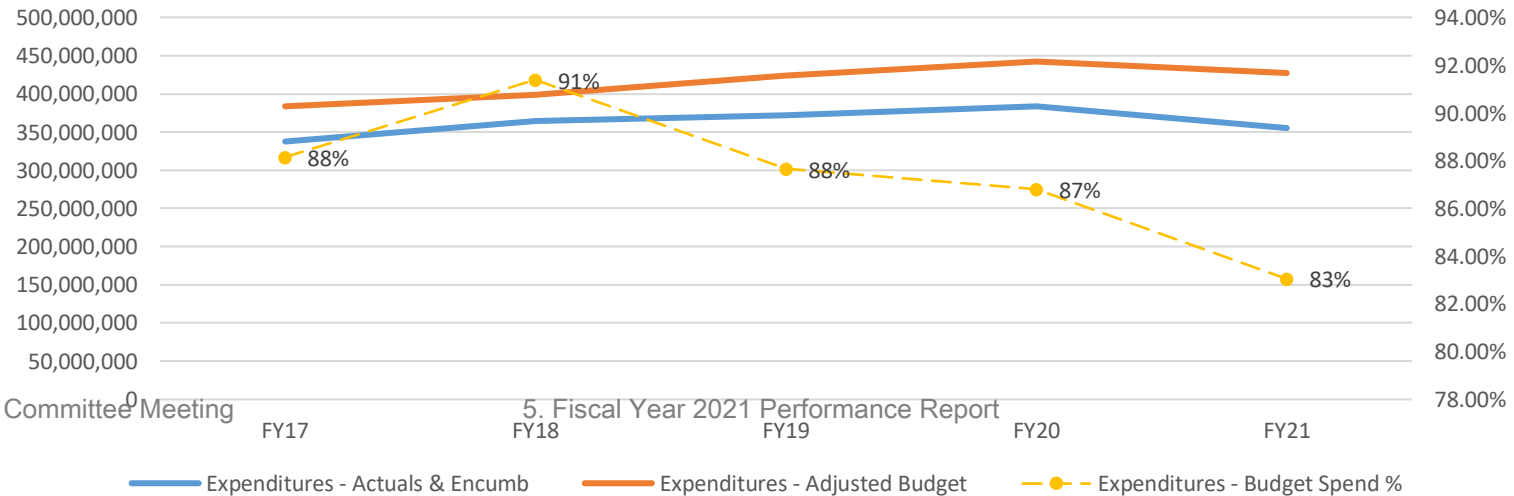


E&G Rev. & Exp. Vs. Budget

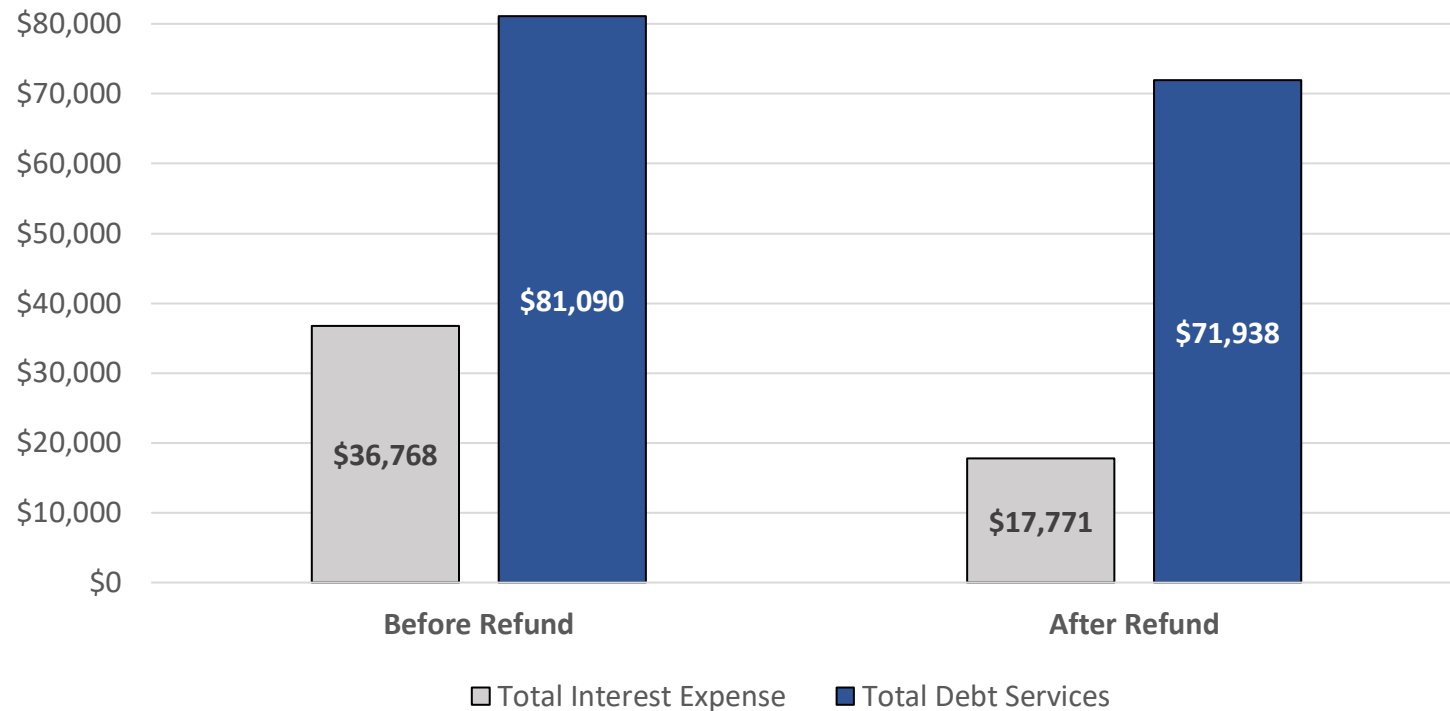
E&G Revenues | Actuals and Adjusted Budget



