

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

Mr. Chris Hodgkins, Budget Analyst
Mr. Michael Morsovillo, Budget Analyst
Mr. Renaldo Domoney, Budget Analyst
Mr. Vishnu Tirumala, SGA President-elect
Mr. Jake Beamer, Boards Liaison and Assistant Secretary

From the
CPE: Mr. Robert L. King, President
Ms. Heather Faesy, Associate, Board Relations and Special Projects

From the
Foundation: Mr. Keith Sherman, Interim Executive Director

Outside
Counsel: Mr. Sam Hinkle, Stoll Keenon Ogdon, LLC

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.

<u>Facility</u>	<u>Funding Status</u>	<u>Project Scope</u>
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:

<u>Facility</u>	<u>Funding Status</u>	<u>Project Scope</u>
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

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Mr. Jake Beamer, Boards Liaison and Assistant Secretary

Outside
Counsel: Mr. Sam Hinkle, Stoll Keenon Ogdon, LLC

I. Call to Order

Chairman Grissom called the meeting to order.

II. Real Estate

The Board discussed the potential purchase of real estate.

III. Litigation Matters

The Board discussed litigation matters.

IV. Personnel Matters

The Board discussed personnel matters.

V. Business Proposal

A business proposal was discussed.

I. Adjournment

The executive session adjourned at 2:39 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

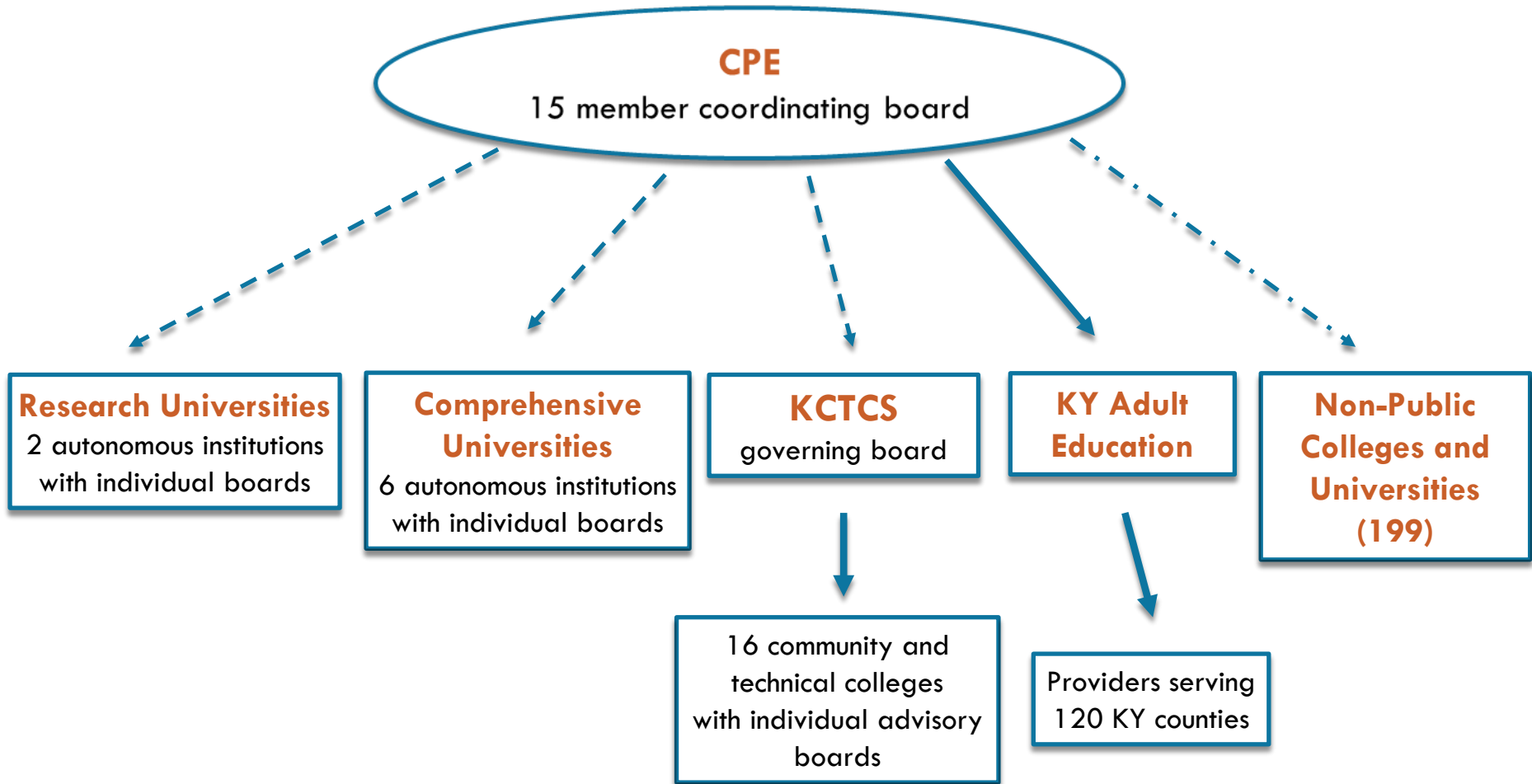
Governing Board: A single statewide board that legally manages and controls the responsibilities of all public institutions of higher education. **28 states** have one or more governing boards.

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 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

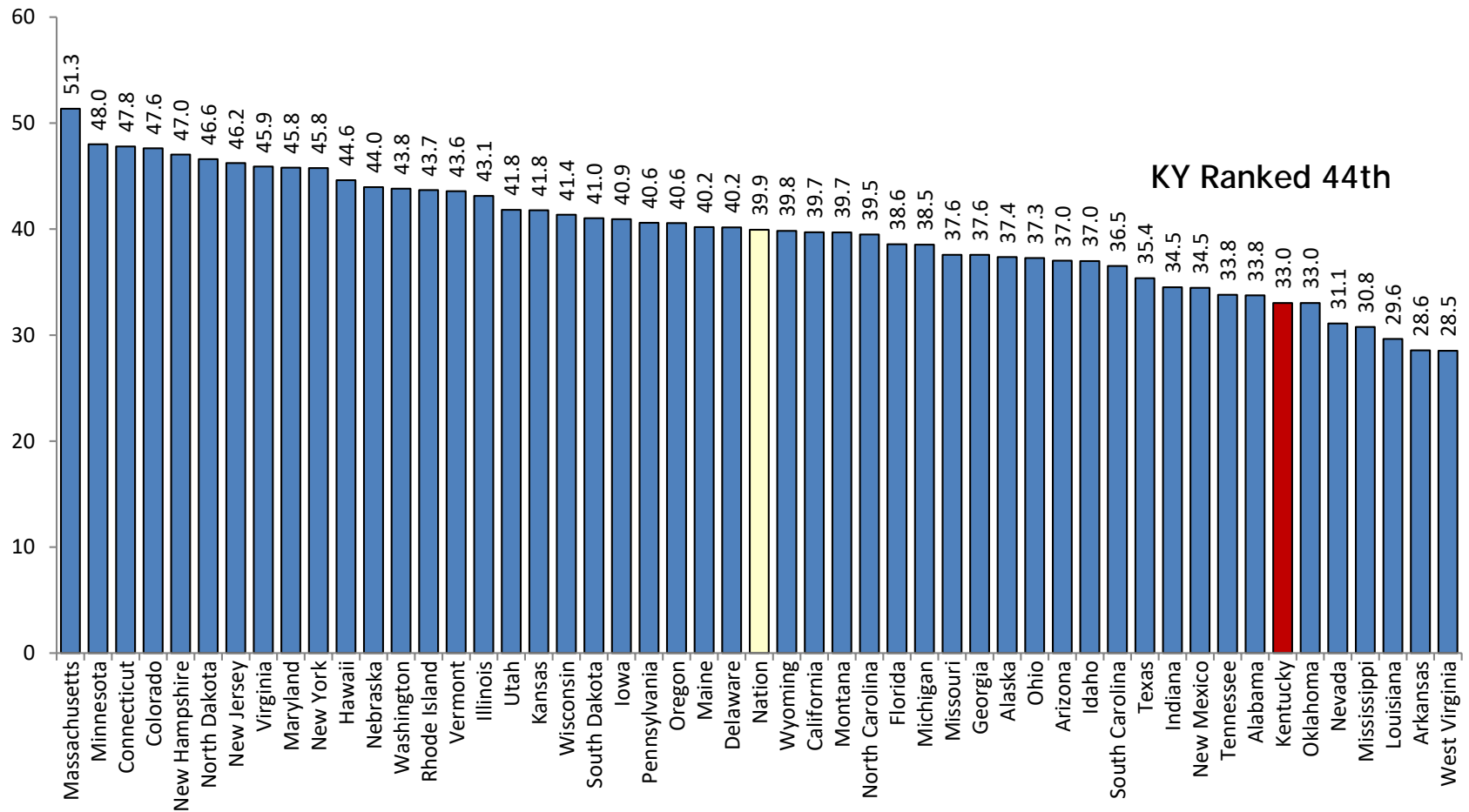
SOME FACTS YOU
SHOULD KNOW
ABOUT
**POSTSECONDARY
ATTAINMENT**
IN KENTUCKY

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



EDUCATIONAL ATTAINMENT

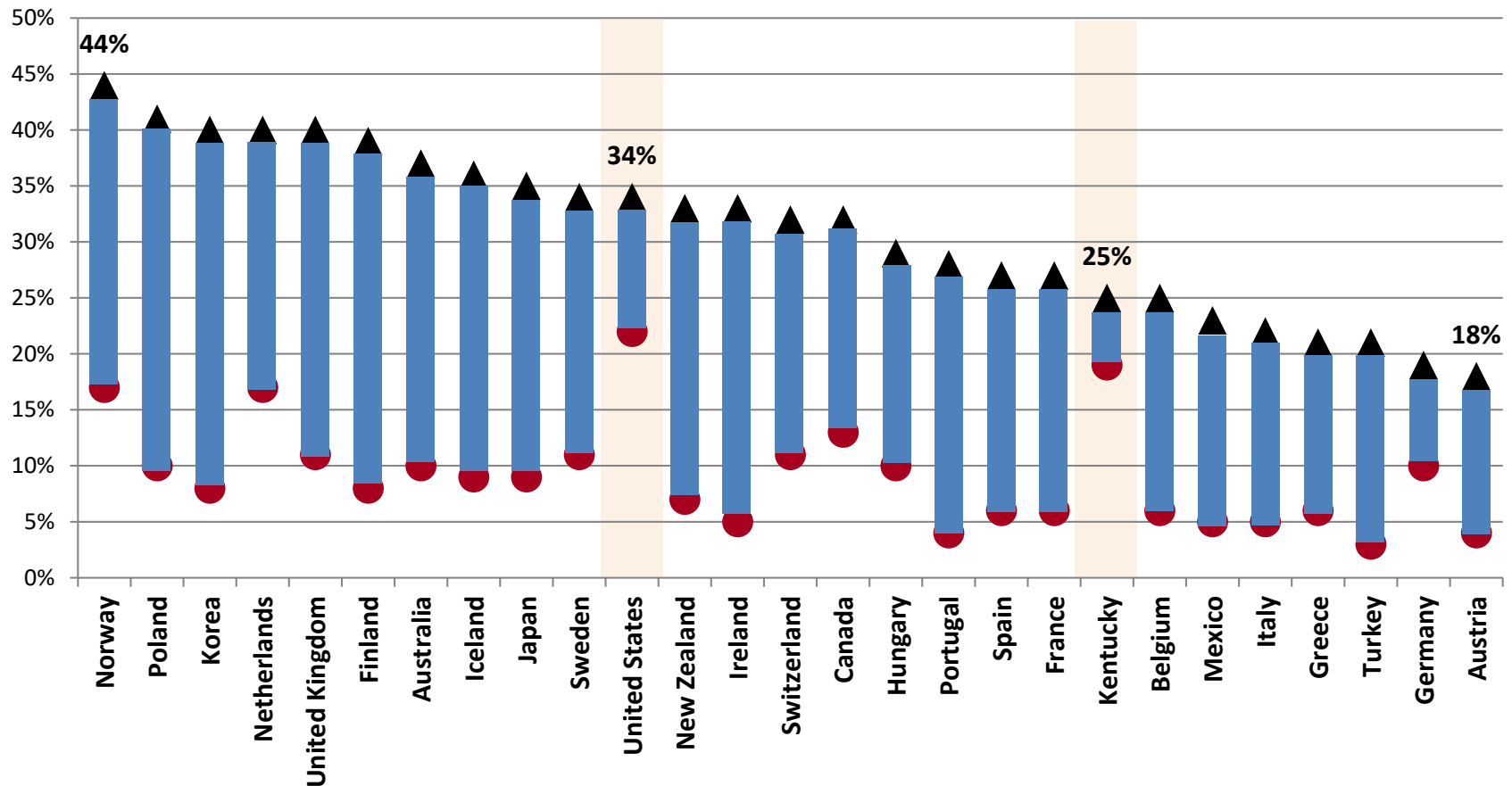
Adults (25-64) with an Associate Degree or Higher, by State



Source: U.S. Census Bureau, 2013 American Community Survey
1-Year Public Use Microdata Sample.



