MINUTES OF THE REGULAR MEETING OF THE
BOARD OF TRUSTEES OF THE
UNIVERSITY OF LOUISVILLE

May 18, 2017

In Open Session

Members of the University of Louisville Board of Trustees met at 10:31 a.m. on May 18, 2017, in the Jefferson Room, Grawemeyer Hall, with members present and absent as follows:

Present: Mr. David Grissom, Chairman Pro Tempore
              Mr. William Armstrong
              Ms. Bonita Black (via videoconference)
              Mr. Brian Cromer (arrived at 10:33 a.m.)
              Ms. Sandra Frazier
              Mr. James Rogers
              Mr. Nitin Sahney
              Mr. John Schnatter
              Prof. Enid Trucios-Haynes
              Mr. Aaron Vance
              Dr. Ron Wright

Absent: Ms. Diane Medley

From the
University: Dr. Greg Postel, Interim President and Interim Exec. VP for Health Affairs
              Dr. Dale Billingsley, Acting Executive Vice President and University Provost
              Dr. William Pierce, Executive Vice President for Research and Innovation
              Ms. Leslie Strohm, Vice President for Strategy and General Counsel
              Mr. Tom Jurich, Athletic Director and VP for Athletics
              Mr. David Adams, Interim Chief Administrative Officer
              Mr. Keith Inman, Vice President for University Advancement
              Mr. Dan Hall, Vice President for Community Engagement
              Ms. Susan Howarth, Interim CFO
              Mr. Lee Smith, Interim COO (arrived at 12:16 p.m.)
              Dr. Toni Ganzel, Dean, School of Medicine
              Mr. Kevin Miller, Assoc. Athletic Director
              Dr. Michael Mardis, Dean of Students
              Mr. Gary Mans, Director of Media Relations, HSC
              Ms. Cheri Jones, Interim Assoc. VP for Audit and Compliance
              Mr. John Drees, Interim Sr. Assoc. VP for Communications and Marketing
              Ms. Cindy Hess, Director, Communications and Marketing (arrived at 11:49 a.m.)
              Mr. John Karman, Director of Media Relations
              Mr. Rick Graycarek, Director of Budget and Finance
              Ms. Priscilla Tingle, Sr. Budget Analyst

I. Call to Order

Mr. Beamer read the roll. Having determined a quorum present, Chairman Grissom called the meeting to order at 10:31 a.m.

Approval of Minutes, 4-26-2017

Dr. Wright made a motion, which Prof. Trucios-Haynes seconded, to approve the minutes of the April 26, 2017 meeting. The motion passed.

II. Orientation of Board of Trustees by CPE

The Chairman introduced CPE President King who gave the **attached** presentation. He noted that state law mandates a minimum of six hours of orientation for new members of governing boards of Kentucky's colleges and universities.

President King then fielded questions from trustees.

The orientation concluded at 11:18 a.m. Chairman Grissom thanked President King for his thorough orientation.

III. Recess Board of Trustees; Convene Annual Meeting of the UofL Research Foundation

Ms. Frazier made a motion, which Dr. Wright seconded, to recess the Board of Trustees meeting.

The motion passed and the meeting recessed at 11:19 a.m.

IV. Reconvene Board of Trustees Meeting

Dr. Wright made a motion, which Prof. Trucios-Haynes seconded, to reconvene the Board of Trustees meeting.

The motion passed and the meeting reconvened at 12:33 p.m.

V.   Report of the President

Updates

Interim President Postel provided updates on works in progress since the last board meeting, as attached. He then fielded questions from board members.

Dr. Postel also briefly discussed the May 13 Commencement ceremonies, noting this was the largest graduating class in history – 3,156 degrees conferred – with 18% minority graduates, and 14.5% first-generation college graduates.

Authorization regarding Clinical Operations of Health Sciences Center

The President reminded trustees about discussions related to the restructuring of clinical enterprises of the university into a separate business entity. He stated he and his leadership team discussed this proposal with members of faculty, members of University of Louisville Physicians, city and state officials.

Prof. Trucios-Haynes requested the language "internal constituents" be included in the resolution, specifically regarding with whom the Interim President will consult. The Chairman agreed and sought a motion for the resolution, as amended.

Mr. Sahney made a motion, which Ms. Frazier seconded, to approve the

> **President's recommendation that the Board of Trustees authorize him, in conjunction with the University's consultants and law firm, ECG Consultants and Norton Rose Fulbright, to develop a proposal for the creation of a new University-affiliated academic medical center enterprise which would more closely align the interests of the University, University of Louisville Hospital, the University of Louisville Physicians, and other professional activity of the University's full-time clinical faculty. The Interim President shall consult with the Office of the Governor of the Commonwealth of Kentucky, the Secretary for the Kentucky Cabinet for Health and Family Services, the Office of Attorney General, and internal constituents in the development of any proposal. When finalized, the proposal shall be presented to the Board of Trustees for review and approval.**

The motion passed.

Budget Presentation

Dr. Postel explained the budget process and timelines, including the incorporation of the Athletic Association's 2017-18 operating budget, leading to the budget as presented. He thanked Interim CFO Susan Howarth and her team in the Office of Budget and Planning for their work in crafting a balanced budget.

Ms. Howarth used the **attached** presentation and fielded questions from trustees. Highlights included the budget development process, actions taken to ensure a positive FY 2017-18 year-end fund balance, a breakdown of revenues and expenditures in the general funds and total operating budgets, and tuition and fee proposals.

Ms. Howarth reiterated to the board that there would be no increase in undergraduate, graduate, and professional tuition rates, and no increase in mandatory student fees.

Dr. Postel stated Ms. Howarth and her team would continue to make adjustments to the budget and recommend the board consider its approval at the June 15, 2017 meeting.

Chairman Grissom thanked Dr. Postel and Ms. Howarth for their presentation.

VI.   Report of the Chair

The Chairman stated the results of the forensic audit of the Foundation will be delivered to the Board at a special meeting on June 8, 2017, at 1:00 p.m.

Update on Bylaws

Chairman Grissom reported that the Ad Hoc Committee on Board Governance finalized its bylaws revisions at its April 27, 2017 meeting. Following that meeting, the Board of Trustees received the original bylaws, the revised bylaws as presented, and a redlined version for comparison. The Ad Hoc Committee Chair solicited comments and questions from members and presents the revised bylaws, in consideration for approval.

Ms. Black briefly detailed the process by which her committee made its revisions. She indicated the new bylaws would be effective June 1, 2017.

Ms. Black then thanked members of her committee for their work in drafting the new bylaws.

Ms. Frazer made a motion, which Mr. Sahney seconded to approve the

> **The Ad Hoc Committee on Board Governance's recommendation that the Board of Trustees adopt the revised Bylaws, as attached.**

The motion passed.

Ad Hoc Tenure and Nepotism Policy Committee

The Chairman recommended the board create and charge an ad hoc committee to review the university's tenure and nepotism policies.

Prof. Trucios-Haynes requested a staff member be included when populating the committee. Chairman Grissom agreed and requested a motion to approve the amended resolution.

Prof. Trucios-Haynes made the motion, which Mr. Rogers seconded, to approve the following resolution:

> **RESOLVED, that the Board of Trustees approves the creation of an Ad Hoc Tenure and Nepotism Policy Committee. The Committee will have at least seven members selected from the Board of Trustees and the academic leadership of the University, including the chair of the Faculty Senate and a staff constituency representative.**
>
> **The charge of the Ad Hoc Tenure and Nepotism Policy Committee shall be as follows:**
>
> - **Review the University's current tenure policies and practices and the University's current anti-nepotism policy and practices.**
>
> - **Examine and determine best practices at comparable institutions.**
>
> - **Make recommendations regarding the University's tenure policies and practices and the University's current anti-nepotism policy and practices to the Board of Trustees on or before November 16, 2017.**

The motion passed.

VII. Executive Session

Dr. Wright made a motion, which Ms. Frazier seconded, to go into Executive Session at 1:38 p.m. to discuss real estate, litigation matters, personnel matters, and a business proposal pursuant to KRS 61.810(1)(b) (c), (f) and (g).

The motion passed.

VIII. Open Meeting Reconvenes

The open meeting reconvened at 3:30 p.m. Chairman Grissom reported the board discussed real estate, litigation matters, personnel matters, and a business proposal.

The following actions were then taken:

Dr. Wright made a motion, which Ms. Frazier seconded, to approve the

Chairman of the ULAA Board of Directors' recommendation that the Board of Trustees authorize the construction of a television production studio for the new ACC Network.

Facility	Funding Status	Project Scope
Construction of Athletic Television Production Studio	**Funded**	**$8,000,000**

The motion passed.

Mr. Rogers made a motion, which Dr. Wright seconded, to approve the

Athletic Director's recommendation, with approval from the UofL Athletic Association Board of Directors, that the Board of Trustees authorize the long-term ground lease and development of Churchill Park to build a soccer practice facility:

Facility	Funding Status	Project Scope
A. Purchase of reversionary interest In Churchill Park from Christ Church Cathedral	**Funded**	**$350,000 upfront / $50,000 annually/10 years**
B. Annual ground lease payment to Metro Government	**Funded**	**$15,000 annually**
C. Construction of soccer practice Facility	**Funded**	**$1,000,000**

The motion passed.