E&G Expenditures | Actuals and Adjusted Budget



Cumulative Bonding Cost (in thousands)

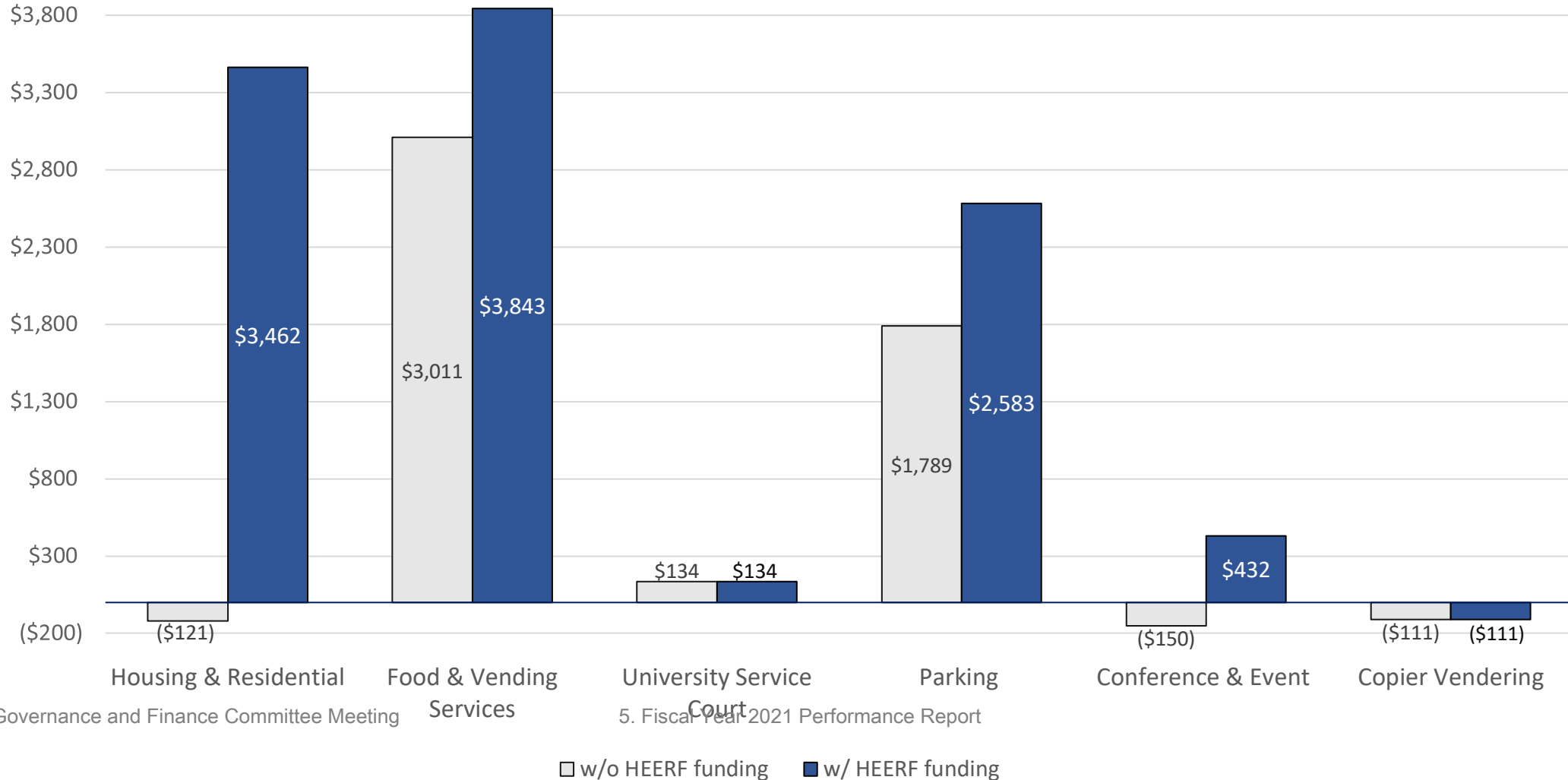


- *Principal amount refunding: \$54.2 million*
- *Total Interest Savings: \$19 million*
- *Remaining life of bonds range between 8 - 24 years*
- *Total Debt Savings: \$9.2 million*