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

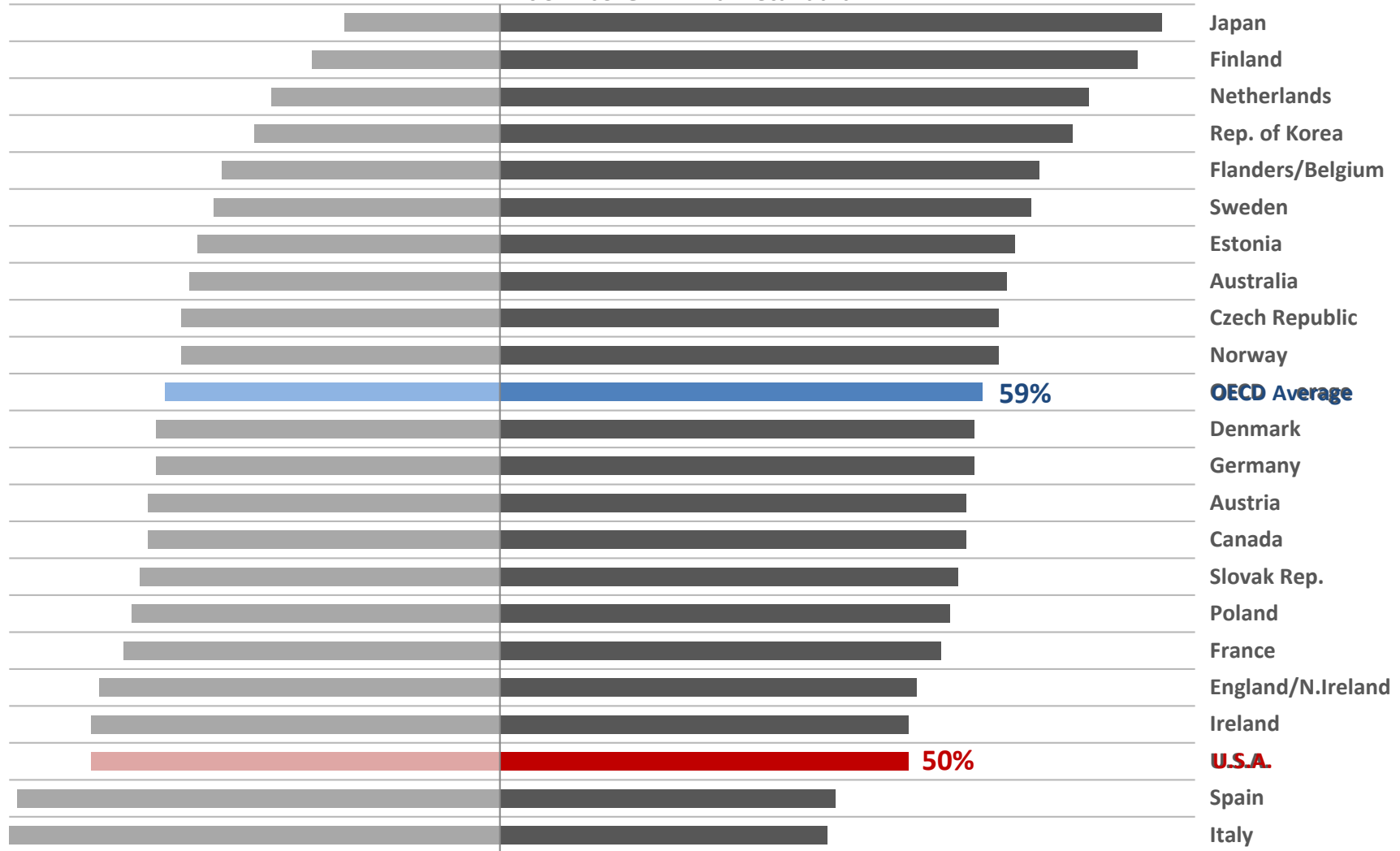


Sources: Education at a Glance: 2014 OECD Indicators. <http://www.oecd.org/edu/Education-at-a-Glance-2014.pdf>.
ACS Educational Attainment by Degree-Level and Age-Group. 2012 American Community Survey. U.S. Census Bureau.



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

At or Above Minimum Standard

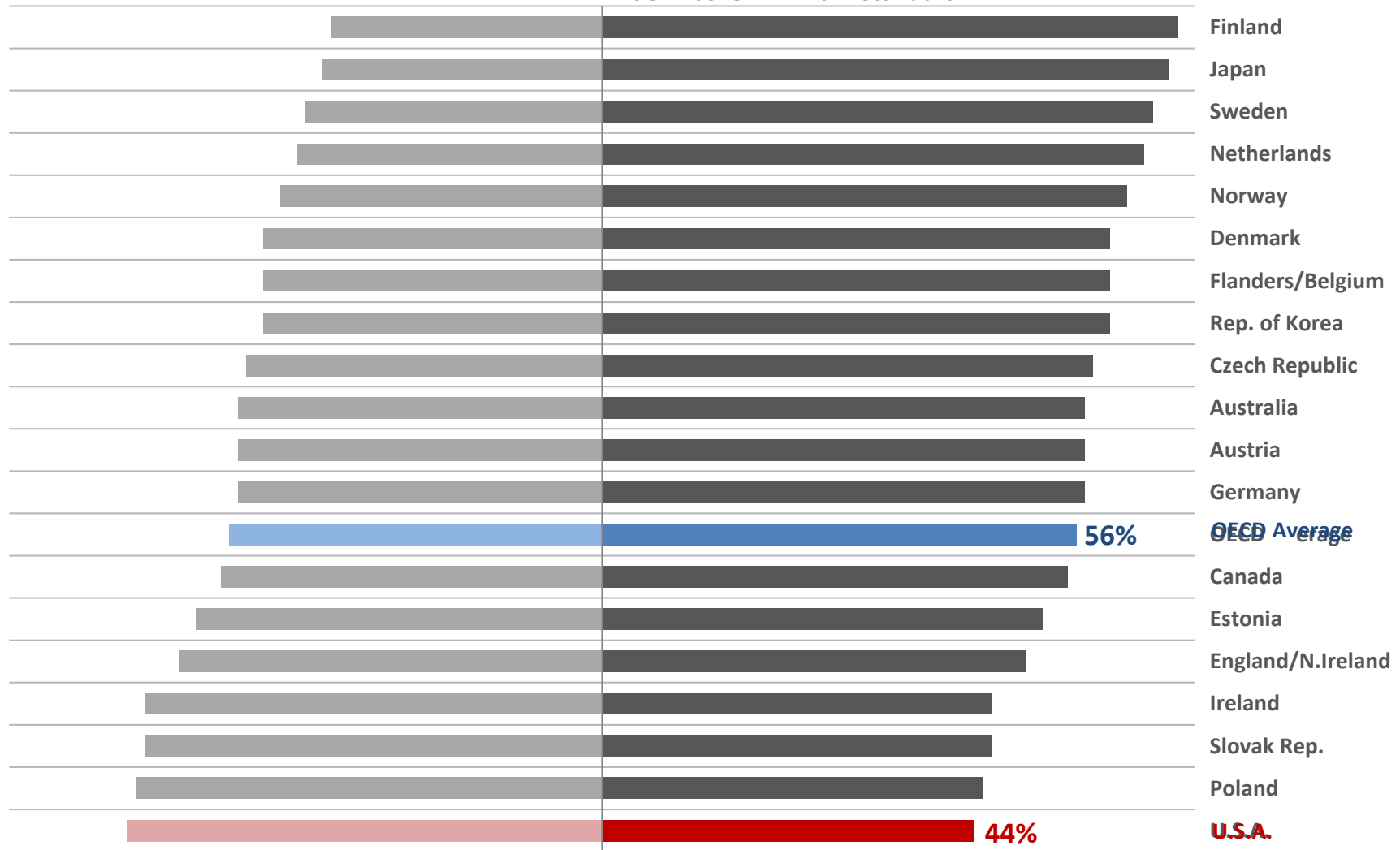


Source: America's Skills Challenge: Millennials and the Future. 2014. Educational Testing Service.



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

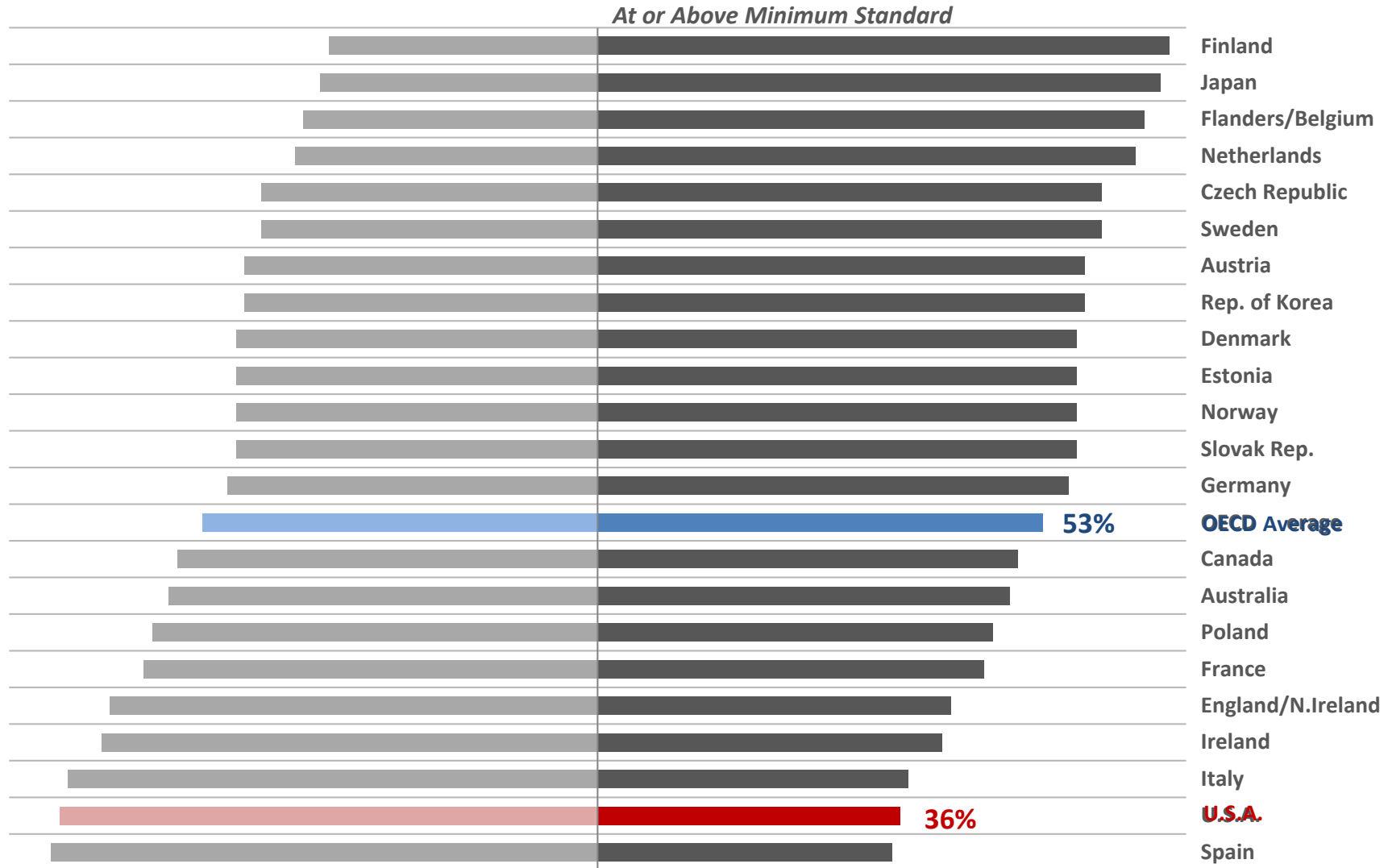
At or Above Minimum Standard



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



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



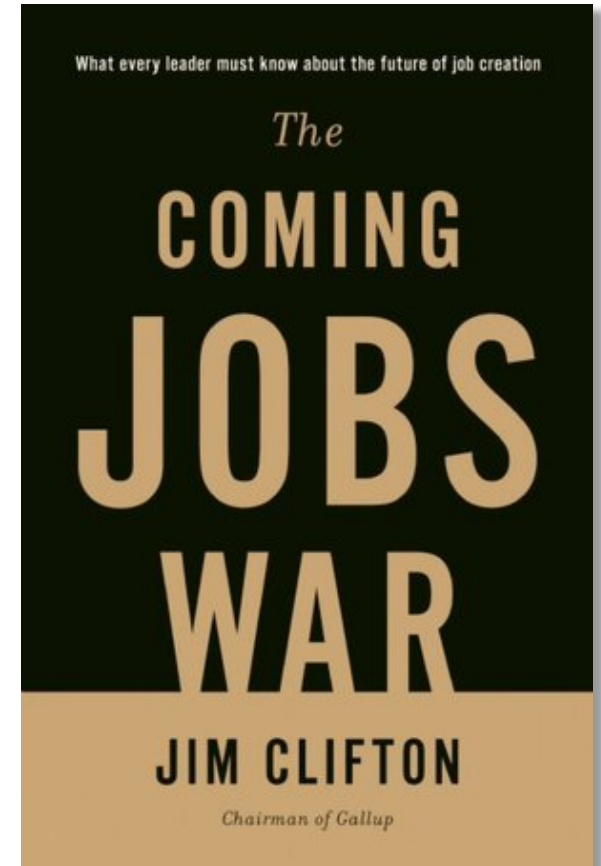
Source: America's Skills Challenge: Millennials and the Future. 2014. Educational Testing Service.