Mr. Cromer made a motion, which Prof. Trucios-Haynes seconded, to approve the following resolution:

> **RESOLVED, that the President of the University is authorized to negotiate the terms of a revised lease with the Arena Authority and will report back to the Board of Trustees for its consideration and approval of a final agreement.**

The motion passed, with Mr. Rogers and Ms. Black abstaining.

IX. Adjournment

Mr. Cromer made a motion, which Dr. Wright seconded, to adjourn.

The motion passed and the meeting adjourned at 3:38 p.m.

Approved by:

Signature on File

Assistant Secretary

The Role of the CPE
&
The Statewide Strategic Agenda
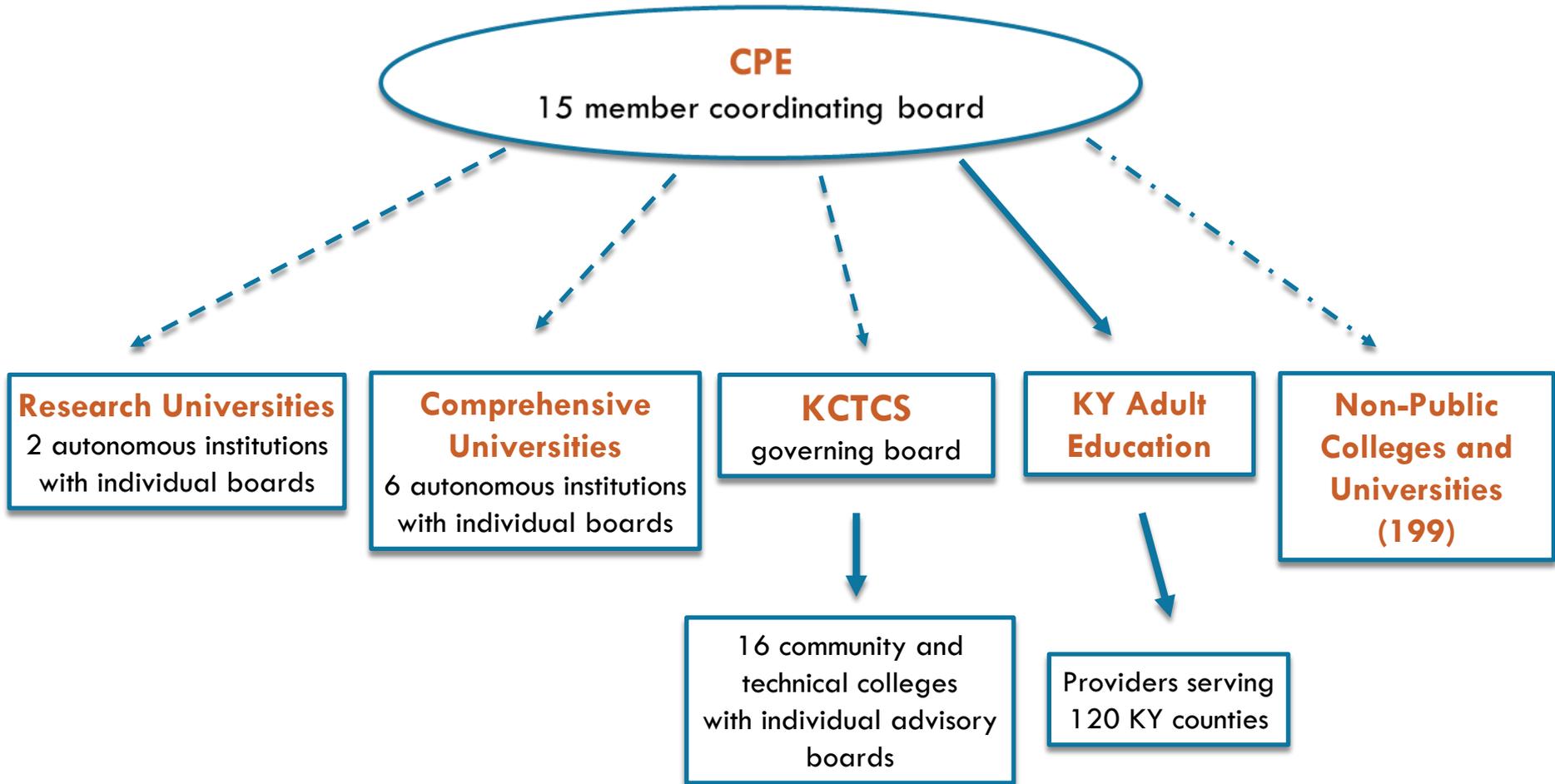
Robert L. King, President, CPE
May 18, 2017

Governing Board: A single statewide board that legally manages and controls the responsibilities of all public institutions of higher education. **28 states** have one or more governing boards.

Coordinating Board: A single agency that has responsibility for the statewide coordination of many policy functions (e.g. planning and policy leadership, program review and approval, and budget development and resource allocation). **22 states** have coordinating boards.

U.S. HIGHER ED. GOVERNANCE

Higher Education Governance in KY

CPE
15 member coordinating board

Research Universities
2 autonomous institutions with individual boards

Comprehensive Universities
6 autonomous institutions with individual boards

KCTCS
governing board

KY Adult Education

Non-Public Colleges and Universities (199)

16 community and technical colleges with individual advisory boards

Providers serving 120 KY counties

CPE Responsibilities

LICENSURE

- **Includes independent & proprietary institutions & out-of-state schools with a physical presence in KY**
- **Consumer protection duties**

COORDINATION

- **Advocacy & advising**
- **Planning & accountability**
- **Policy review & implementation**
- **Biennial budget request**
- **Tuition setting**
- **Academic program review & approval**
- **Diversity and equal opportunity**
- **Data collection & management**
- **Policy research & analysis**
- **Virtual library & campus administration**
- **Board & faculty development**
- **Regular meetings with Presidents, CAOs, CBOs, BULLS, IR Directors**

ADULT EDUCATION

- **Programs serving 120 counties**
- **Professional development for providers**
- **GED® Testing Service**
- **Corrections education**
- **Workforce education**