FY21 Auxiliary Services

(Preliminary)

In Thousands



FY21 Summary of HEERF Funding

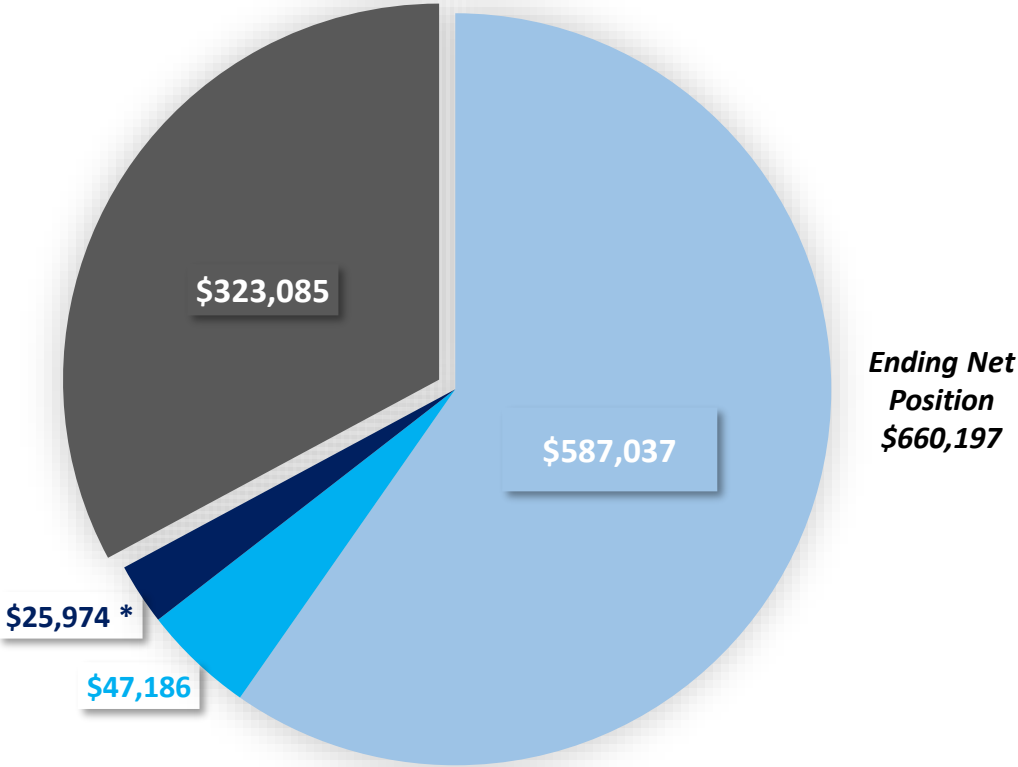
(Application of HEERF)

HEERFs	Student Aid Portion		Institutional Aid Portion	
CARES ACT (HEERF I)	\$7,787,700	Emergency grants to 12,283 students	\$8,058,119	Refunds to students - \$7.36m; Student wages - \$435k; Retention Scholarships - \$256k
CRRSA ACT (HEERF II)	\$7,801,875	Emergency grants to 13,629 students	\$20,544,857*	Refunds to students - \$6.37m; Emergency Student grants - \$835k; Retention Scholarship - \$114k; Athletic and Auxiliary Revenue loss recovery - \$9.24m; IT and Campus Safety Expenses - \$860k; Indirect Cost recovery - \$3.13m
ARP ACT (HEERF III)	\$3,196,000	Emergency grants to 4,434 students		
Total	\$18,785,575		\$28,602,976	