WHY IS
POSTSECONDARY
EDUCATION
SO IMPORTANT?

A Global War for Good Jobs is Coming.

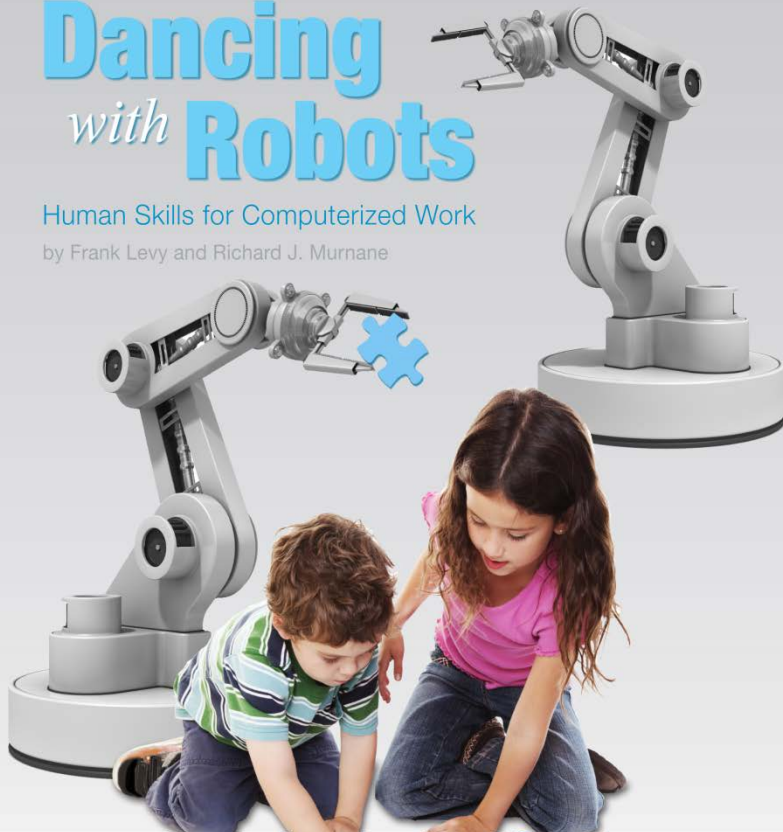
- 3 billion people reported to Gallup they want a job that consumes at least 30 hours per week, and by implication pays a living wage.
- Only 1.2 billion jobs in the world currently fit that description.
- As the foreign workforce becomes more educated, competition for jobs will be fierce.



Dancing *with* Robots

Human Skills for Computerized Work

by Frank Levy and Richard J. Murnane



LEARN

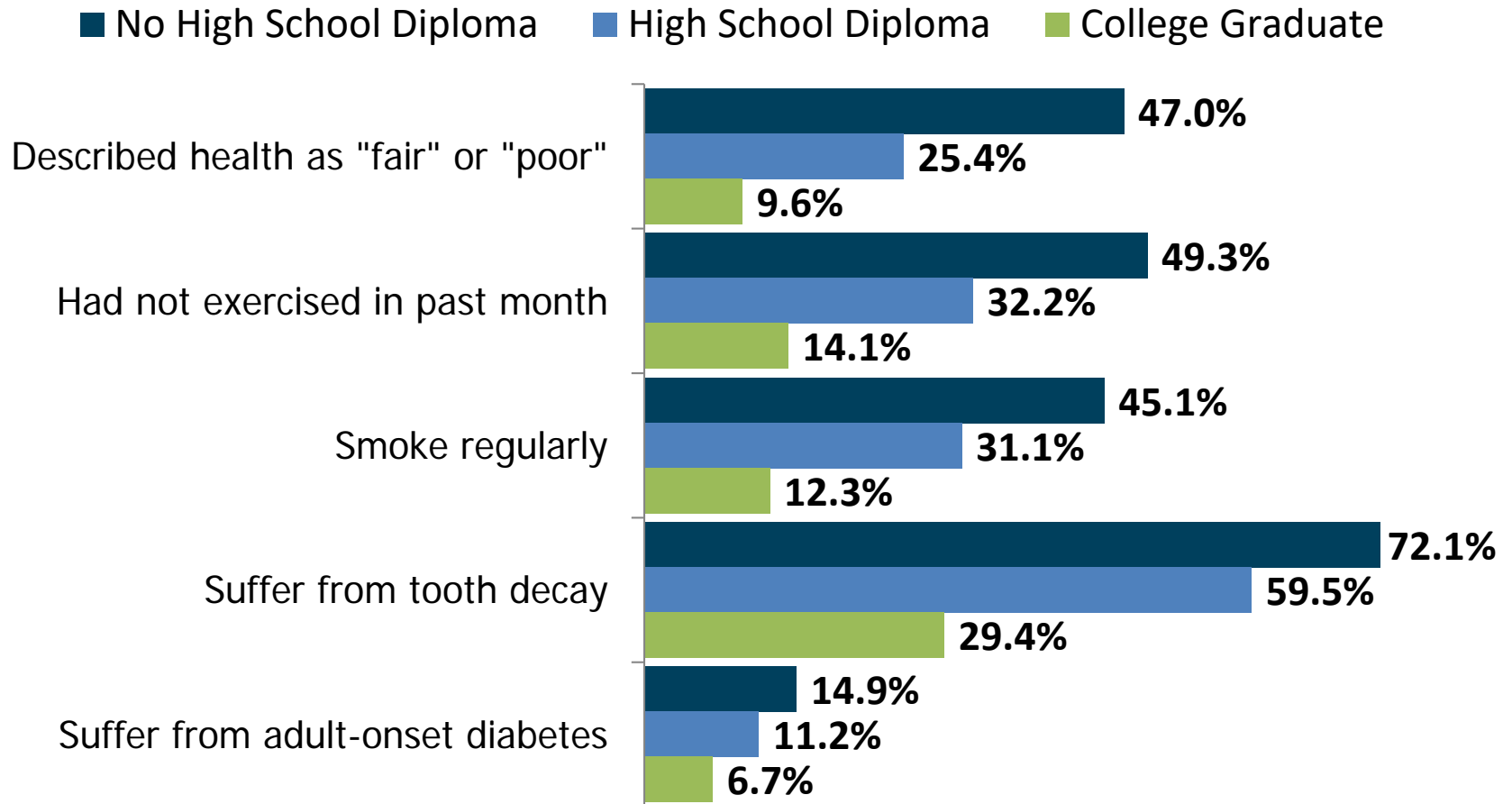


NEXT

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

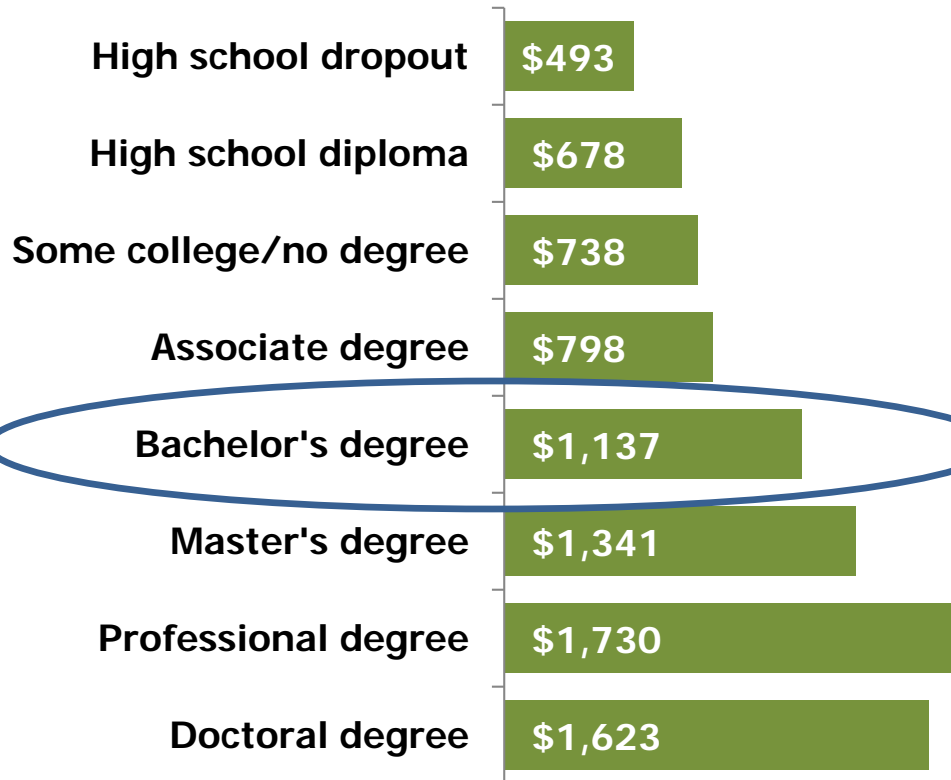


Source: Kentucky Behavioral Risk Factor Survey 2012 Annual Report. Kentucky Department for Public Health.