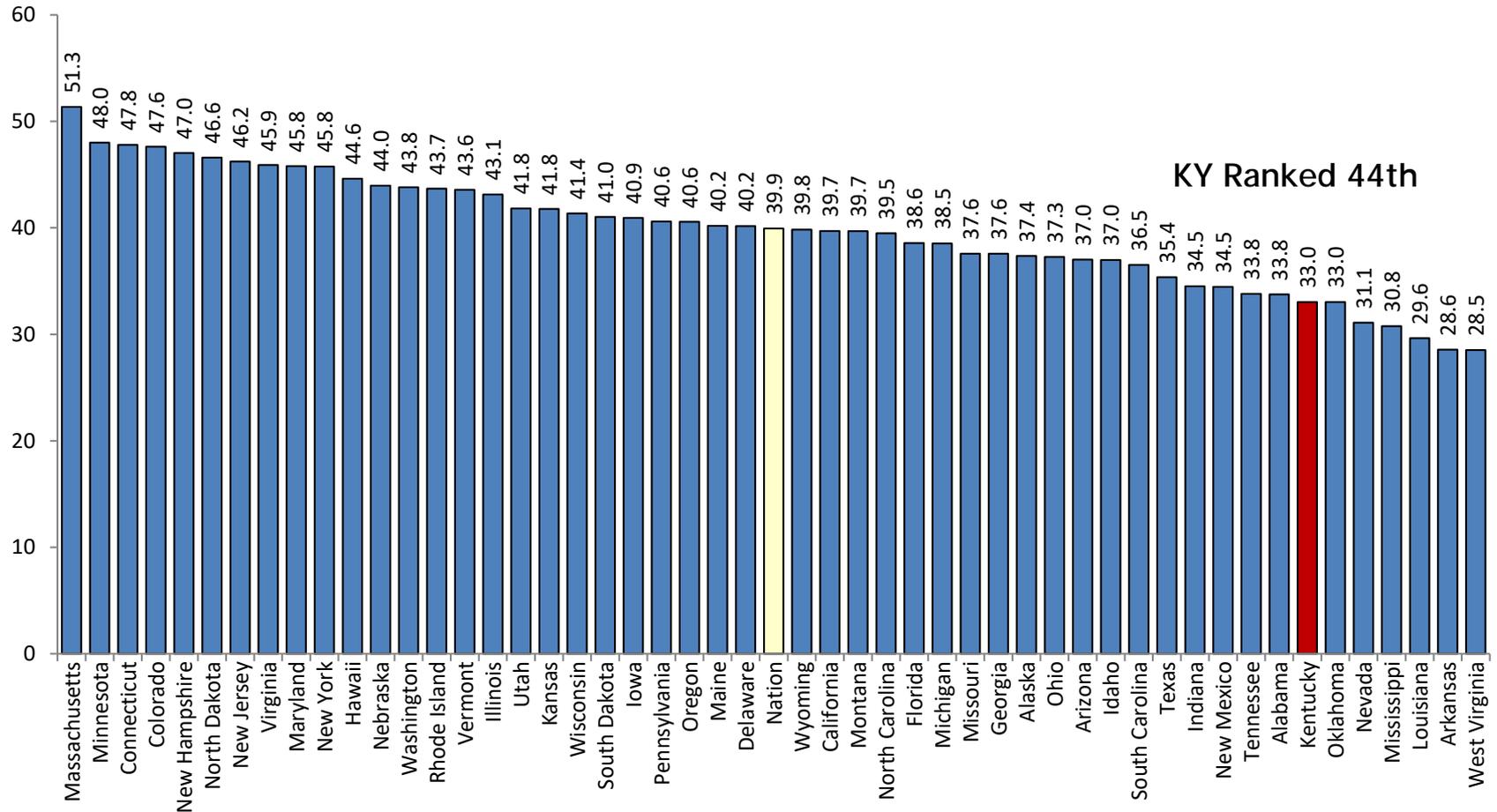# SOME FACTS YOU SHOULD KNOW ABOUT **POSTSECONDARY ATTAINMENT** IN KENTUCKY

Kentucky lags many other states in the percentage of adults with postsecondary credentials, which affects our economic competitiveness and quality of life.
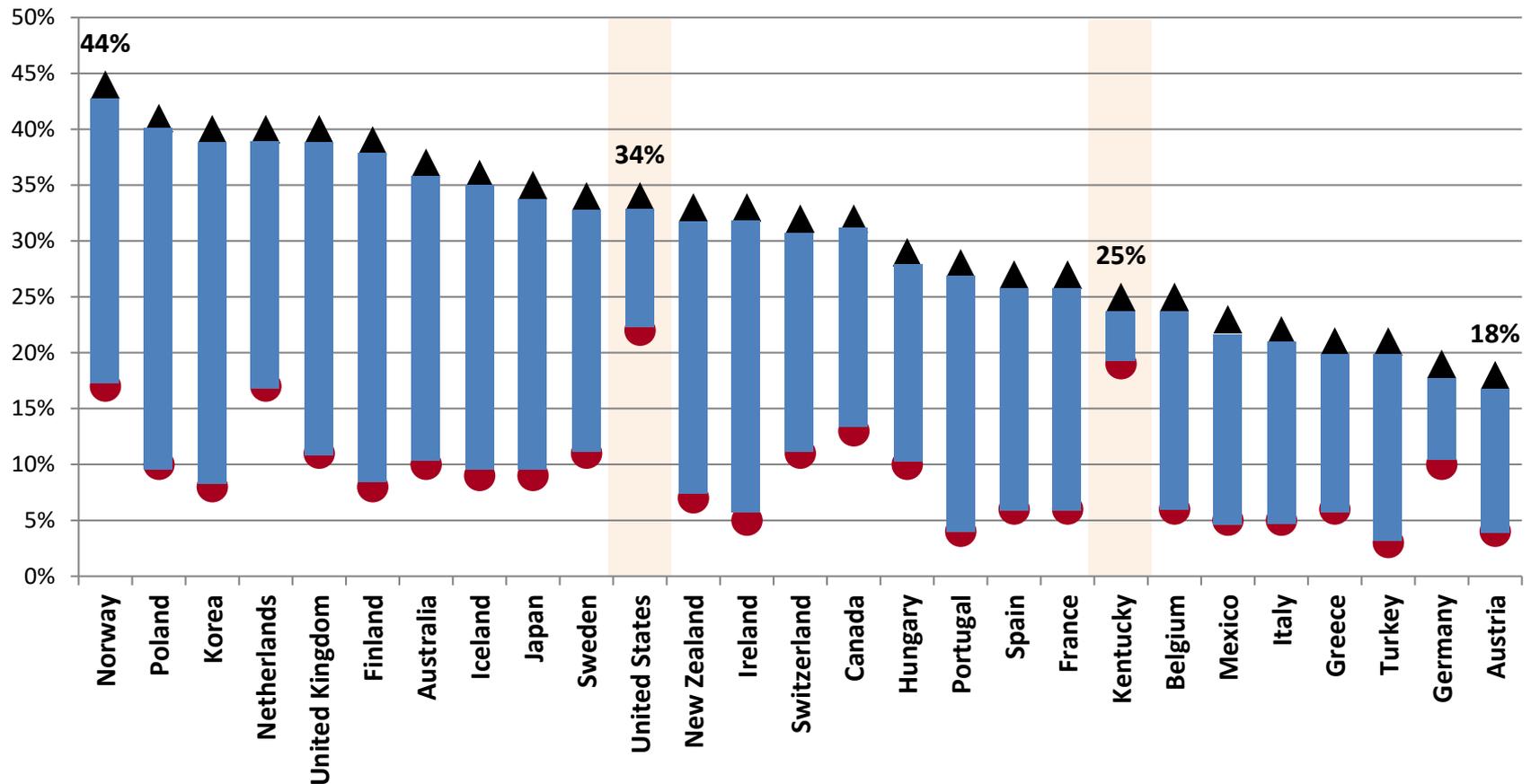
STRONGER
by degrees

EDUCATIONAL ATTAINMENT

Adults (25-64) with an Associate Degree or Higher, by State

KY Ranked 44th

State	Value
Massachusetts	51.3
Minnesota	48.0
Connecticut	47.8
Colorado	47.6
New Hampshire	47.0
North Dakota	46.6
New Jersey	46.2
Virginia	45.9
Maryland	45.8
New York	45.8
Hawaii	44.6
Nebraska	44.0
Washington	43.8
Rhode Island	43.7
Vermont	43.6
Illinois	43.1
Utah	41.8
Kansas	41.8
Wisconsin	41.4
South Dakota	41.0
Iowa	40.9
Pennsylvania	40.6
Oregon	40.6
Maine	40.2
Delaware	40.2
Nation	39.9
Wyoming	39.8
California	39.7
Montana	39.7
North Carolina	39.5
Florida	38.6
Michigan	38.5
Missouri	37.6
Georgia	37.6
Alaska	37.4
Ohio	37.3
Arizona	37.0
Idaho	37.0
South Carolina	36.5
Texas	35.4
Indiana	34.5
New Mexico	34.5
Tennessee	33.8
Alabama	33.8
Kentucky	33.0
Oklahoma	33.0
Nevada	31.1
Mississippi	30.8
Louisiana	29.6
Arkansas	28.6
West Virginia	28.5

STRONGER by degrees

Baccalaureate Attainment, 25-34 Age Cohort, 1968 and 2012

Sources: *Education at a Glance: 2014 OECD Indicators.* http://www.oecd.org/edu/Education-at-a-Glance-2014.pdf.
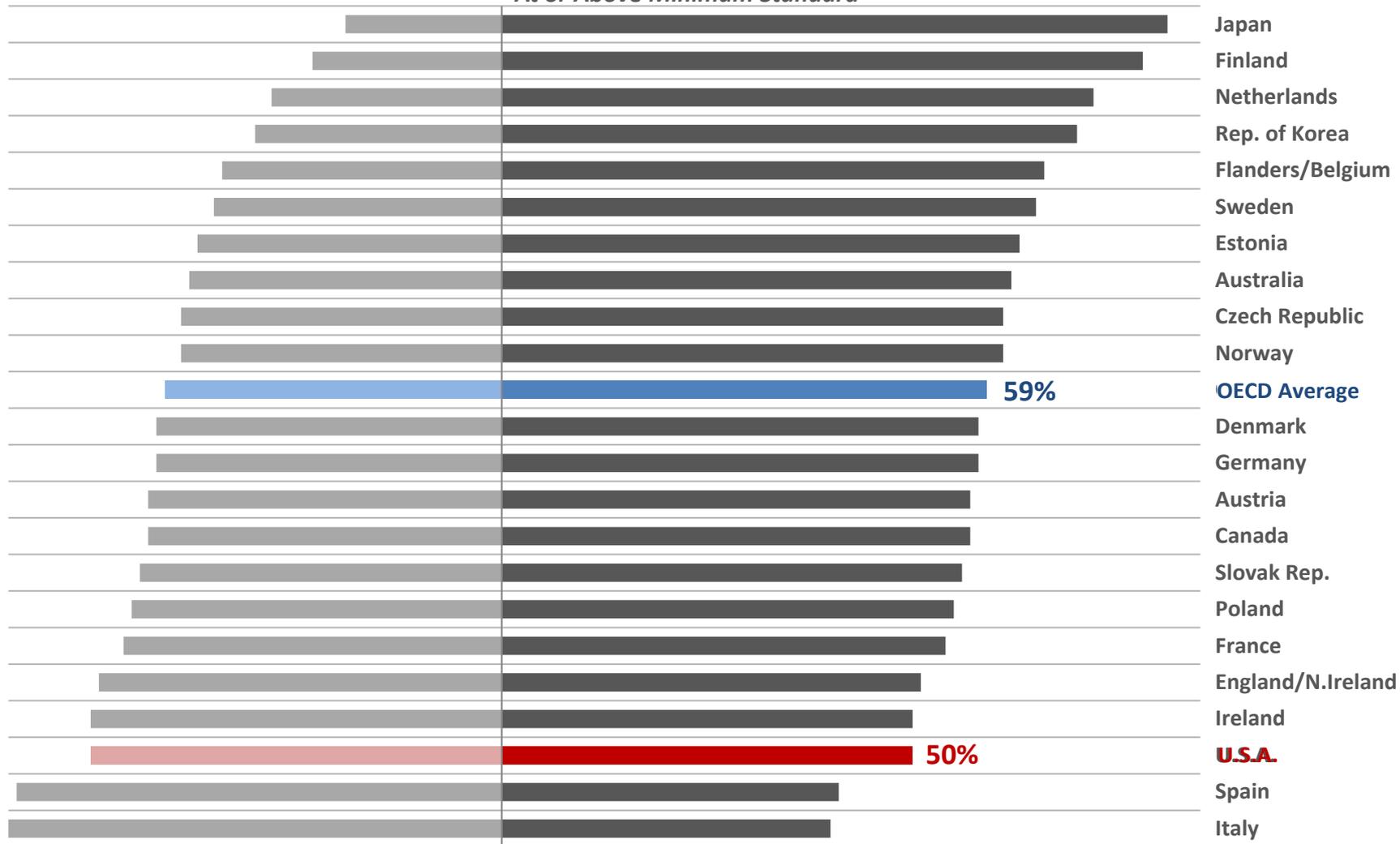*ACS Educational Attainment by Degree-Level and Age-Group. 2012 American Community Survey. U.S. Census Bureau.*