Comparative Financial Statement Summaries

FYE June 30 2021 and 2020

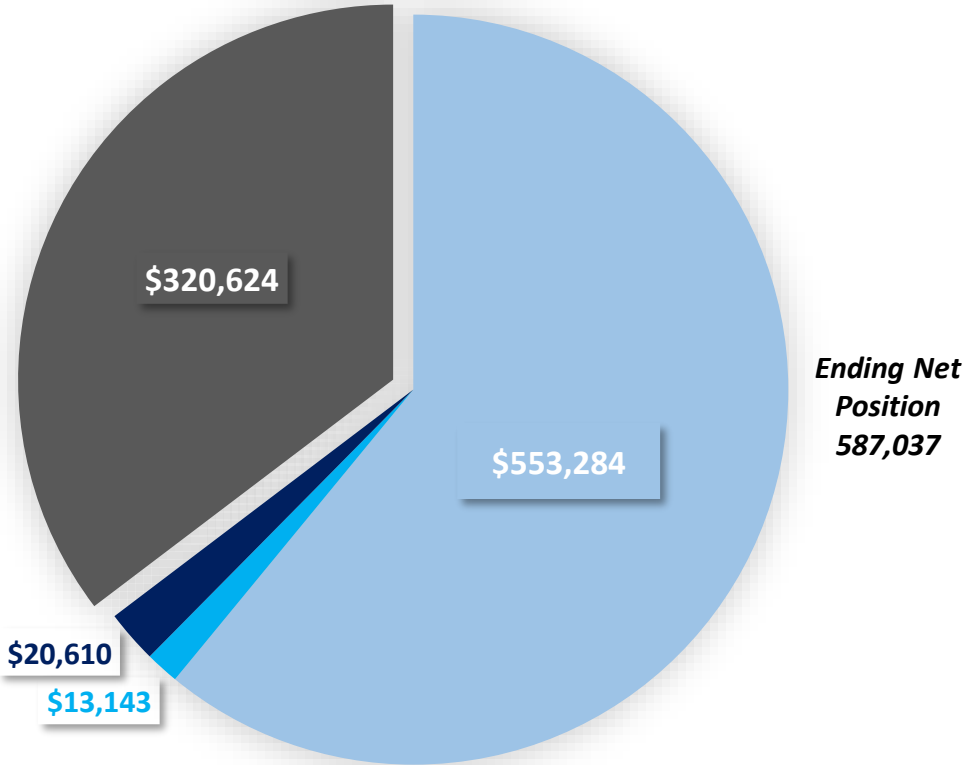
Unaudited FY21 (in thousands)



Total Assets - \$983,282

- Beginning Net Position
- Net Income Before Capital Items
- Capital Appropriations
- Liabilities

Audited FY20 (in thousands)



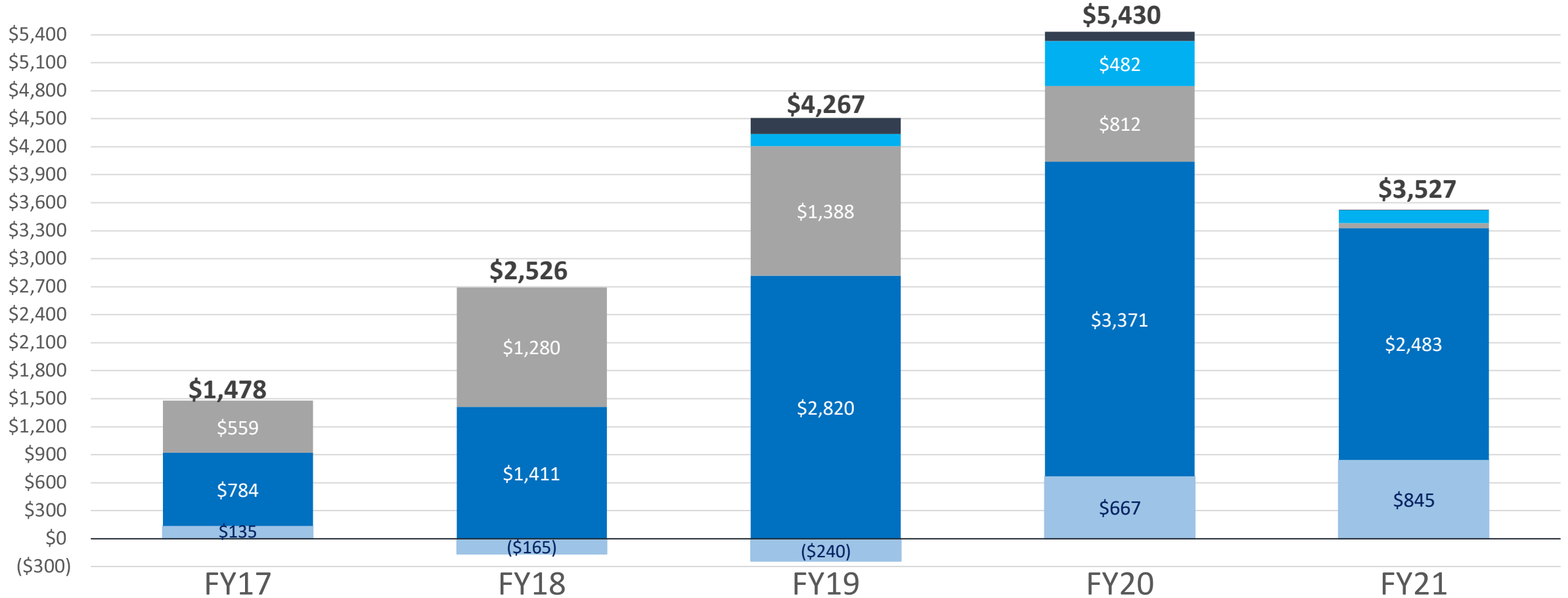
Total Assets - 907,661

- Beginning Net Position
- Net Income Before Capital Items
- Capital Appropriations & Gifts
- Liabilities