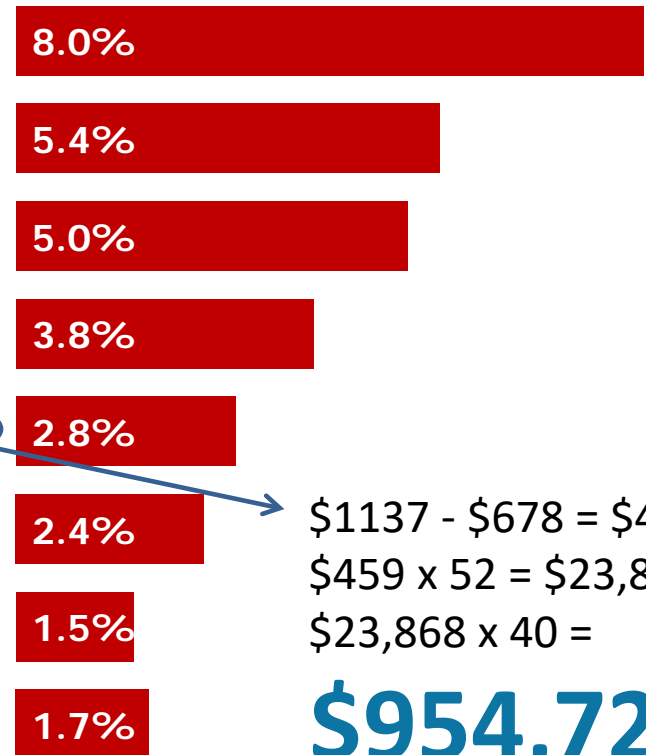


Educational Attainment Drives our Economy

Median usual weekly earnings



Unemployment rate



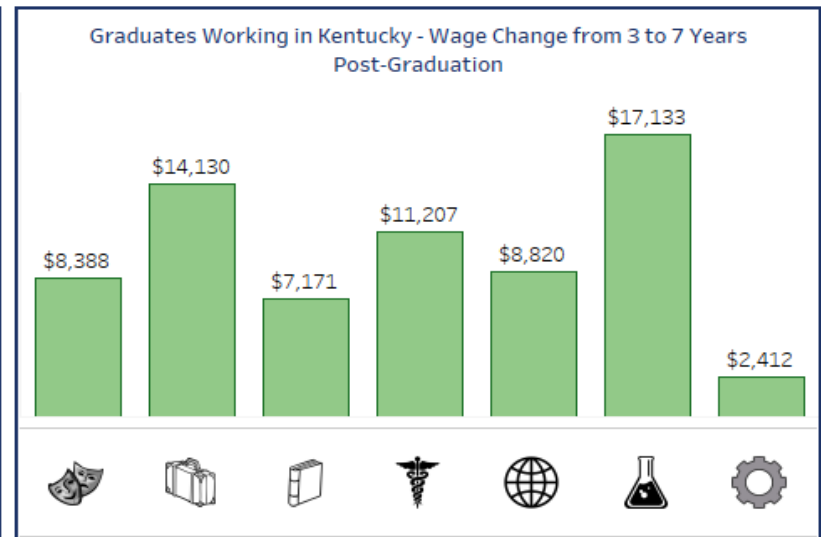
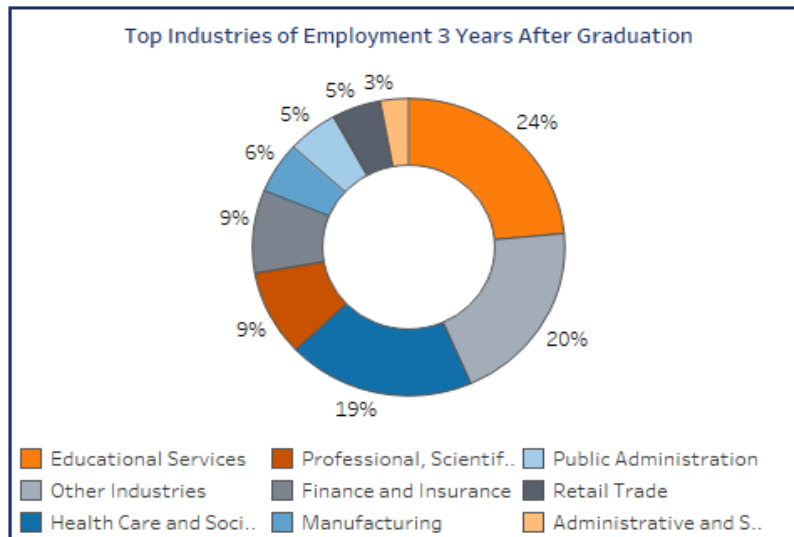
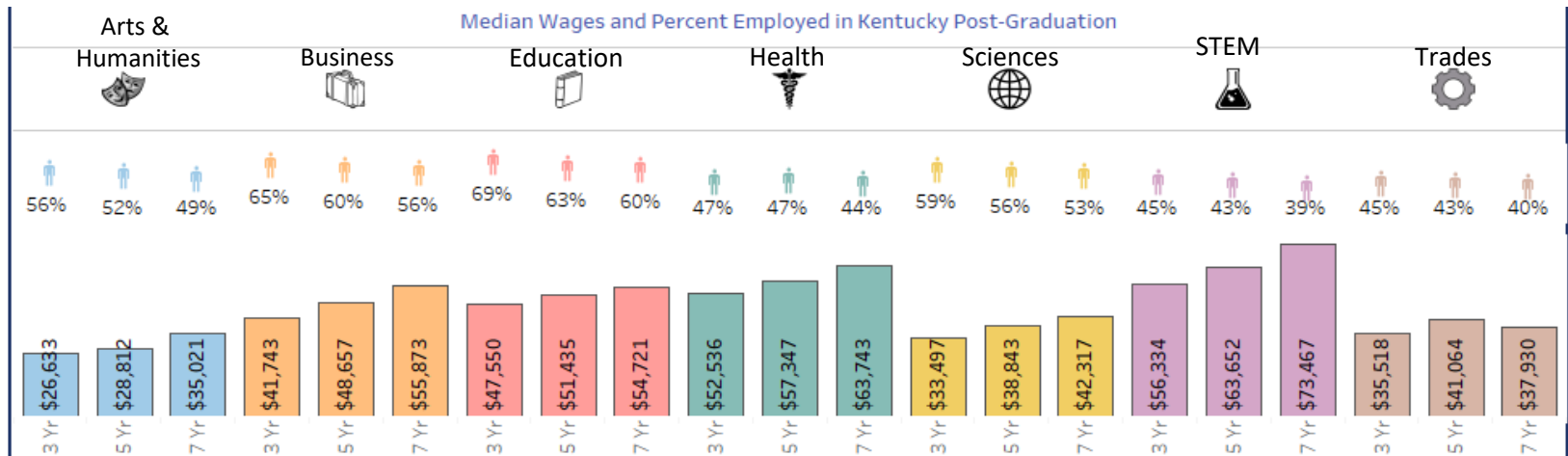
$$\begin{aligned}
 & \$1137 - \$678 = \$459 \\
 & \$459 \times 52 = \$23,868 \\
 & \$23,868 \times 40 =
 \end{aligned}$$

\$954,720

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



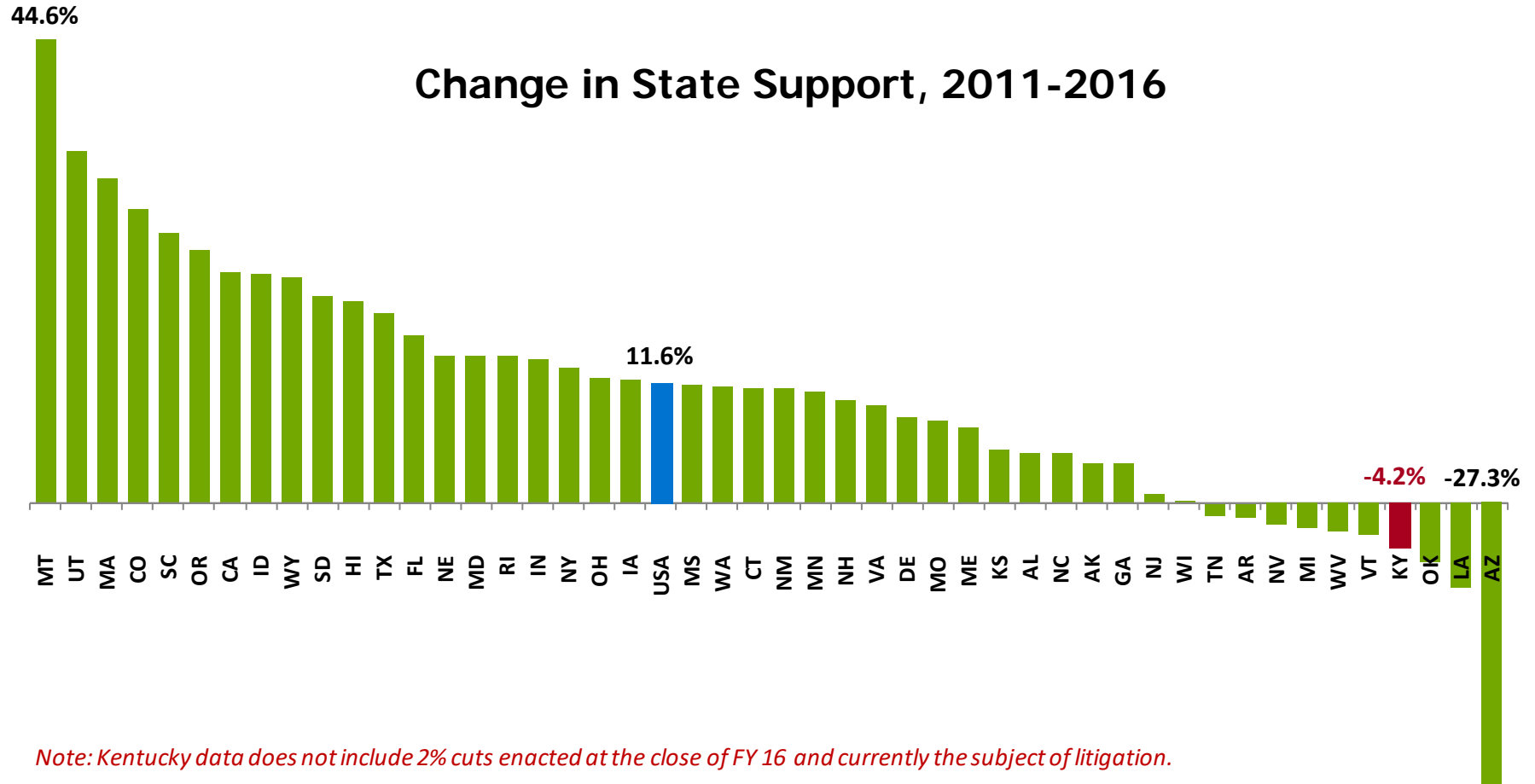
What are UofL's statistics?



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



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.



Higher Education Is Overrated; Skills Aren't

Why College Is Necessary But Gets You Nowhere

Higher education Is college worth it?

Education

Home » News » Education

Too many degrees are a waste of money. The return on how much better it college were cheaper
Apr 0th 2014 | CHICAGO | From the print edition

Working your way through college doesn't add up for today's students



Is College Worth It Anymore?



Is College Worth It? It Depends on Whether You Graduate

571 120 39 4 32
Like Share Tweet +1 Share Comment

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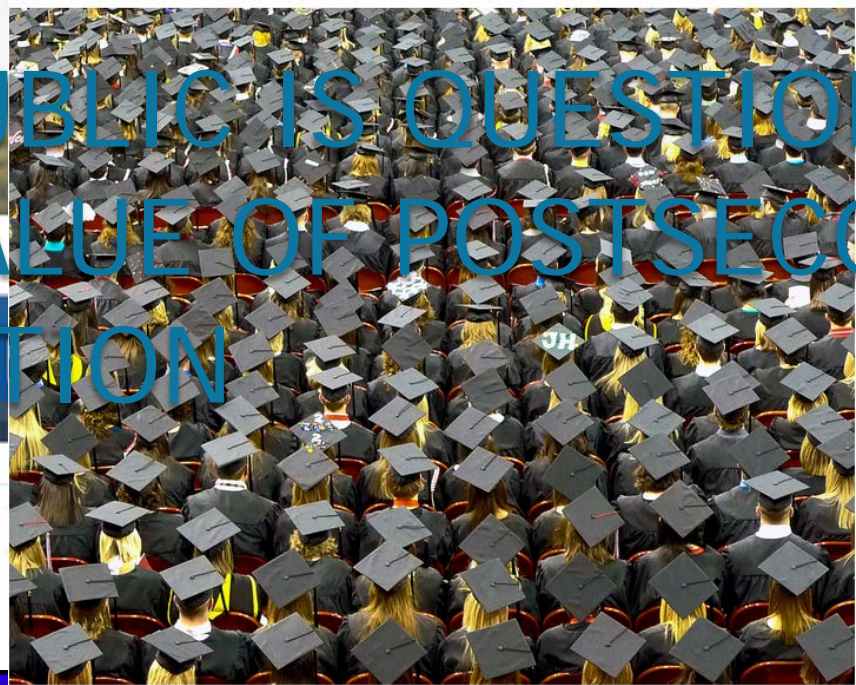


Why Your College Degree Doesn't Mean \$\$\$\$

ON APRIL 3, 2011 | IN EDUCATION, WORK | BY THERESE

Is a College Degree Necessary for a Good Job? Not Always.

NEW YORK TIMES



Do Kids Need College?

Richard Lamm
343 0 Share

College Doesn't Guarantee Success

get a good job with her

Mother Jones

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Must Reads: Inside the Men's Rights Movement | Which Cut of Meat Is Least Likely to Make

KEVIN DRUM
Economy, Education

College Doesn't Pay Off for Everyone

By Kevin Drum | Fri Apr. 25, 2014 1:07 PM EDT

The Case Against College Education

By Ramesh Ponnuru | Wednesday, Feb. 24, 2010

Like 20 Tweet 0 +1 20 Share 6 Read Later

Is college worth it?

By Post Editorial Board September 22, 2014 | 12:1



Bloomberg Business News Markets Insights

College Graduates Don't Always Outearn High School Grads

By Allison Schrager | July 15, 2014

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THE WALL STREET JOURNAL. U.S.

U.S. NEWS

Elite Colleges Don't Buy Happiness for Graduates

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

State Universities



University of Louisville



Source: CPE Comprehensive Database (KPEDS), 2015-16

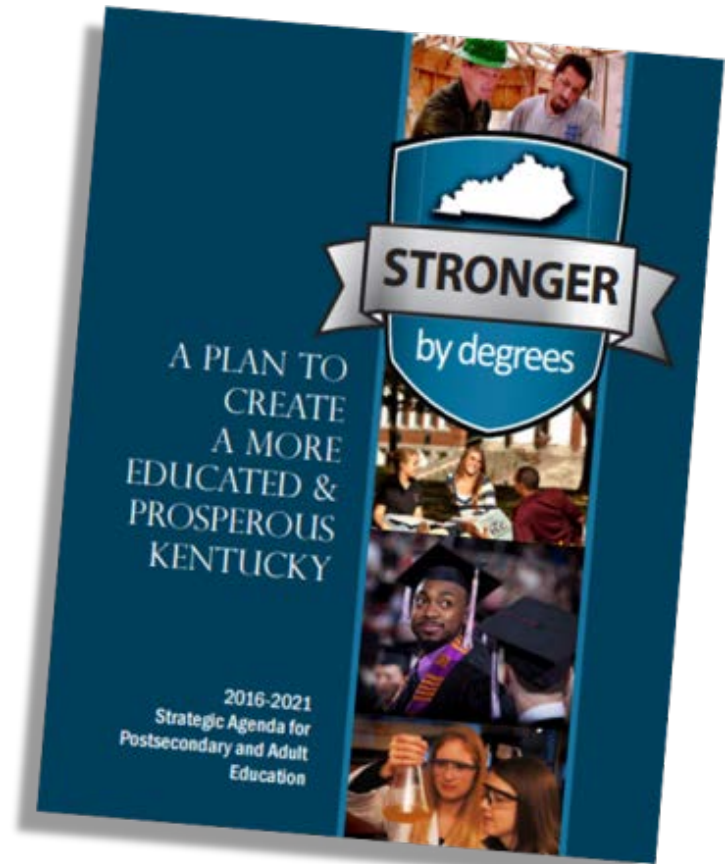
Other Challenges and Opportunities

- 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?