International Comparison: Literacy Skills Performance of Adults (Age 16-34)
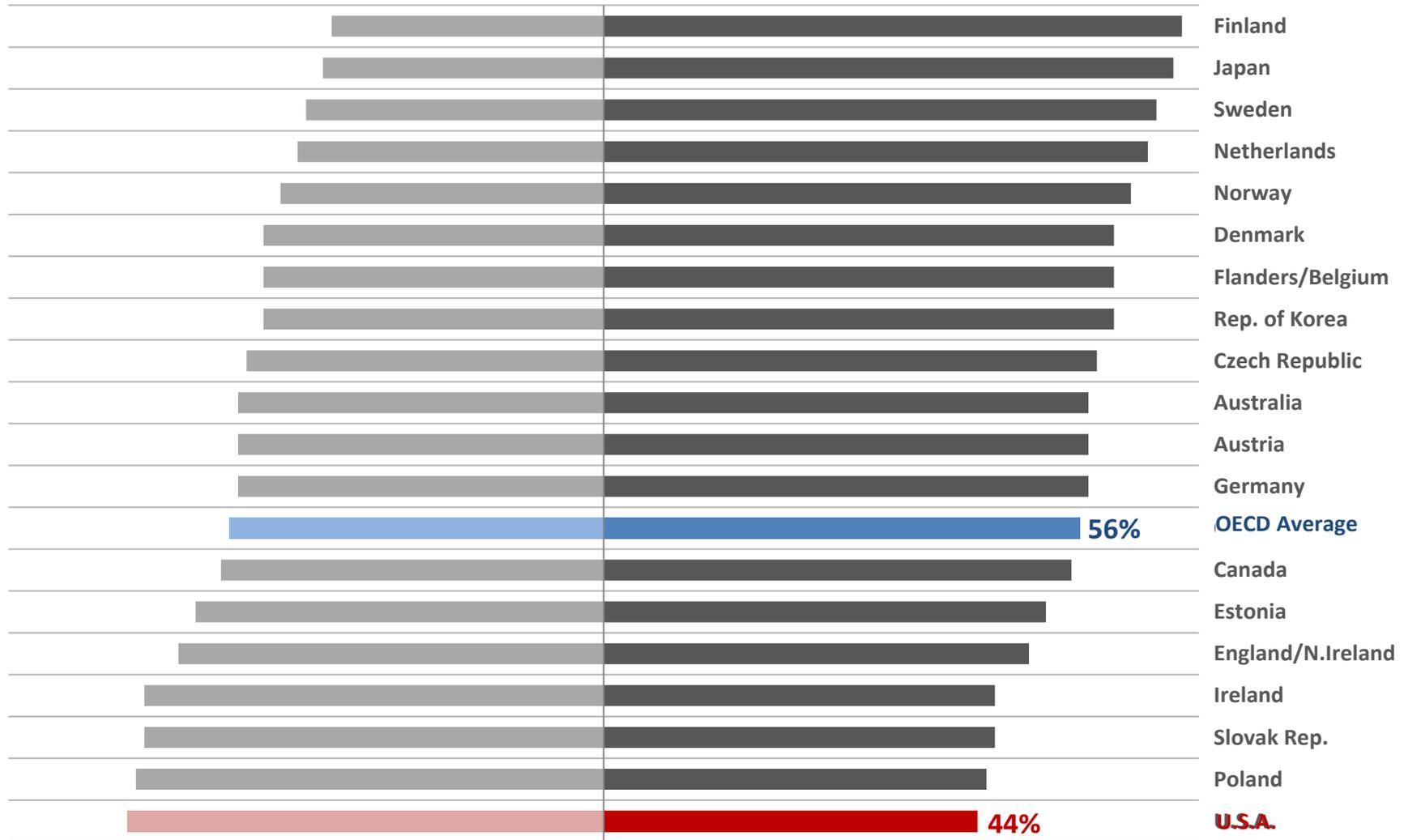
At or Above Minimum Standard

Japan
Finland
Netherlands
Rep. of Korea
Flanders/Belgium
Sweden
Estonia
Australia
Czech Republic
Norway
OECD Average 59%
Denmark
Germany
Austria
Canada
Slovak Rep.
Poland
France
England/N.Ireland
Ireland
U.S.A. 50%
Spain
Italy

Source: America's Skills Challenge: Millennials and the Future. 2014. Educational Testing Service.

STRONGER by degrees

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International Comparison: Problem-Solving Skills Performance of Adults (Age 16-34)

At or Above Minimum Standard

- Finland
- Japan
- Sweden
- Netherlands
- Norway
- Denmark
- Flanders/Belgium
- Rep. of Korea
- Czech Republic
- Australia
- Austria
- Germany
- OECD Average — **56%**
- Canada
- Estonia
- England/N.Ireland
- Ireland
- Slovak Rep.
- Poland
- U.S.A. — **44%**

Source: America's Skills Challenge: Millennials and the Future. 2014. Educational Testing Service.

International Comparison: Numeracy Skills Performance of Adults (Age 16-34)
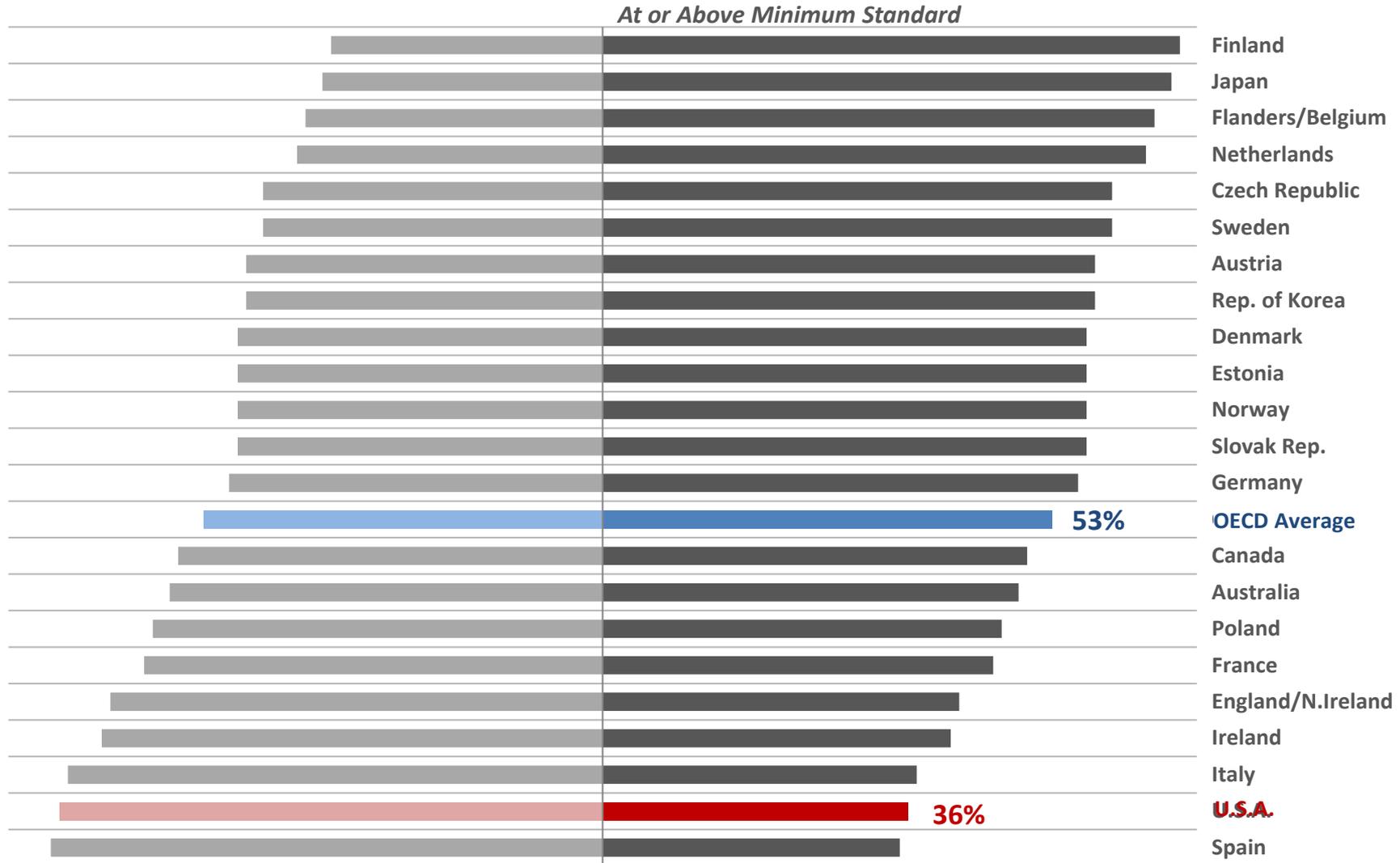
At or Above Minimum Standard

Finland
Japan
Flanders/Belgium
Netherlands
Czech Republic
Sweden
Austria
Rep. of Korea
Denmark
Estonia
Norway
Slovak Rep.
Germany
OECD Average — 53%
Canada
Australia
Poland
France
England/N.Ireland
Ireland
Italy
U.S.A. — 36%
Spain

Source: America's Skills Challenge: Millennials and the Future. 2014. Educational Testing Service.