* Capital gifts from Component Units not finalized

FY21 Investment Income

In Thousands

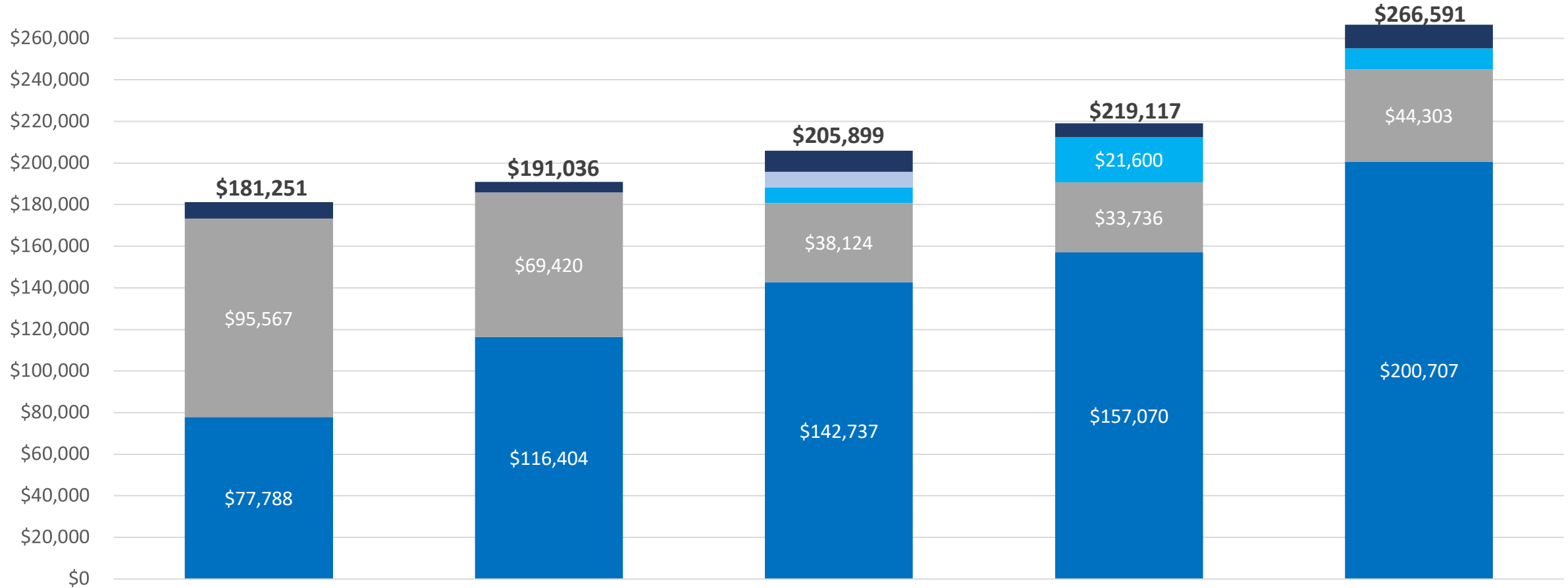


Unrealized Gain / (Loss)

FY17: (\$841) FY18: (\$968) FY19: \$3,511 FY20: \$3,491 FY21: (\$3,162)