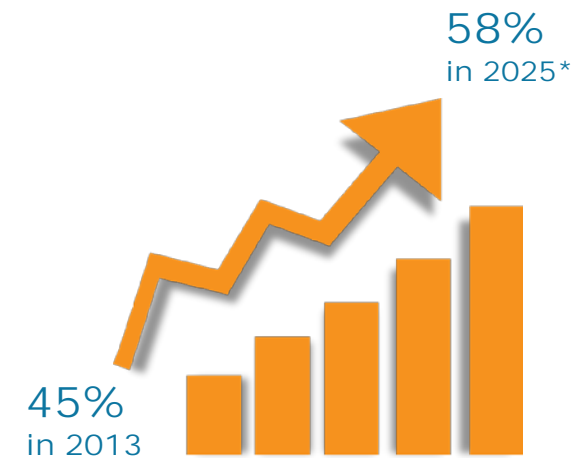
KRS 164.020 directs the CPE to develop a **Strategic Agenda**, which shall:

- 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.



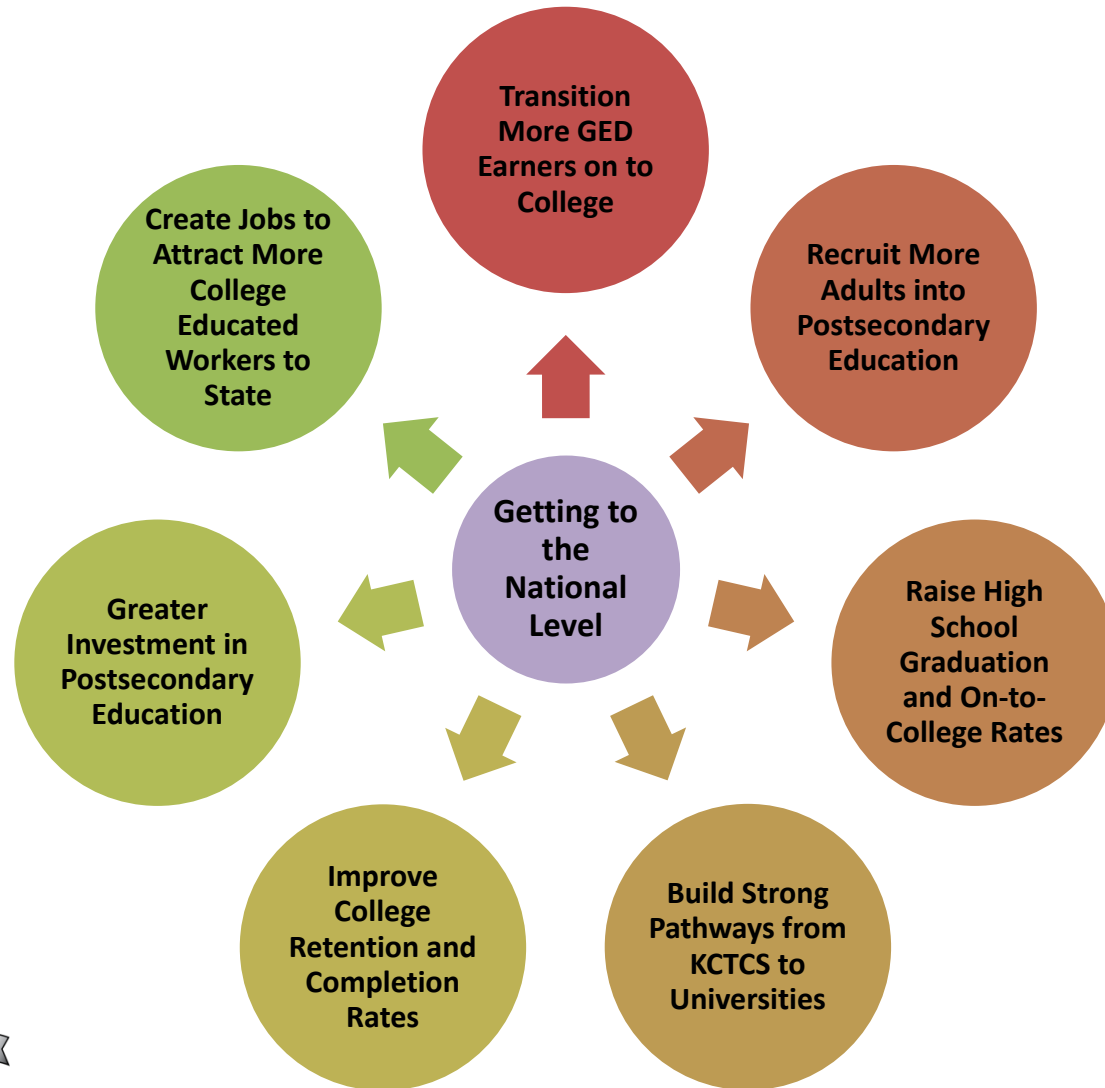
The Big Goal

- 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."



*Goal may be revised.

What Will It Take to Reach the Goal?



Reaching the Goal Is a Shared Responsibility

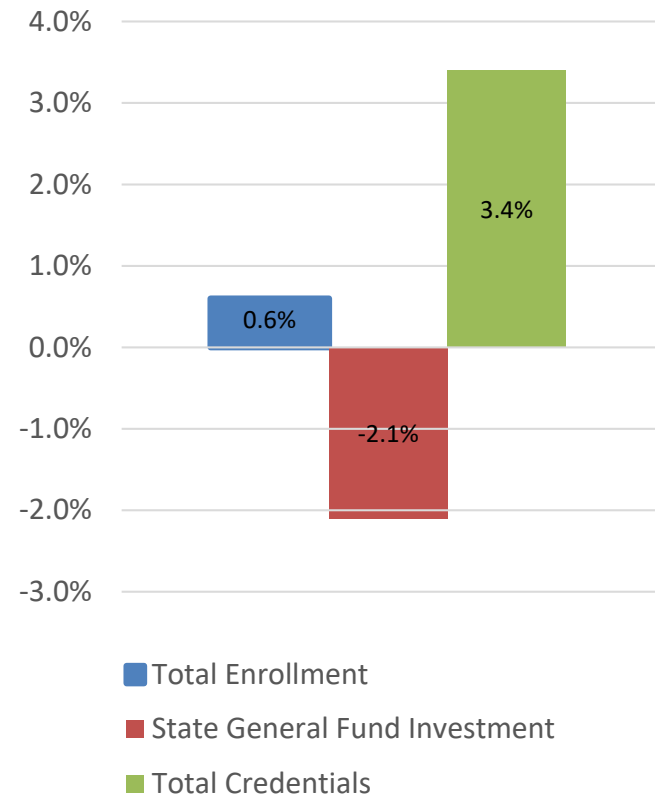
- P-12
- Adult Education
- KCTCS
- Universities
- Business and Economic Development Communities
- State Government

Are We Making Progress?

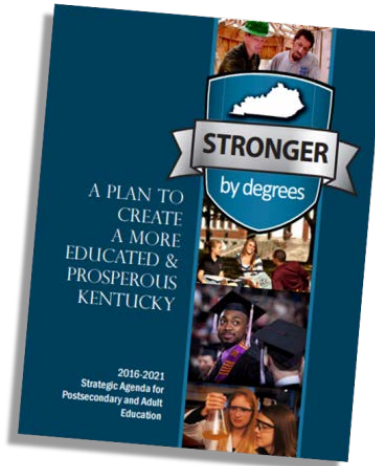
45% of Kentucky adults have a postsecondary credential versus a national average of 53%; however:

- 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



Drives Higher Education Accountability



Objectives,
Strategies & Metrics
inform:

Campus
Strategic
Plans

Eligibility
for New
Academic
Programs

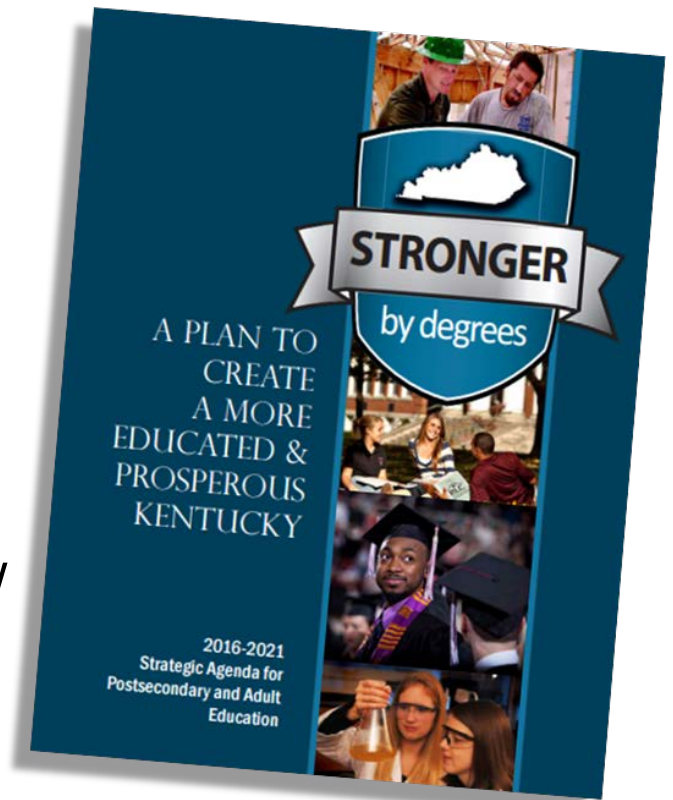
Performance-
Based Funding

Public
Reporting,
Dashboards,
Presentations



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)



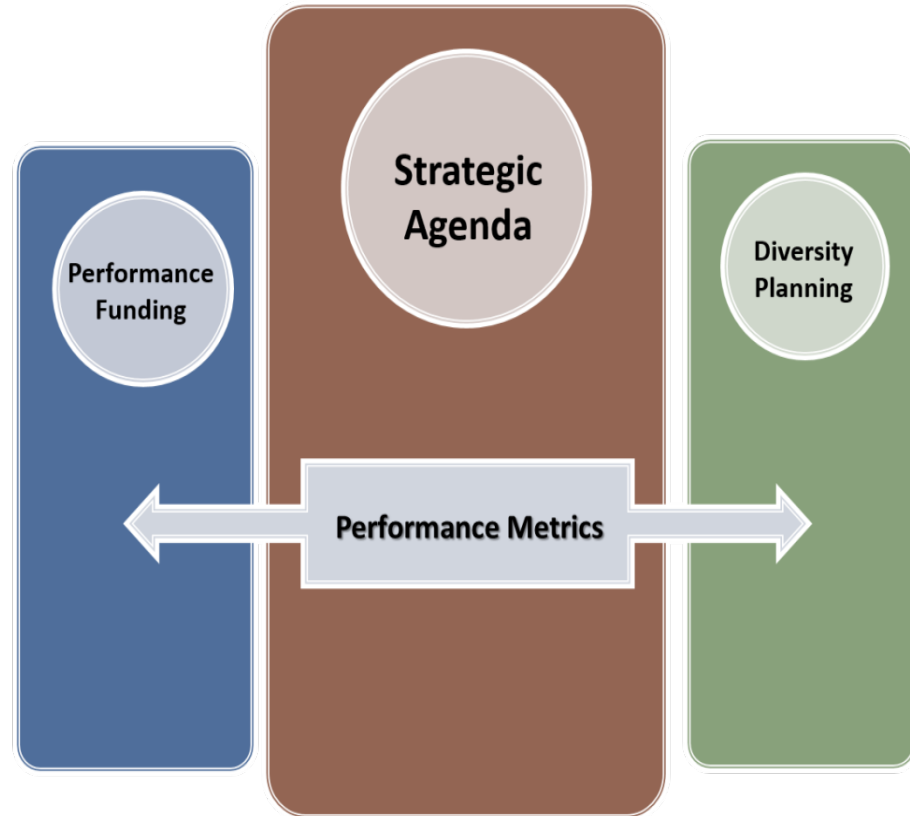
Focus Area 3: Impact

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.

10% Maintenance and Operations

Based on each institution's share of square footage dedicated to student learning.