WHY IS **POSTSECONDARY EDUCATION** SO IMPORTANT?

A Global War for Good Jobs is Coming.

- 3 billion people reported to Gallup they want a job that consumes at least 30 hours per week, and by implication pays a living wage.
- Only 1.2 billion jobs in the world currently fit that description.
- As the foreign workforce becomes more educated, competition for jobs will be fierce.
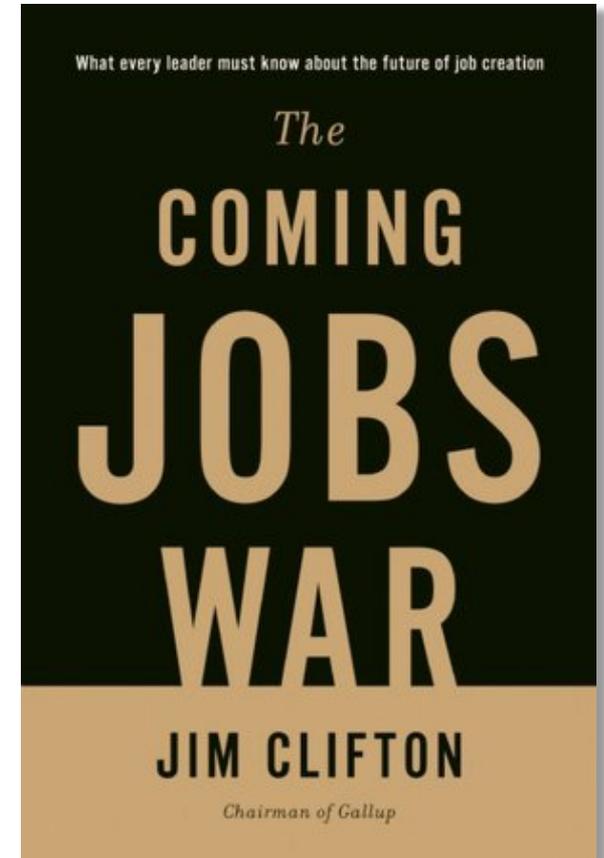
What every leader must know about the future of job creation

The

COMING JOBS WAR

JIM CLIFTON

Chairman of Gallup

TECHNOLOGY IS CHANGING THE SKILLS NEEDED EVEN FOR LOW-WAGE JOBS

- ✓ LITERACY AND COMMUNICATION
- ✓ MATH AND THEORETICAL THINKING
- ✓ ANALYTICAL & PROBLEM-SOLVING

Health Outcomes by Education Level

Legend: ■ No High School Diploma ■ High School Diploma ■ College Graduate

Described health as "fair" or "poor"
- No High School Diploma: 47.0%
- High School Diploma: 25.4%
- College Graduate: 9.6%

Had not exercised in past month
- No High School Diploma: 49.3%
- High School Diploma: 32.2%
- College Graduate: 14.1%

Smoke regularly
- No High School Diploma: 45.1%
- High School Diploma: 31.1%
- College Graduate: 12.3%

Suffer from tooth decay
- No High School Diploma: 72.1%
- High School Diploma: 59.5%
- College Graduate: 29.4%

Suffer from adult-onset diabetes
- No High School Diploma: 14.9%
- High School Diploma: 11.2%
- College Graduate: 6.7%

Source: Kentucky Behavioral Risk Factor Survey 2012 Annual Report. Kentucky Department for Public Health.

STRONGER by degrees

Educational Attainment Drives our Economy

Median usual weekly earnings

Education Level	Weekly Earnings
High school dropout	$493
High school diploma	$678
Some college/no degree	$738
Associate degree	$798
Bachelor's degree	$1,137
Master's degree	$1,341
Professional degree	$1,730
Doctoral degree	$1,623

Unemployment rate

Education Level	Unemployment Rate
High school dropout	8.0%
High school diploma	5.4%
Some college/no degree	5.0%
Associate degree	3.8%
Bachelor's degree	2.8%
Master's degree	2.4%
Professional degree	1.5%
Doctoral degree	1.7%
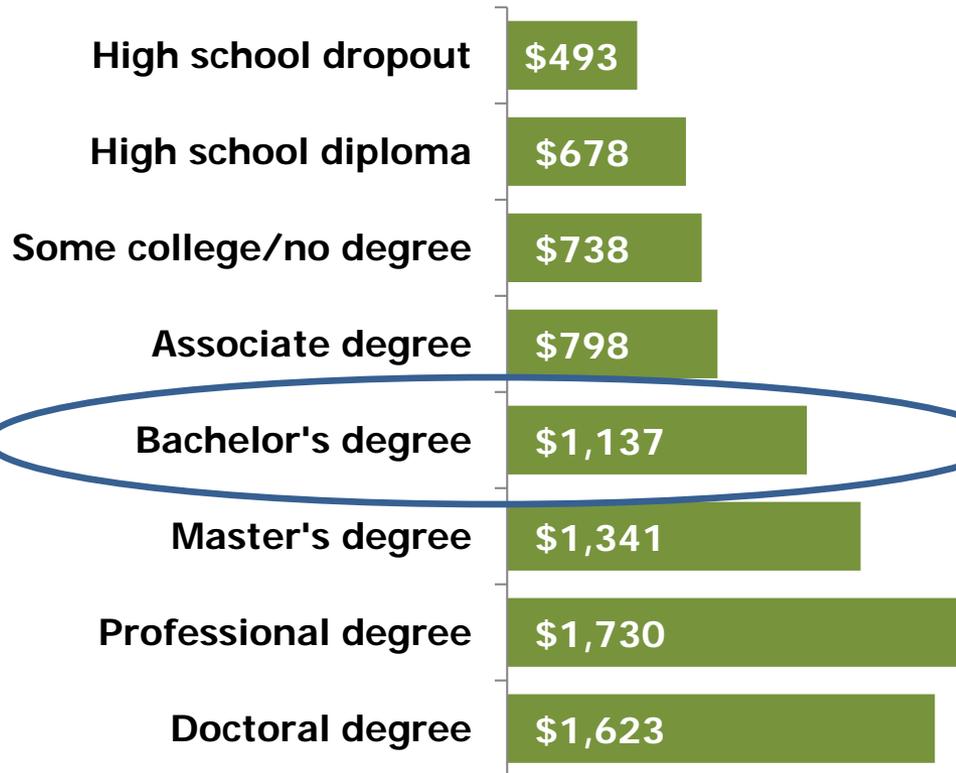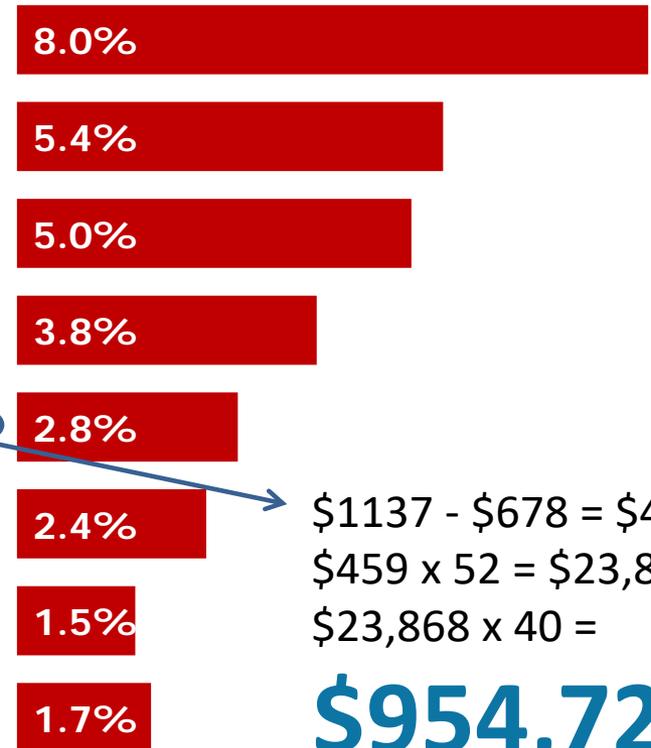
$1137 - $678 = $459
$459 x 52 = $23,868
$23,868 x 40 =

$954,720

Source: U.S. Bureau of Labor Statistics, Current Population Survey. 2015.

What are UofL's statistics?

Median Wages and Percent Employed in Kentucky Post-Graduation

Category	3 Yr	5 Yr	7 Yr
Arts & Humanities	56% / $26,633	52% / $28,812	49% / $35,021
Business	65% / $41,743	60% / $48,657	56% / $55,873
Education	69% / $47,550	63% / $51,435	60% / $54,721
Health	47% / $52,536	47% / $57,347	44% / $63,743
Sciences	59% / $33,497	56% / $38,843	53% / $42,317
STEM	45% / $56,334	43% / $63,652	39% / $73,467
Trades	45% / $35,518	43% / $41,064	40% / $37,930

Top Industries of Employment 3 Years After Graduation

24%, 20%, 19%, 9%, 9%, 6%, 5%, 5%, 3%

- Educational Services
- Other Industries
- Health Care and Soci..
- Professional, Scientif..
- Finance and Insurance
- Manufacturing
- Public Administration
- Retail Trade
- Administrative and S..