FY21 Total Investments & Cash

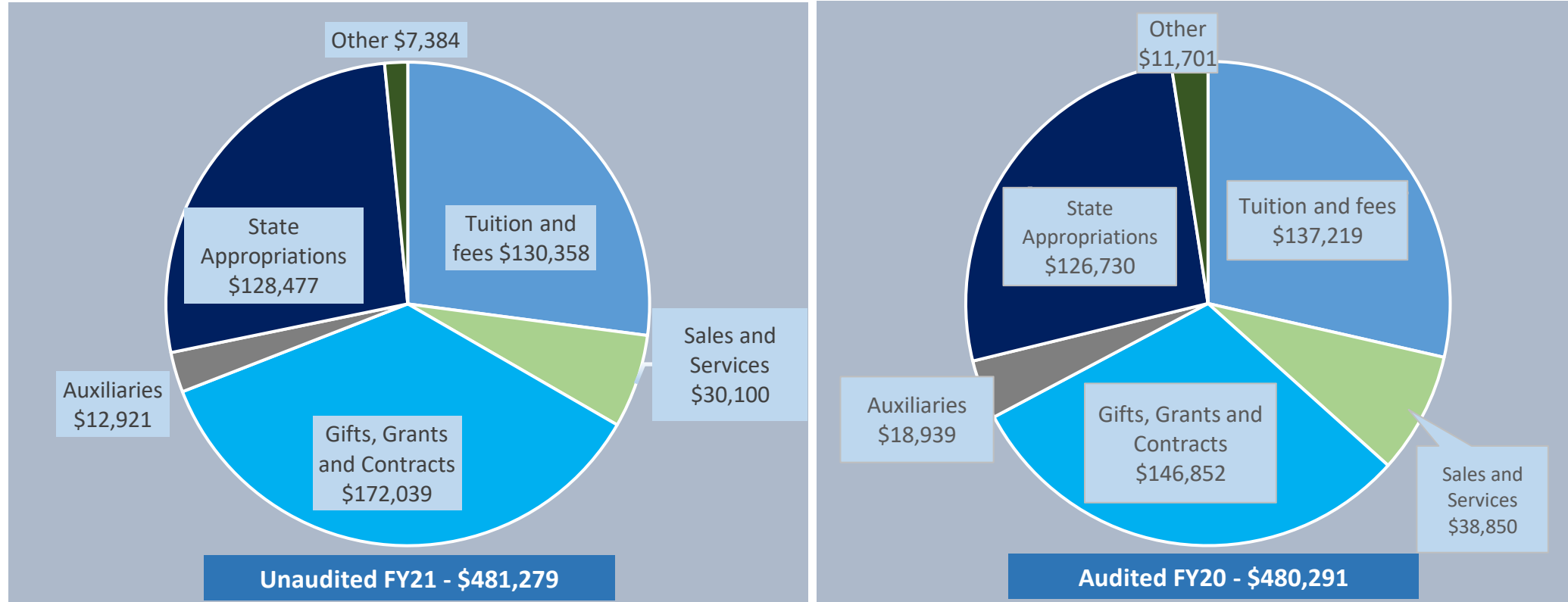
In Thousands



Comparative Financial Statement Summaries

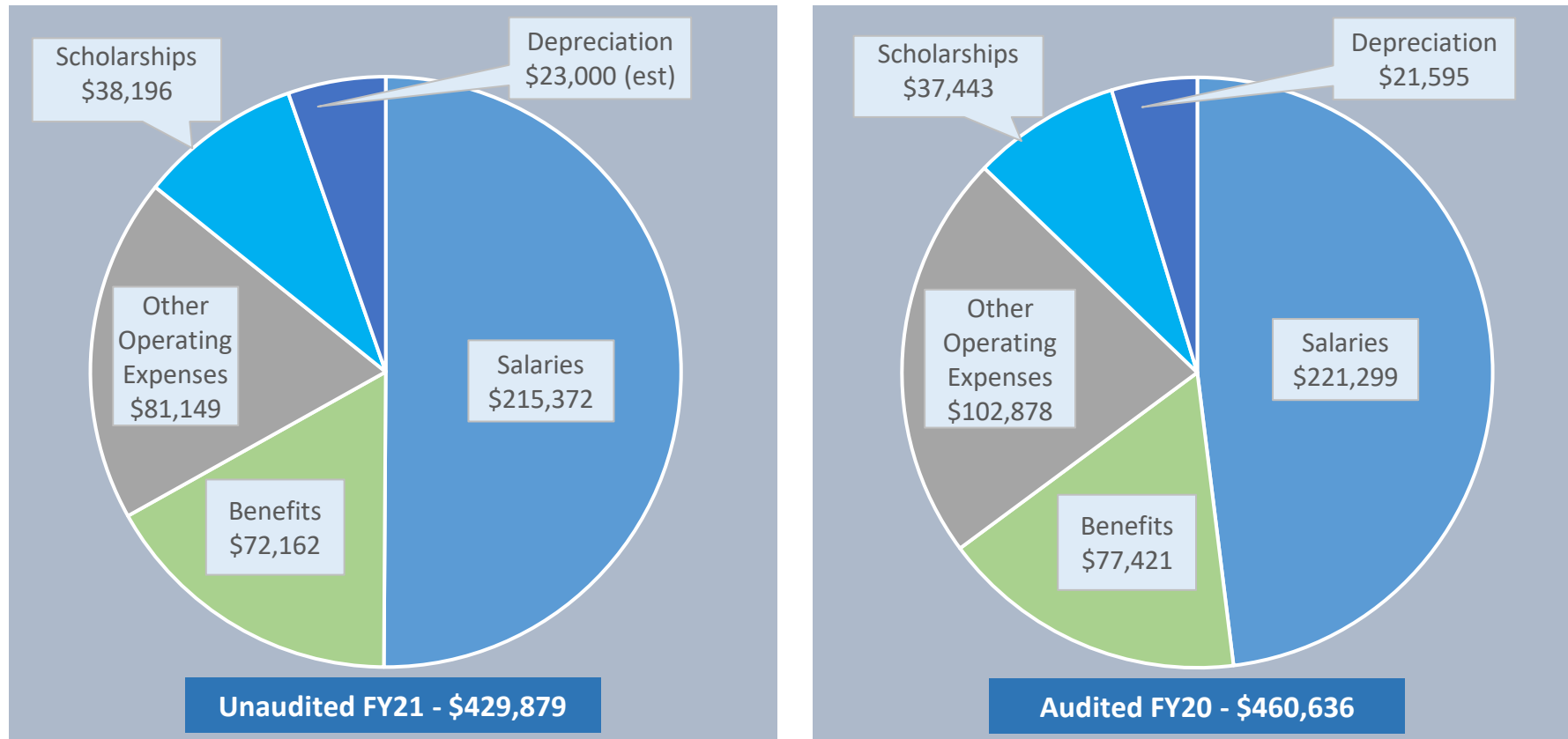
FYE June 30 2021 and 2020

Sources Of Revenue* (in thousands)