10% Institutional Support

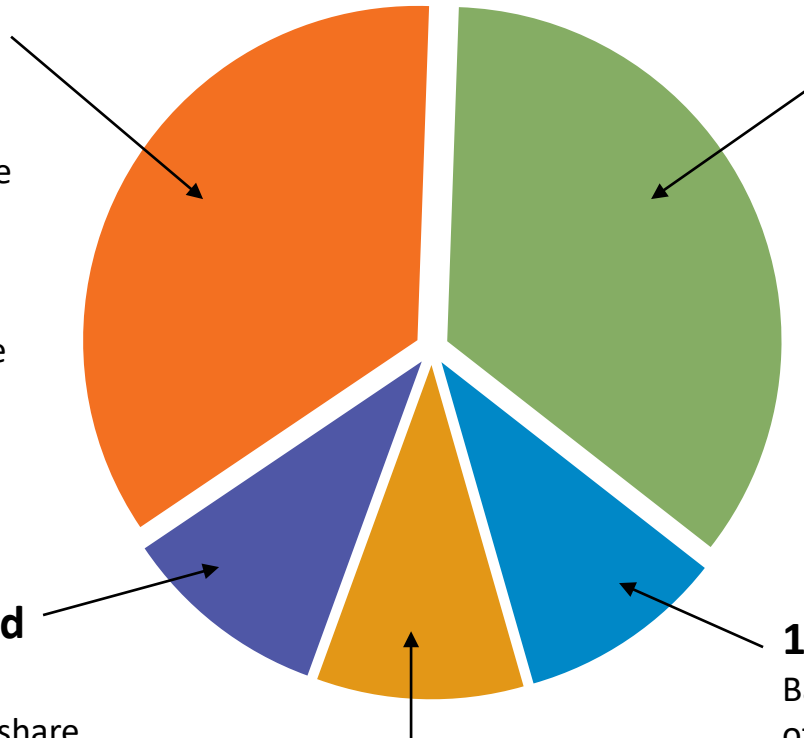
Based on each institution's share of sector total instruction and student services spending.

35% Course Completion

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

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, not as individuals.



CONTACT INFO





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Council on Postsecondary Education
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@CPEBob & @CPENews



QUESTIONS?

2017 Works In Progress			
Issue	Yet To Begin	In Progress	Completed
Removal of probation from SACS accreditation		x	
Completion of 2016-2017 with a balanced budget		x	
Creation of a balanced budget for 2017-2018		x	
Implementation and augmentation of modern business practices		x	
Refinancing of the Yum! Center		x	
Completion of NCAA process		x	
Creation of a sustainable business model for athletics		x	
Preparation for UMC management of University Hospital		x	
Creation of new academic affiliation agreement at Jewish and Frazier			x
Creation of a sustainable business model for HSC		x	
Hire CFO for HSC			x
Hire CFO for main campus		x	
Hire Dean for Nursing		x	
Hire Dean for Law			x
Hire Dean for Speed School		x	
Hire Enterprise Risk Manager		x	
State auditor report on ULF			x
A&M report on ULF		x	
UofL Board of Trustees empanelled			x
ULF Board fo Trustees empanelled			x
2018-19 collaboration for budget transparency		x	
Belknap campus space inventory		x	

Strategic enrollment growth plan		x	
Hire Director for Brown Cancer Center			x



**RECOMMENDATION TO THE UNIVERSITY OF LOUISVILLE
BOARD OF TRUSTEES CONCERNING THE CLINICAL OPERATIONS OF THE
UNIVERSITY OF LOUISVILLE HEALTH SCIENCES CENTER**

May 18, 2017

RECOMMENDATION:

The Interim President recommends 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, and the Office of Attorney General in the development of any proposal. When finalized, the proposal shall be presented to the Board of Trustees for review and approval.

BOARD ACTION:

Passed X

Did Not Pass

Other


Signature on File
Assistant Secretary

The background of the slide is a photograph of the University of Louisville's main entrance. A large, white, arched stone sign with the words "UNIVERSITY OF LOUISVILLE" in black capital letters is the central focus. The sign is flanked by two brick pillars topped with white decorative finials. In the foreground, a cobblestone path leads towards the sign. The scene is set outdoors with lush green trees and a clear sky.

UNIVERSITY OF
LOUISVILLE[®]

Board of Trustees Budget Workshop FY 2017-18 Operating Budget Review

Dr. Greg Postel, Interim President

Susan Howarth, Interim CFO and Chief Budget Officer

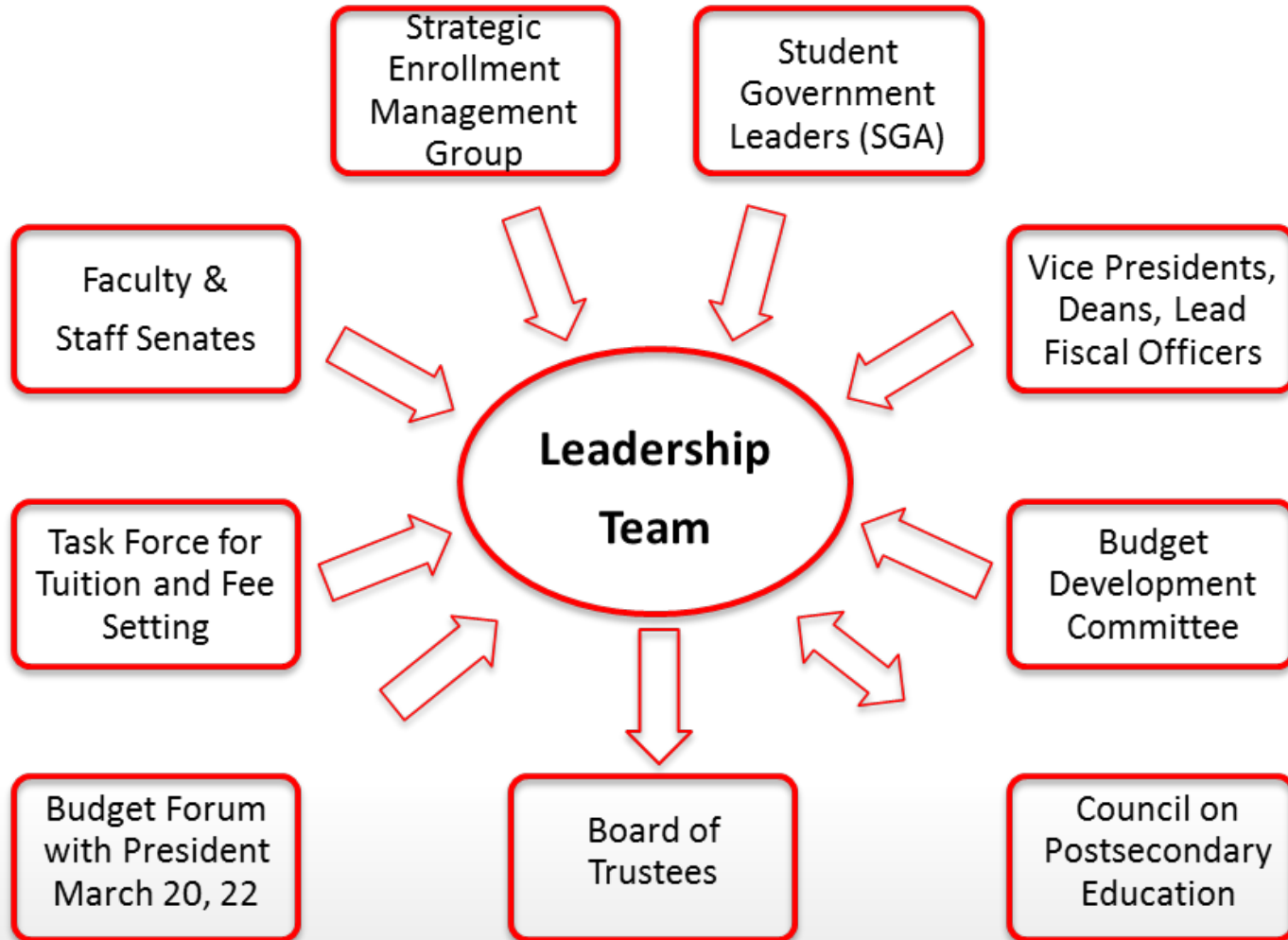
May 2017

Budget Development Process

Overarching Budget Principle

The University of Louisville is first and foremost an academic institution committed to excellence. The education of its students in undergraduate, graduate and professional programs is founded on a teacher-scholar model with a strong experiential component. The success and well-being of current and future students of the University of Louisville is of singular importance in all budgetary decisions.

A Collaborative Budget Process



Timeline for budget development

Time Period	Activity
July - February	Tuition setting and fee recommendation development
January - March	Revenue and expense forecasts / development of pro forma
January – April	Budget discussions with campus constituencies
April - May	Budget decisions by Leadership
Ongoing	Actively reviewing and monitoring budget versus actuals at both university and unit levels

Balanced Budget Approach

What led to the shortfall?

- **Variety of factors**
 - Underrealized tuition revenue
 - Use of one-time revenue to fund recurring expenses
 - Unsustainable reliance on endowment funding
 - Declining state support

How we will solve it...

- Revenues

- Recruit and retain more students
- Continue to expand course offerings
- Manage hospital optimally
- Renewed approach to donors

- Expenses

- Reduce operating costs
- Continue hiring frost; targeted Reductions-in-Force
- Reduce procurement costs

What makes this year different...

- Resetting the revenue and expenditure budgets to actuals;
- Tuition flat.... Keeping college affordable for our students;
- Lower revenue from UofL Foundation
- Continuing to reduce administrative overhead costs and ongoing efficiency efforts;
- Monthly monitoring and actively managing our budget to actuals; and
- Monthly cash forecasting

Actions to Ensure Positive FY 2017-18 Year-end Fund Balance

How to manage and balance FY 2018 budget

Balancing Actions	Amount
General Fund	
Operational cost reductions/savings	\$9 to 10 million
Procurement cost economies of scale/efficiencies	\$10 million
Faculty, staff, and administrator attrition	\$10 million
Non-general Fund	
One-time KYOne Health funds, plus attrition	\$17 million
Total	\$46 to \$47 million

FY 2017-18 Budget

Total Proposed FY 2018 Operating Budget

	FY 2017	FY 2018	FY 17-18 Change	
	Budget	Budget	Amount	Percent
General Funds	\$548,339,500	\$512,363,900	(\$35,975,600)	-6.6%
UofL Corporations	730,955,300	725,976,200	(4,979,100)	-0.7%
Total Operating Budget	\$1,279,294,800	\$1,238,340,100	(\$40,954,700)	-3.2%

UofL Corporations

UofL Corporations include the University of Louisville Research Foundation, Inc., University of Louisville Foundation, Inc., University of Louisville Athletic Association, Inc., the University of Louisville Medical School Fund, Inc., and the Quality and Charity Care Trust, Inc.

The governing board for each respective corporation approves the budget for that entity. The FY 2018 numbers reported here are preliminary and will change prior to their board meetings.

FY 2018 General Fund Budget

- FY 2017 budget reset is FY 2018 starting point
 - 3% across-the-board reduction established a reallocation pool of \$12 million
 - Strategic commitments then made to units

General Fund Revenue Budget



General Fund Revenue by Source of Funds

Description	FY 2017 Budget	FY 2018 Budget	Percent of Total	FY 17-18 Change	
				Dollars	Percent
Tuition and Fees	\$323,722,800	\$311,670,100	60.8%	(\$12,052,700)	-3.7%
State Appropriation and Other State Funds	133,638,400	133,638,000	26.1%	(400)	-0.0%
Transfers In	28,165,200	26,467,700	5.2%	(1,697,500)	-6.0%
Auxiliary Enterprises	13,653,400	23,323,300	4.6%	9,669,900	70.8%
Hospital-Related Revenue*	37,470,200	6,573,000	1.3%	(30,897,200)	-82.5%
Other Revenues**	11,689,500	10,691,800	2.1%	(997,700)	-8.5%
Total	\$548,339,500	\$512,363,900	100.0%	(\$35,975,600)	-6.6%

↑ Represents 86.9%

* Prior to FY 2018, revenues and expenses were budgeted as general funds. In FY 2018, they are budgeted as non-general funds to reflect the limitations on how those funds can be spent.

** Includes other non-educational revenue, interest income related programs, organized activities related to instruction, and sales and services of educational activities.