Graduates Working in Kentucky - Wage Change from 3 to 7 Years Post-Graduation

$8,388 — $14,130 — $7,171 — $11,207 — $8,820 — $17,133 — $2,412

Source: KCEWS, Postsecondary Feedback Report, 2017.

KENTUCKY IS MAKING PROGRESS, BUT WE NEED TO **WORK FASTER** AND **OVERCOME BARRIERS**

Higher Education Budgets Have Been Cut

Change in State Support, 2011-2016
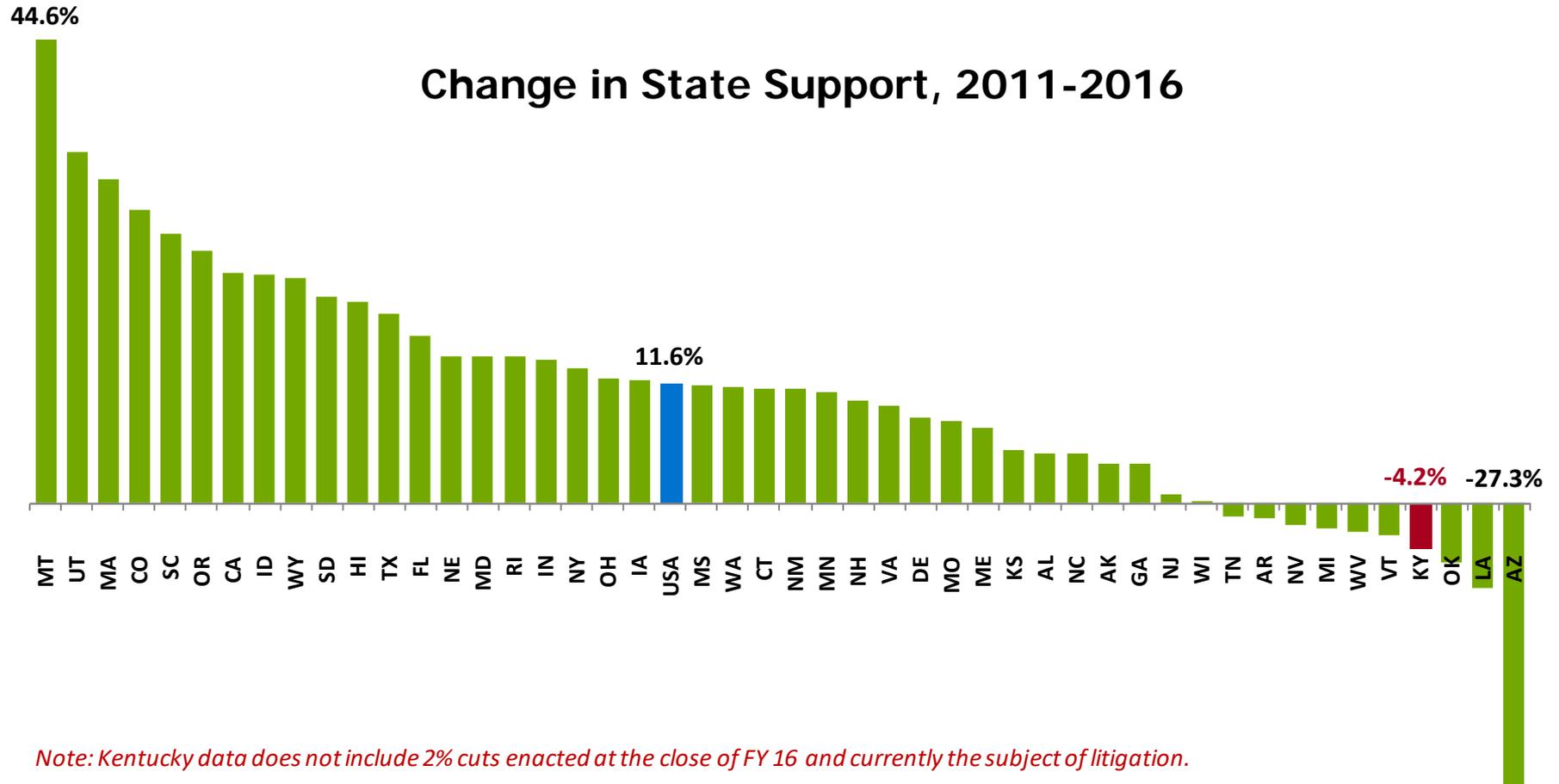
Note: Kentucky data does not include 2% cuts enacted at the close of FY 16 and currently the subject of litigation.

Source: "Grapevine" Report, Center for the Study of Education Policy and the Association of State Higher Education Executive Officers, 2016.

THE PUBLIC IS QUESTIONING THE VALUE OF POSTSECONDARY EDUCATION

Lower-income, Underprepared and Minority Students Graduate at Lower Rates

State Universities

Category	Rate
Overall	49.9%
Low-Income	38.8%
Underprepared	31.4%
Underrepresented Minority	37.4%

University of Louisville

Category	Rate
Overall	52.8%
Low-Income	45.1%
Underprepared	38.2%
Underrepresented Minority	51.1%
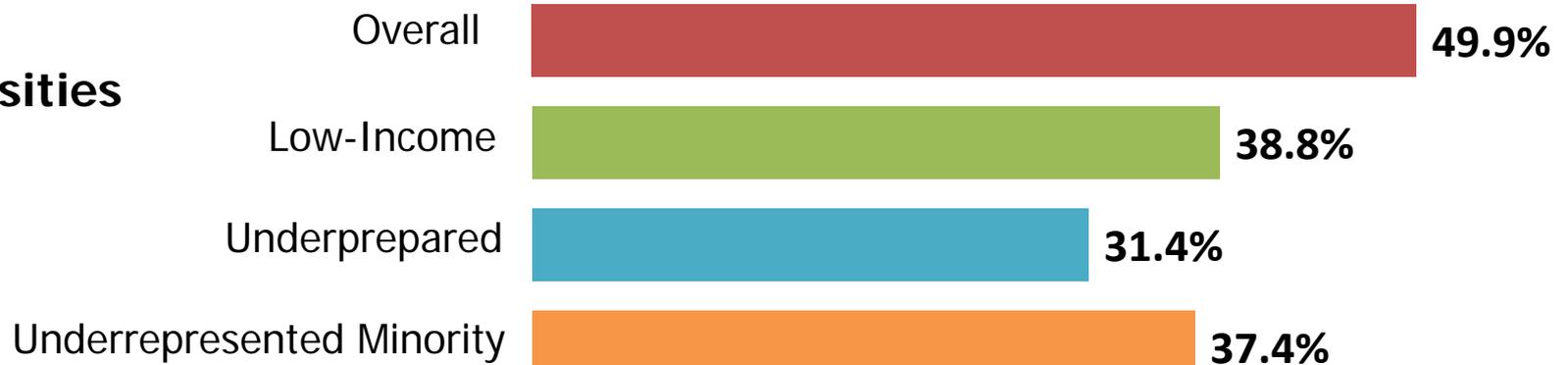
Source: CPE Comprehensive Database (KPEDS), 2015-16

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Other Challenges and Opportunities

- Ambitious **HB 1 goals** to meet by 2020

- Vocal demand for talented, **job-ready graduates**

- Increasing **international competitiveness**

- Growing levels of **student debt** and **uncertainty about tuition**

- Need to improve **college readiness** of K-12 graduates

WHAT IS THE PLAN TO ADDRESS THESE CHALLENGES?

KRS 164.020 directs the CPE to develop a **Strategic Agenda**, which shall:

- Provide statewide priorities and a vision for long-term economic growth.

- State important issues and aspirations of the Commonwealth's students, employers, and workforce reflecting high expectations for their performance.

- Sustain a long-term commitment to constant improvement, while valuing market-driven responsiveness, accountability to the public, technology-based strategies, and incentive-based motivation.

STRONGER
by degrees

A PLAN TO CREATE A MORE EDUCATED & PROSPEROUS KENTUCKY

2016-2021 Strategic Agenda for Postsecondary and Adult Education
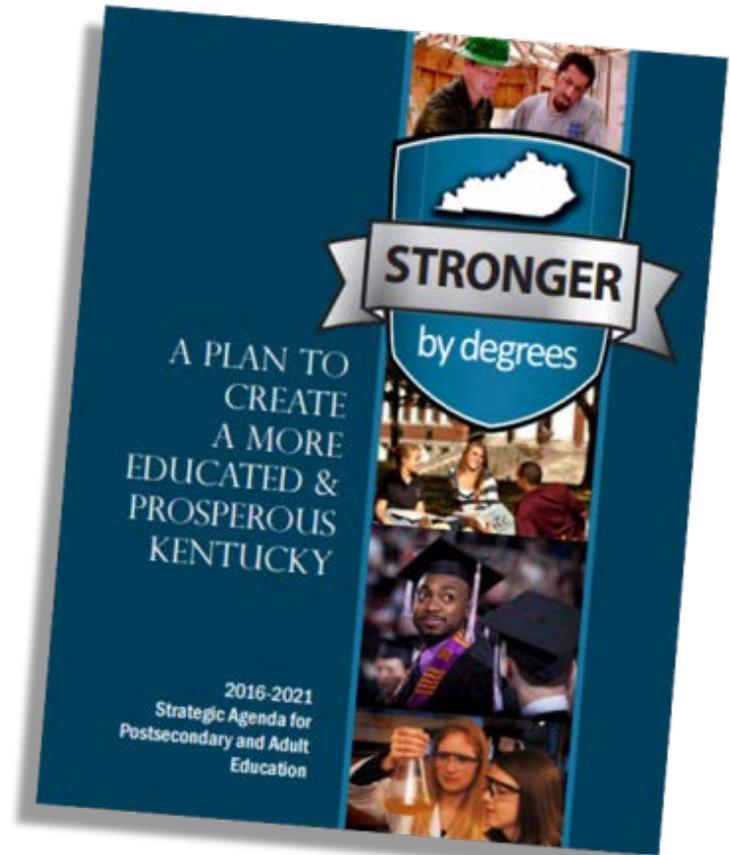
The Big Goal

- To increase educational attainment (certificate and above) to 58% by 2025.*

- KY's current attainment level for working-age adults is 45%.