*Does not include Capital Gifts and appropriations

Operating Expenses (in thousands)



- **Final BCP Plan Count** **143**
(Adjusted from 147 due to Consolidation)
- Overall Plans Status:
 - ✓ Plans Due for Review **137**
 - ✓ Plans Still In-Progress **6**



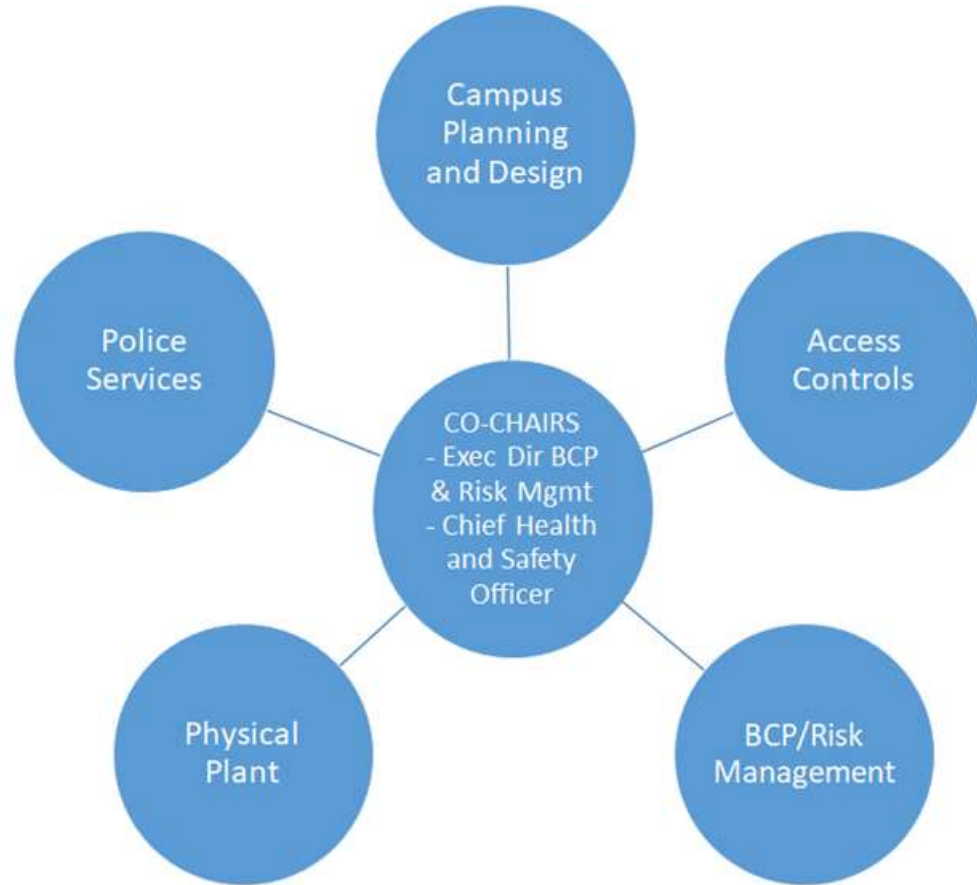
- As of July 30, BCP Office is Assisting Departments by Providing Additional Information for Plan Development as a Stimulus to Achieve 100% Completion of Phase I - Target: August 2021
- Working with Vendor (Kuali) to Provide/Develop Exercises for Implementation During Fall 2021. Will also continue QA Review Process to ensure BCP Software Benchmarks Have Been Achieved
- Next Steps – Develop an Overall Institutional BCP

Fall 2021 Mitigation for Covid-19

- Follow current federal (CDC), state, and local (Shelby County Health) recommendations.
- Continue contact tracing, case management, protocols, and quarantine and isolation practices as needed.
- Ensure PPE and sanitizing supplies are available in appropriate quantities for students, faculty, and staff.
- The University will promote safety awareness as well as personal and community responsibility.



Comprehensive Security Plan



- Strategic personnel use and department design
- Crime prevent through environmental design (CPTED) of all campus facilities
- Integrated camera system/technology use
- Clery Act Training/Communication
- Access controls
- Community policing initiatives
- University District and Campus Community partnerships

R. Brad Martin Student Wellness & Fitness Center



Over 70,000 square feet of nutrition, cardio, weights, fitness studios, gym and recreational pool.

Completed Projects

R. Brad Martin Student Wellness & Fitness Center



Over 70,000 square feet of nutrition, cardio, weights, fitness studios, gym and recreational pool.

Completed Projects

Patterson Realignment



80% grant funded reconfiguration for improved safety and access.