Tuition and Fees

- Includes student payments for courses, mandatory and course-specific fees
- Tuition and fees decline by \$12.1 million from FY 2017
 - Lower than expected retention
 - Shift toward online learning
 - Partially offset by increase in enrollment for Fall 2017 and growth in online programs

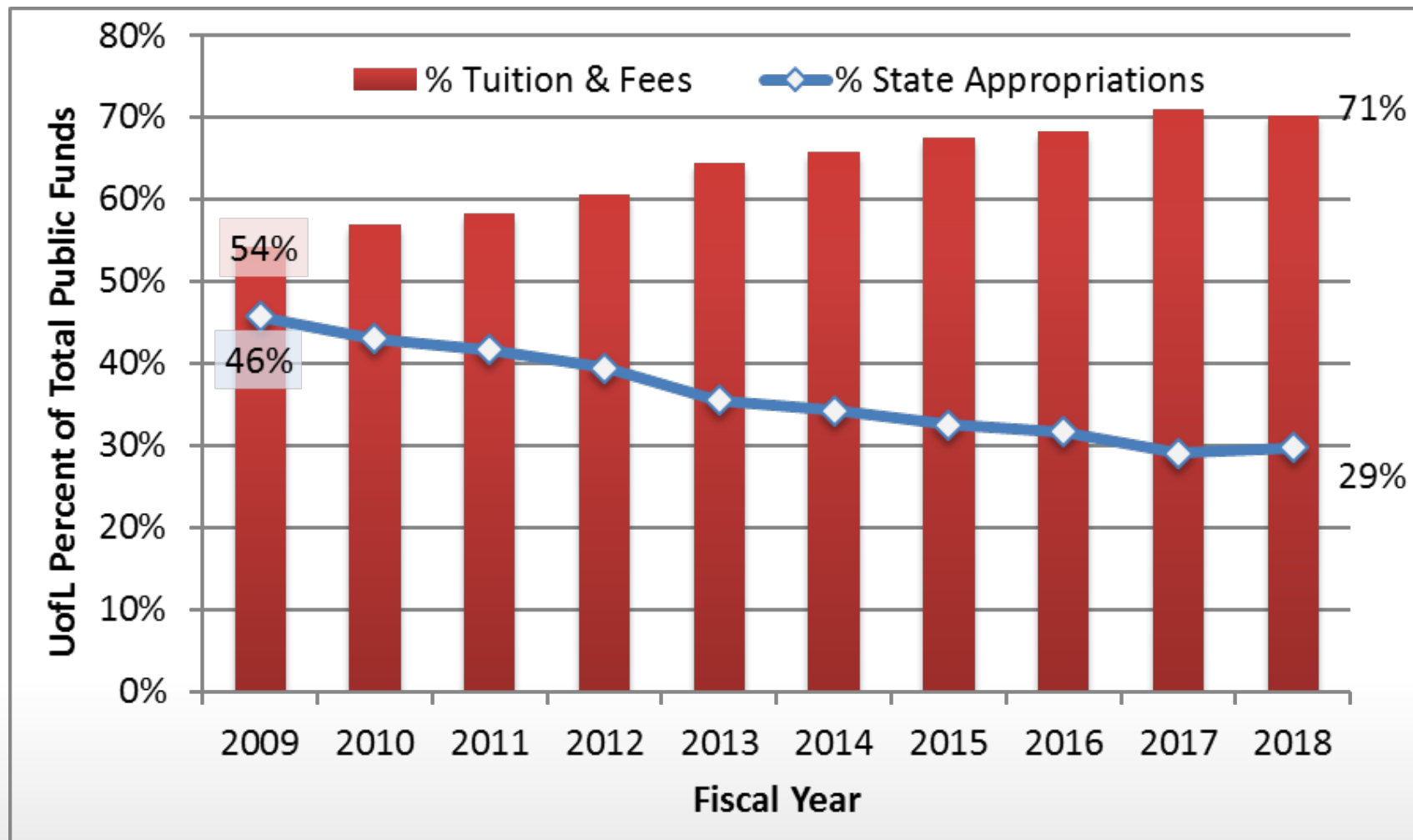
State Appropriations

- State appropriations represent general financial support to the university for instruction and operations
- State appropriations also include mandated-programs:
 - Equine Research (College of Business)
 - Pollution Control (J.B. Speed School of Engineering)
- State appropriations decline by \$400 in FY 2018
 - less* \$60,400 associated with performance funding
 - plus* \$60,000 for Equine Research Trust funds

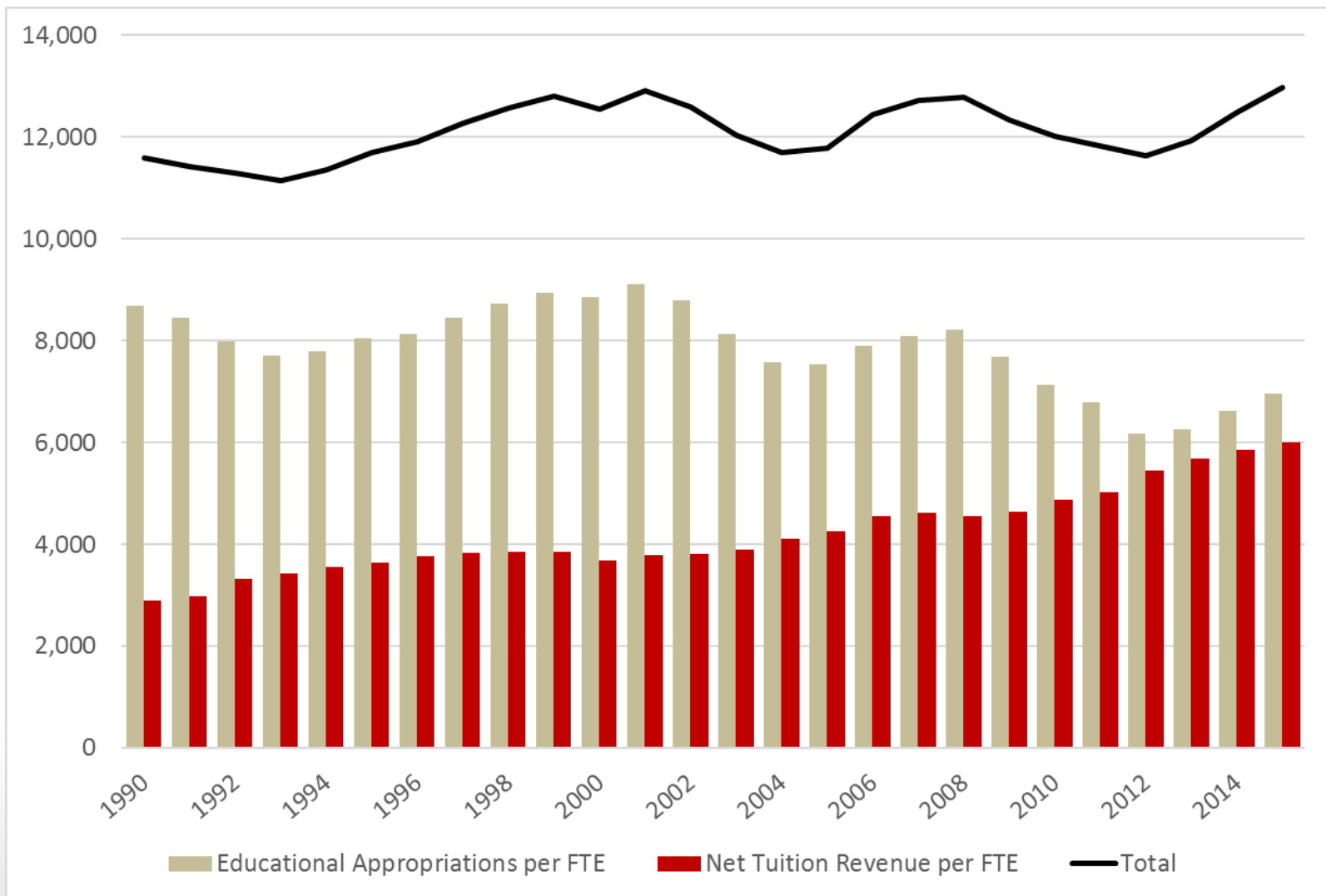
Change in Annual State Appropriations to UofL since FY 2007



Decreasing State Appropriation Places Greater Burden on UofL Students



Public Educational Appropriations and Net Tuition Revenues per FTE, US, FY 1990-2015



Transfers

- Corporations transfer funds to the university's general fund
- Transfers decrease by \$1.7 million in FY 2018:
 - less* \$6.6 million in Tax Increment Financing (TIF) from ULF
 - less* \$1.0 million in F&A for sponsored research from ULRF
 - plus* \$5.3 million for three bond issues for PJCS

Housing and other Auxiliaries

- Services that generate their own revenues (e.g., Parking, Housing)
- Revenues increase by \$9.7 million in FY 2018:
 - plus* \$9.5 million for housing operations: rate increase & new units
 - plus* \$0.2 million for parking, mostly for rate increases

Other Non-education Revenues & Interest Income

- Activities related to the university, but not directly connected to its core mission or operations
- Revenues decrease by \$0.9 million in FY 2018:
 - less* \$1.0 million in investment income
 - plus* \$0.2 million in rent

Organized Activities Related to Instruction

- **Examples include:**
 - Rauch Planetarium (operated by the College of Education and Human Development)
 - AP Summer Institute (College of Arts and Sciences)
 - Family Business Center (College of Business)
- **Revenues decrease by \$60,000 in FY 2018:**
 - less* \$40,000 for Rauch Planetarium
 - less* \$20,000 for Family Business Center

Sales and Services of Educational Activities

- Examples:
 - International Service Learning (Student Affairs)
 - Non-credit dance (School of Music)
- Revenues decrease by \$27,000 in FY 2018:
less \$27,000 for non-credit dance

Tuition and Fee Proposals



Tuition Setting Drivers

- CPE sets sector tuition rate ceilings
 - 4% for University of Kentucky
 - 5% for most comprehensives
 - Only applies to resident undergraduate tuition
- UofL Taskforce on Tuition and Fee Setting:
 - Comprised of deans, faculty, staff, and students
 - Considers all tuition and fee changes

“Credit for Credits”

- Tuition discounting strategy aimed at helping undergraduate students graduate in four years
- Students who earn 30 credit hours per academic year will receive a \$526 credit
- Eligible for four annual awards



Added benefits of “Credit for Credits”

- Students who earn the annual Credit for Credits award are on track to graduate in four years
- Could **save \$40,000** in total costs of attendance compared to students who take up to six years to graduate
- Plus, students who graduate more quickly begin earning a salary sooner.



Tuition Recommendation for FY 2017-18

- NO increase in undergraduate, graduate and professional tuition rates
- Housing rates increase 3%
- No increase in mandatory student fees
- Minimal increases in course, lab and other fees

Student Debt and Default Rates: UofL vs. Nation

	UofL	US
Students graduating with debt	57%	70%
Average debt of graduating students	\$27,281	\$35,000

Source: UofL News. "UofL below national average in grads with debt." June 9, 2016.

UofL student loan default rate

2010 (cohort): 9.7%

2013 (cohort): 7.2%

Source: Kentucky Council on Postsecondary Education.

General Fund Expenditure Budget



General Fund Expenditures by Category

Represents 64.6%

Description	FY 2017 Budget	FY 2018 Budget	Percent of Total	FY 17-18 Change	
				Dollars	Percent
Salaries and Wages	\$278,681,300	\$260,972,400	50.9%	(\$17,708,900)	-6.4%
Fringe Benefits	77,959,800	70,170,400	13.7%	(7,789,400)	-10.0%
Supplies and Operating	82,636,600	70,977,700	13.9%	(11,658,900)	-14.1%
Student Financial Aid	60,192,100	59,429,400	11.6%	(762,700)	-1.3%
Debt Service	16,830,400	22,214,000	4.3%	5,383,600	32.0%
Utilities	23,189,800	20,000,000	3.9%	(3,189,800)	-13.8%
Reserves	8,849,500	8,600,000	1.7%	(249,500)	-2.8%
Total	\$548,339,500	\$512,363,900	100.0%	(\$35,975,600)	-6.6%

Salaries and Wages

We line-item budget to the position level. Examples include:

- Faculty = \$126,429,200
- Staff = \$103,317,800
- Student Assistants* = \$14,158,000

* Student assistants include undergraduate students, graduate students, fellowships, post doctoral wages, and research associates.