- Developed in consultation with the National Center on Higher Education Management Systems (NCHEMS).

- Based on HB 1 (1997) goal to achieve "a standard of living and quality of life that meets or exceeds the national average," to be "accomplished through increased educational attainment at all levels."

58%
in 2025*

45%
in 2013
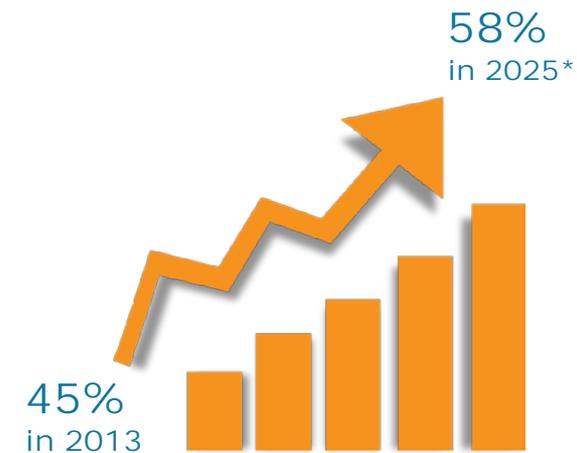
*Goal may be revised.

What Will It Take to Reach the Goal?
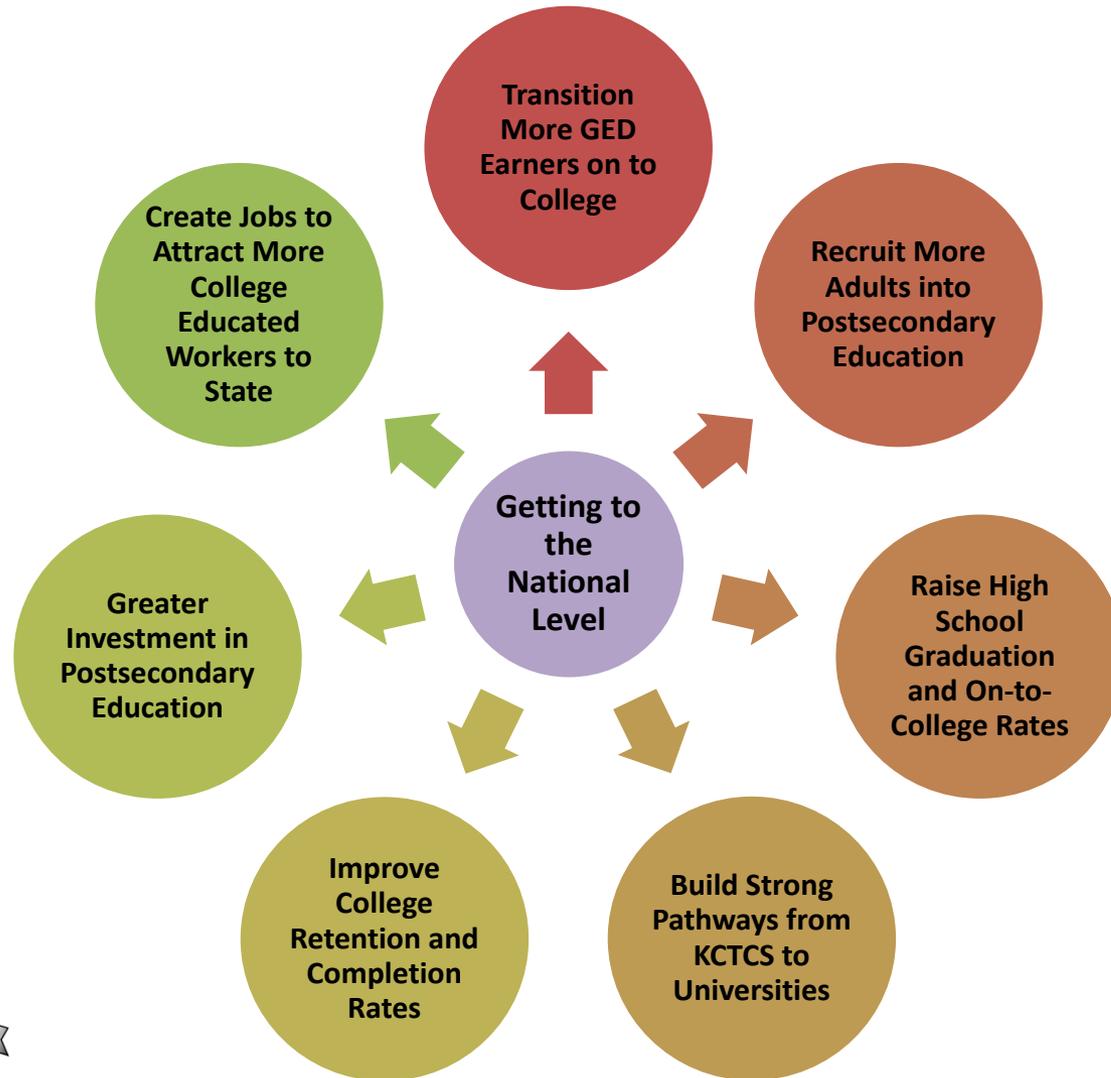
Reaching the Goal Is a Shared Responsibility

- P-12
- Adult Education
- KCTCS
- Universities
- Business and Economic Development Communities
- State Government

Are We Making Progress?

45% of Kentucky adults have a postsecondary credential versus a national average of 53%; however:

- Kentucky has been a leading state in growing its level of education attainment since 2000 (tied for third place with IA and PA), and **exceeding the national growth rate by nearly 30%.**

- Degree and credential production has continued to increase despite a leveling of enrollment and declines in state investment.

Average Annual Percent Change, 2006-2016

- 0.6% Total Enrollment
- -2.1% State General Fund Investment
- 3.4% Total Credentials
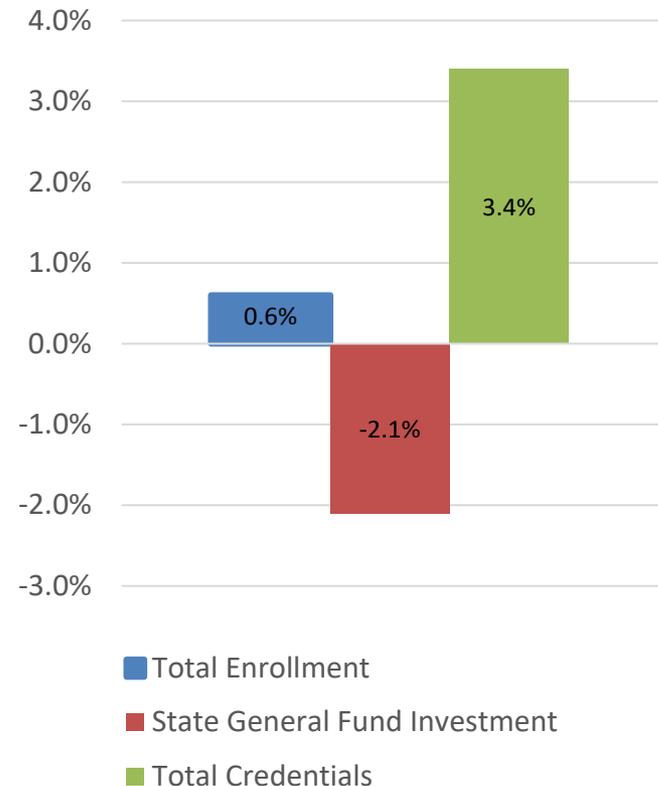
Drives Higher Education Accountability
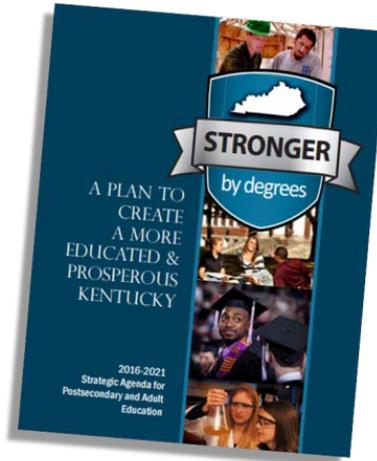
Objectives, Strategies & Metrics inform:

| Campus Strategic Plans | Eligibility for New Academic Programs | Performance-Based Funding | Public Reporting, Dashboards, Presentations |

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Three Focus Areas

- **OPPORTUNITY**. How can Kentucky encourage more people to take advantage of postsecondary opportunities?