Completed Projects

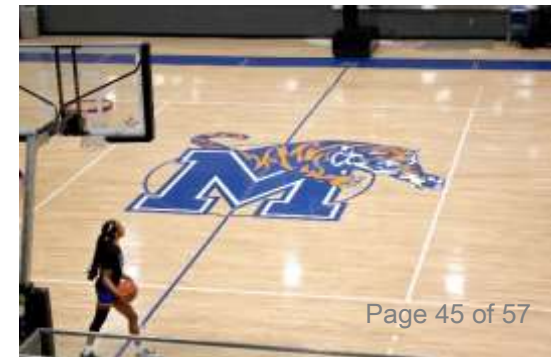
Browning Hall Renovation



Updated offices, classrooms, and labs with HVAC, lighting, flooring, elevator, and windows.

Completed Projects

Field House Improvements



Improved seating, ADA, lighting, restrooms, and graphics.

August 2021 Governance and Finance Committee Meeting

5. Fiscal Year 2021 Performance Report

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Projects Under Construction

Spring 2022

Scheidt Family Music Center



South Elevation 7-8-21



Stage House and Mechanical Room Elevation 7-8-21



Projects Under Construction

Scheidt Family Music Center

Spring 2022



90,000 SF with 1,000 seat main hall, 3 major rehearsal spaces,
2 recording studios plus offices and support space.

August 2021 Governance and Finance Committee Meeting

5. Fiscal Year 2021 Performance Report

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Projects Under Construction

Tennis



Fall 2022



Projects Under Construction



Rose Aquatic Center

Fall 2022

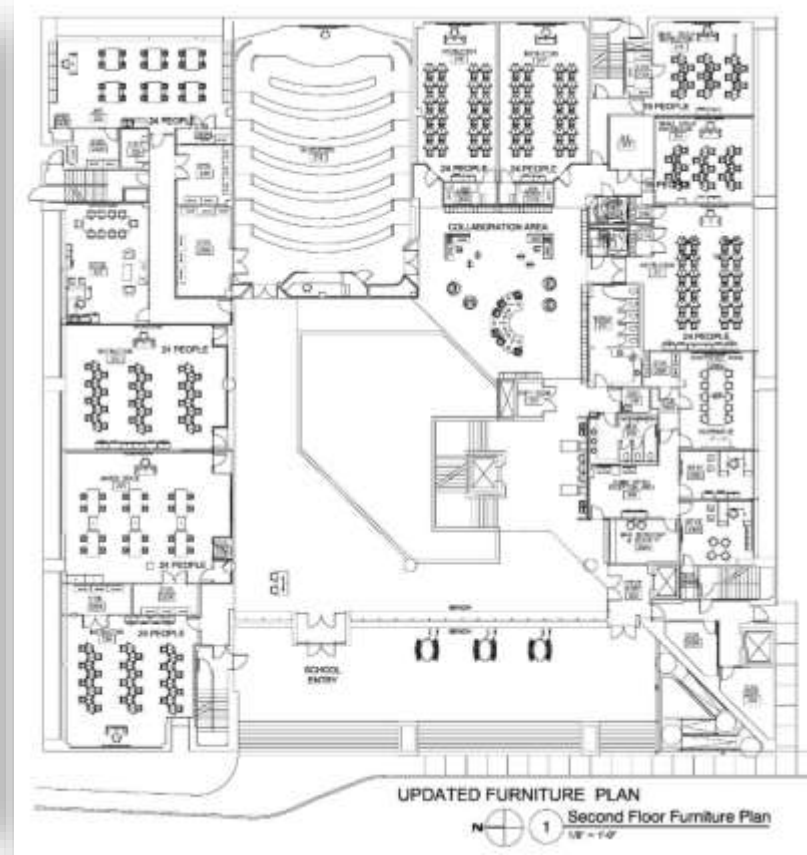


New pool, seating, support space, and infrastructure.

Projects Under Construction

Campus Middle School

Fall 2021



Projects Under Construction

Campus Middle School

Fall 2021



Projects Under Construction

Lambuth Sprague Hall Classroom Conversion for Nursing



August 2021 Governance and Finance Committee Meeting



5th Fiscal Year 2021 Performance Report



Spring 2022



Page 52 of 57

26,000 SF of offices, classrooms, and labs for Nursing.


Projects Under Construction

Madison Lambuth High School

Fall 2021



SEPTEMBER 23, 2019
MADISON ACADEMIC HIGH SCHOOL
VIEW FROM SOUTHEAST
JACKSON COMMUNITY REDEVELOPMENT AGENCY
Jackson, Tennessee



August 2021 Governance and Finance Committee Meeting



5. Fiscal Year 2021 Performance Report



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Projects Under Construction

Finch Statue and Plaza

Fall 2021



August 2021 Governance and Finance Committee Meeting

Questions?

6. Additional Business

Presented by Doug Edwards

7. Adjournment

Presented by Doug Edwards