- **SUCCESS.** How can Kentucky increase degree and certificate completion, fill workforce shortages, and guide more graduates to a career path?

- **IMPACT.** How can Kentucky's postsecondary system create economic growth and development and make our state more prosperous?
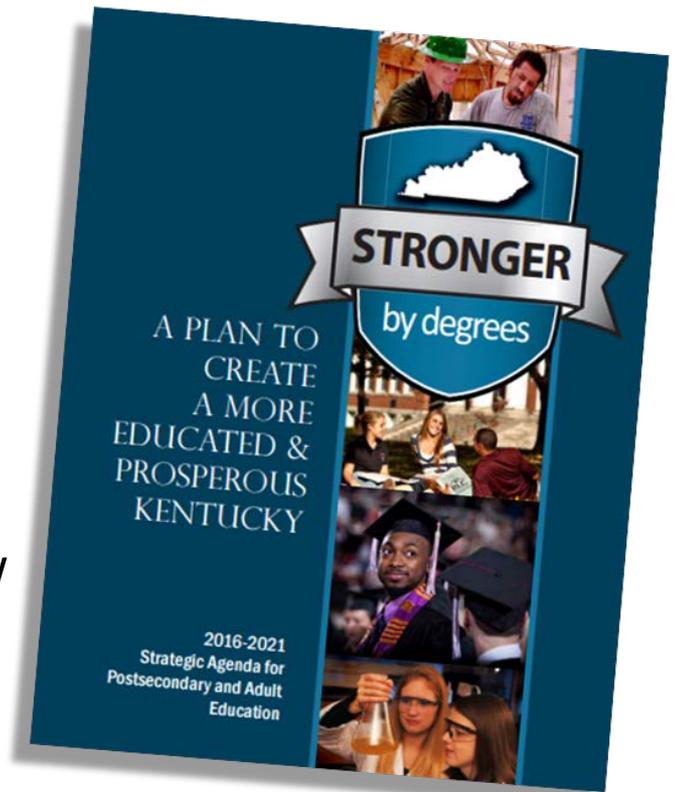
Focus Area 1: Opportunity
Key Metrics

- Outcome of Annual Degree Eligibility Review, Linked to Campus Diversity Plans
- College Readiness of College Entrants
- Progress of Underprepared Students in English & Math
- College-Going Rate of High School Graduates
- Kentucky Residents (25-64) Enrolled in Postsecondary Education
- Working-Age Population (18-64) Without a High School Diploma
- Number of Kentuckians Earning a High School Equivalency Diploma
- Percent of Adult Education Students Transitioning to Postsecondary Education
- Net General Fund Appropriations
- Average Net Price

Focus Area 2: Success
Key Metrics

- First-Year to Second-Year Retention

- Student Progression

- 3-Year and 6-Year Graduation Rates

- College Completion Rate

- Average Credit Hours Earned for Graduates

- Two to four year transfer

- Academic Quality and Excellence Metrics (varied based on institutional mission and priorities)

Focus Area 3: Impact
Key Metrics

- Degrees/Credentials Conferred

- Educational Attainment (Percent of Kentuckians 25-64 with a postsecondary credential)

- Percent of Graduates who Complete Internships and/or Co-ops

- Percent of Graduates Working or Pursuing Additional Education

- Research Expenditures

- Annual Updates on Regional Development, Outreach and Public Service

Strategic Agenda, Diversity Plan and Performance Funding Alignment

- Diversity Plan and Performance Funding Model metrics, with a few exceptions, are a subset of the Strategic Agenda metrics.

- Diversity Plan and Strategic Agenda target setting will be done together (funding model does not include targets).

- Annual metrics validation will be done at same time.
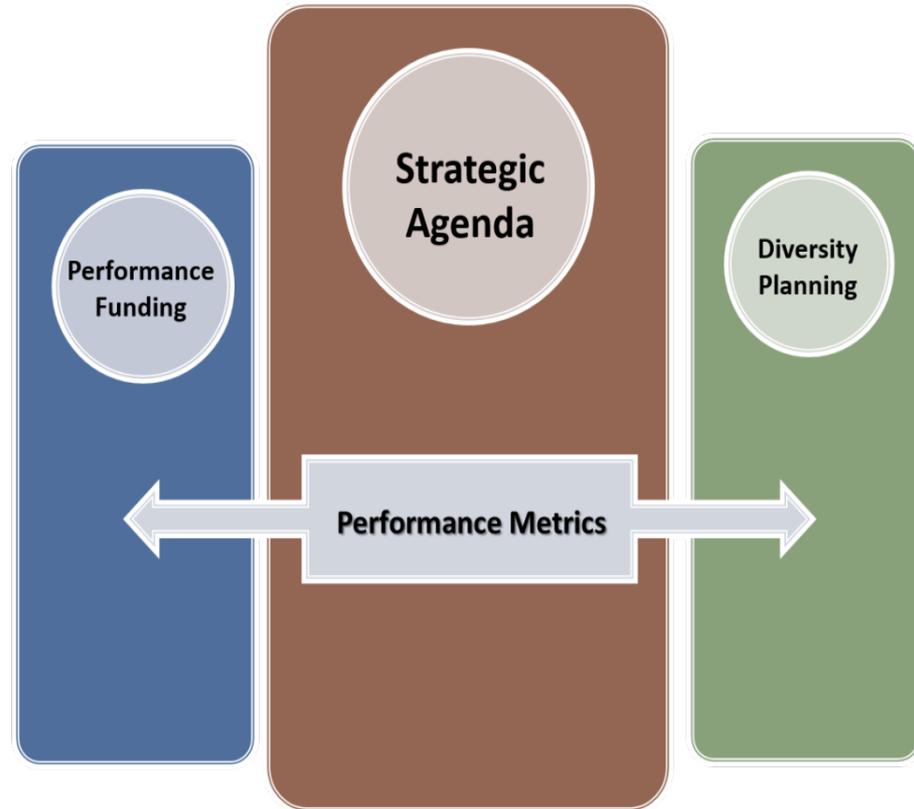
Reporting on Progress

Institutional progress updates:

- Annual campus presentations begin at June 2017 meeting

- There will be 3-4 campus presentations each meeting/work session, each lasting 20-30 minutes

- Presentations will include baseline data (2015-16), trend data, and negotiated targets

- Presidents will discuss campus priorities, strategies, accomplishments in each of the 3 priority areas

Performance Funding

Distribution of Allocable Funds

35% Student Success
- Degrees and credentials awarded.
- Degrees per 100 full-time enrollments.
- STEM+H degrees.
- Degrees earned by minority and low-income students.
- Student progression.

35% Course Completion
Based on each institution's share of sector total student credit hours earned, weighted to account for cost differences b degree level and academic discipline.

10% Maintenance and Operations
Based on each institution's share of square footage dedicated to student learning.
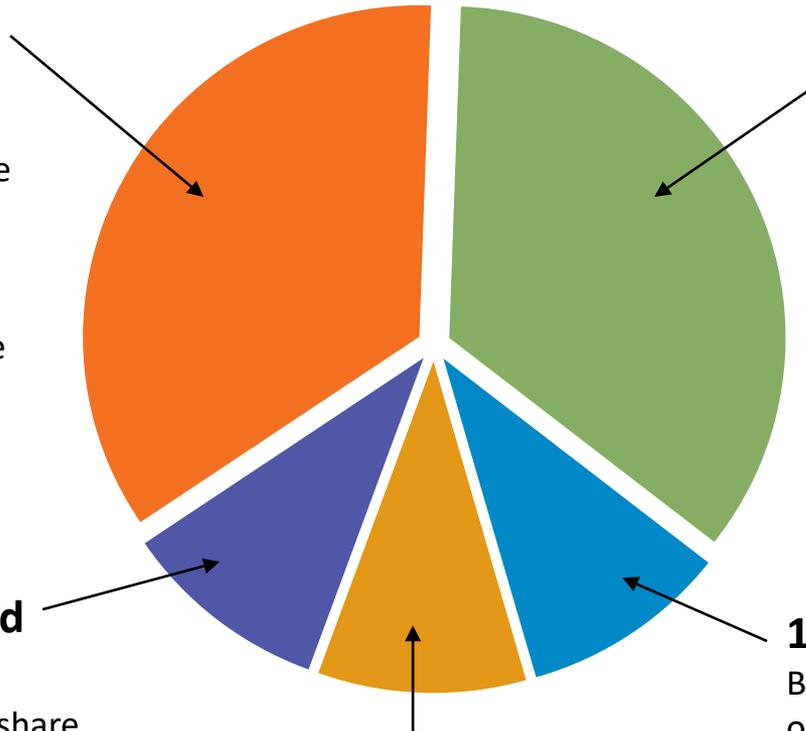
10% Institutional Support
Based on each institution's share of sector total instruction and student services spending.

10% Academic Support
Based on each institution's share of sector total full-time enrollment.

Your Role as a Fiduciary

- **Duty of care:** You come to meetings prepared and engaged, and act reasonably and prudently according to the information you have.

- **Duty of loyalty:** You put the university's needs above your President's or your own. You are not self-dealing and have no conflicts of interest that interfere with your board role.

- **Duty of obedience:** You act in an ethical manner that aligns with your university's mission.

- **Important to remember** → Act as a board upon properly adopted resolutions, <u>not as individuals</u>.

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QUESTIONS?