Salaries and Wages

- Expenditures decrease by \$17.9 million in FY 2018:
 - Primarily due to KentuckyOne move to non-general funds
 - Also, unfilled positions removed from budget

Fringe Benefits

- Fringe benefits include
 - Health insurance
 - Retirement
 - Life insurance
 - Workers' compensation
 - Tuition remission (Employee and Dependent)
 - Direct bill (Retiree Health Insurance)
 - Social security, and
 - Medicare contributions

Fringe Benefits

- Expenditures decrease by \$7.8 million in FY 2018

less \$4.5 million for Fringe Benefit Reserve

less \$2.3 million for KentuckyOne move to non-general funds

less \$1.0 million for unfilled positions and other changes

Supplies and Operating Expenses

- General function and operation of units and departments
 - Examples: technology charges; office supplies; travel; printing
- Expenditures decrease by \$11.7 million in FY 2018
 - Primarily due *to* KentuckyOne move to non-general funds
 - Plus, \$8.1 million for expanded housing activities

Student Financial Aid

Expenditures decrease by \$800,000 in FY 2018:

less \$2.1 million for non-resident graduate tuition waiver

plus \$0.8 million for need-based financial aid

plus \$0.5 million for Law School scholarships

Utilities

- Utilities include expenses for electricity, water, natural gas, and steam/chill
- Expenditures decrease by \$3.1 million in FY 2018
 - Recent pattern of lower national and local energy costs
 - Energy efficiency efforts at the university

Debt Service

- Debt service payments increase by \$5.3 million due to bond issues for Papa John's Cardinal Stadium:
 - University of Louisville Athletic Association will transfer funds to the University for the debt service

Strategic Initiatives

Description	Amount	
<i>Student Initiatives</i>		
Student financial-aid increase	\$800,000	
Total Student Initiatives		800,000
<i>Faculty and Staff Initiatives</i>		
Faculty promotions	500,000	
Staff reclassifications and promotions	250,000	
Total Faculty and Staff Initiatives		750,000
<i>Academic Initiatives</i>		
J.B. Speed School enrollment growth & new faculty	3,100,000	
Costs associated with enrollment growth	1,400,000	
University Libraries collections, journals & databases	1,000,000	
School of Music strategic initiatives & scholarships	725,000	
Arts & Science general education costs & other initiatives	500,000	
Brandeis School of Law scholarships	500,000	
SIGS graduate stipends	200,000	
Freshman scholarships	140,000	
		7,565,000
Total Investment in Strategic Initiatives		\$9,115,000

UofL Corporations Budget



UofL Corporations

- Each corporation reports their budget to their respective boards.
- **Affiliated corporations:**
 - University of Louisville Research Foundation, Inc.
(Clinical Operations, Sponsored Research)
 - University of Louisville Athletic Association, Inc.
(Athletics programs)
- **Related entity:**
 - University of Louisville Foundation, Inc.
 - (Endowments, Gifts, Other Fundraising)

UofL Corporations Budgets

Budget by Corporation	FY 2017 Budget	FY 2018 Budget	FY 17-18 Change
University of Louisville Research Foundation, Inc.	\$482,780,500	\$539,027,600	\$56,247,100
University of Louisville Athletic Association, Inc.	96,400,000	104,505,900	8,105,900
University of Louisville Foundation, Inc.	149,274,800	82,442,700	(66,832,100)
Quality and Charity Care Trust	2,500,000	0	(2,500,000)
Total UofL Corporations Budget	\$730,955,300	\$725,976,200	(\$4,979,100)

Questions?

RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING BYLAWS REVISIONS

May 18, 2017

RECOMMENDATION:

The Ad Hoc Committee on Board Governance recommends the adoption of the [attached](#) revised Bylaws.

BACKGROUND:

The Ad Hoc Committee on Board Governance finalized its bylaws revisions at its April 27, 2017 meeting. Following that meeting, members of 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, as attached.

COMMITTEE ACTION:

Passed X

Did Not Pass _____

Other _____

Date April 27, 2017


Signature on File
Assistant Secretary

BOARD ACTION:

Passed X

Did Not Pass _____

Other _____

Date May 18, 2017


Signature on File
Assistant Secretary

By-Laws of the Board of Trustees
University of Louisville

BY-LAWS OF THE BOARD OF TRUSTEES OF
THE UNIVERSITY OF LOUISVILLE

ARTICLE 1: OFFICES

Section 1.1 REGISTERED OFFICE AND PRINCIPAL OFFICE

Until altered as provided by law, the Registered Office of the University of Louisville (the "University") shall be the address as on file with the Kentucky Secretary of State as amended and its principal office shall be Belknap Campus, Louisville, Jefferson County, Kentucky 40292.

Section 1.2 OTHER OFFICES

The University may maintain other offices at such places, within and without the Commonwealth of Kentucky, as its Board of Trustees may from time to time establish.

ARTICLE 2: THE BOARD OF TRUSTEES

Section 2.1 GENERAL POWERS

The government of the University shall be vested in a Board of Trustees, which shall consist of such number of persons having such voting rights, serving such terms and appointed by such means as provided in the Kentucky Revised Statutes. In exercising its powers as derived from the Kentucky Revised Statutes, and implemented in its By-Laws and the governmental procedures for the University, the Board of Trustees as the governing body of a state agency shall exercise its powers and authorities in a manner consistent with applicable policies set by the Commonwealth of Kentucky. Within the limits set by the Federal and State Constitutions and federal and state law, the Board is actively engaged in policy making, is responsible for aiding the University to perform at a high level of excellence, ensures that the financial resources of the University are sufficient to provide a sound educational program, and periodically evaluates the University's progress in implementing its missions, goals, and objectives.

Section 2.2 MEETINGS

The annual meeting of the Board shall be held in July of each year. At said annual meeting the Board shall elect its officers and the at-large member of the Executive Committee. A regular meeting of the Board of Trustees shall be at least quarterly, subject to modification as directed by the Board. Special meetings of the Board shall be held at the call of the Chair or the President of the University (the "President"), or upon the request of at least three Trustees. In April of each year the Secretary of the Board shall certify the attendance of each Trustee at each of the

By-Laws of the Board of Trustees
University of Louisville

meetings of the Board held since the previous April to the Chair of the Board of Trustees who in turn shall forward said certification to the Governor of the Commonwealth of Kentucky (the "Governor"). An emergency meeting of the Board may be called by the Chair, the President, or a majority of the Trustees.

A Trustee may vote and otherwise participate in board action by video-conference, but not by mere audio participation. A Trustee participating by phone may listen in and offer discussion but cannot vote and will not be counted for purposes of determining a quorum.

At any meeting in person or by video-conference, the Chair shall ensure that the Board complies with all provisions of the Commonwealth's open-meeting laws.

Section 2.3 NOTICE TO TRUSTEES OF MEETINGS

- (a) Reasonable notice, orally or in writing, of each Regular Meeting of the Board of Trustees shall be given by the person calling it or by the Secretary to the Board of Trustees, but such notice may be waived by any person entitled thereto. Attendance of a Trustee at any meeting shall constitute waiver of notice of such meeting, except when such Trustee attends the meeting for the express purpose of objecting to the transaction of any business because the meeting was not lawfully called or convened. Insofar as practicable, an agenda and copies of all reports and other materials to be presented at the meeting may be provided to the Trustees two (2) days prior to a meeting. Discussion and/or action at a regular meeting shall not be limited to items on the agenda. Neither the business to be transacted at nor the purpose of any regular meeting of the Board of Trustees need be specified in the notice, or waiver of notice of such meeting.
- (b)(i) Written notice shall be given of any special or emergency meeting of the Board by the person(s) calling the meeting, the Board Secretary or the Board Secretary's designee, but such notice may be waived by any person entitled thereto.
 - (ii) Notice of a special or an emergency meeting may be delivered (a) personally, (b) by facsimile, (c) by mail, or (d) by email.
 - (iii) Notice of a special meeting must be sent at least 24 hours before the special meeting.
 - (iv) An emergency meeting may be held with less than 24 hours advance notice, but the circumstances requiring the emergency meeting must be explained at the beginning of the meeting by the person chairing the meeting, and the circumstances requiring the emergency meeting must be recorded in the minutes of the meeting. Reasonable efforts must be undertaken, under emergency circumstances, to notify all Trustees of the emergency meeting as soon as reasonably possible.

By-Laws of the Board of Trustees
University of Louisville

- (v) Notice of a special or an emergency meeting shall state the date, time and place of the meeting and the agenda for the meeting.
- (vi) Any discussion at and action taken at a special or an emergency meeting shall be limited to items listed on the agenda in the meeting notice.

Section 2.4 QUORUM

A majority of all the Trustees shall constitute a quorum of the Board of Trustees, which shall act by a majority of those present at a meeting at which a quorum is present; but in the absence of a quorum a meeting may be recessed from time to time by consent of a majority of the Trustees present, without notice other than by announcement at the meeting.

Section 2.5 ORGANIZATION OF MEETINGS OF THE BOARD OF TRUSTEES

The Chair of the Board of Trustees shall preside at all meetings thereof. In the absence of the Chair, the Vice-Chair shall preside, but if both of them be absent, a Chair pro tempore shall be chosen at the meeting from among the Trustees there present. Such Chair shall be vested with all the powers and duties of the Chair. The Secretary of the Board shall act as Secretary of all meetings thereof. In the absence of a Secretary, the Chair shall appoint a Secretary pro tempore.

Section 2.6 EXECUTIVE SESSIONS OF THE BOARD OF TRUSTEES

Executive sessions of the Board and any of its committees shall remain confidential except for reports to be made only by the Chair of the Board of Trustees or a designated spokesperson or the President. The President may be excused from any executive session at which the appointment, discipline, or dismissal of the President is discussed.

Section 2.7 SELECTION AND EVALUATION OF THE PRESIDENT

The Board of Trustees is responsible for the selection and appointment of the President in accordance with the Board's obligations under state law and The Redbook. The Board of Trustees is also solely responsible for conducting a formal evaluation of the performance of the President on at least an annual basis. The Board of Trustees is solely responsible for making decisions on the President's responsibilities and authority, total compensation and continuation in office.

Section 2.8 ROLL CALL VOTE

A roll-call vote of the Board of Trustees shall be required on

all the following motions: (1) amendment of the By-Laws, adoption of a new By-Law, or repeal of an existing By-Law; (2) the annual operating budget, including student tuition and fee proposals for which Board approval is required; (3) funding requests for capital outlay and capital maintenance projects under consideration by the Board in compliance with its Financial Transactions Policy passed March 16, 2017 (the "Spending Policy") as hereinafter amended from time to time; and (4) revenue or institutionally funded capital projects. On any other motion, a roll-call vote shall be taken if required by law or if a Trustee present demands a roll-call vote before the announcement of a vote otherwise taken.

Section 2.9 COMMITTEES OF THE BOARD

A. IN GENERAL

In addition to the executive committee required by statute, the Board shall establish any committees, standing or ad hoc, required for the conduct of its business. The Board will define the membership composition and charge to such committees. The Chair of the Board of Trustees will make appointments to such committees after receiving recommendations from the Trustees. The Chair of the Board of Trustees will designate the Chair of each committee. The President shall be an ex-officio, non-voting member of all committees except the Audit, Compliance and Risk Committee. The President shall not be a member of the Audit, Compliance and Risk Committee.

B. STANDING COMMITTEES

Each committee shall consist of no less than three Trustees. Members of committees shall hold office until the appointment of their successors. Any vacancies on standing committees shall be filled by appointment of the Chair of the Board of Trustees unless otherwise provided by statute or these By-Laws. Authority to act on all matters is reserved to the Board unless expressly delegated to a committee by formal action of the Board, and the duty of each committee shall be to consider and make recommendations to the Board on matters referred to it. Unless otherwise required by law or these By-Laws, the Chair shall fill vacancies on standing committees within thirty (30) business days of the occurrence of such vacancy. Each committee shall have a written statement of purpose and primary responsibilities approved by the Board. The Chairs of all committees shall perform their duties in consultation with the Chair of the Board of Trustees and the President.

1. EXECUTIVE AND COMPENSATION COMMITTEE

The Executive and Compensation Committee shall consist of the officers of the Board of Trustees, one at-large member

of the Board who shall be elected by the Board, [and] one of the three constituency representatives who shall be a member. The Chair of the U of L Foundation Board shall be invited to participate in meetings of this Committee where the compensation of the President will be considered or discussed solely as an advisor and such participation shall be on an ex-officio, non-voting basis. In the case of the one constituency representative who shall serve on the Executive and Compensation Committee, the seat shall be filled on a rotating academic year basis in the following order and sequence beginning with the 2017-2018 academic year: the Faculty Senate chair, the Student Government Association president, and the Staff Senate chair. This committee shall, under the powers delegated to it in accordance with the Kentucky Revised Statutes, act for the Board of Trustees during the interim between meetings of the Board. The Executive and Compensation Committee shall carry out assignments given it by the Board of Trustees and make such reports to the Board as required by it. Actions taken by the Executive and Compensation Committee shall be reported to the Board for ratification except when the Board specifically authorizes an action to be taken on its behalf, in which case such action will be reported only. This committee shall conduct the evaluation of the President annually. The Executive and Compensation Committee's role in matters of compensation is to consider and recommend to the Board of Trustees compensation for the President, Vice Presidents and Deans pursuant to applicable state law and in accordance with the Spending Policy (See Section 2.8).

2. FINANCE COMMITTEE

The Finance Committee shall consist of a Chair and three (3) to six (6) additional Trustees duly appointed by the Chair of the Board of Trustees at its annual meeting or as soon thereafter as possible. The Treasurer of the Board of Trustees shall chair the Finance Committee. One of three constituency representatives who then serve as Trustees shall be a member of this committee, and such constituency representative shall be appointed on a rotating academic year basis. The committee shall consider the budget recommendations of the President, and shall submit its recommendations thereon to the Board as a whole. At the meeting of the Board when it considers the annual Operating Budget, the committee Chair shall make a report on the University's financial situation. This committee shall also (1) review and recommend Board requests and plans for borrowing; (ii) monitor financial performance; (iii) ensure that accurate and complete financial records are maintained; (iv) ensure that timely and accurate financial information is presented to the Board; and (v) provide oversight for endowment and other institutional

investments. This committee shall ensure compliance with the Spending Policy and in that capacity, review and recommend to the Board of Trustees requests for approval of any financial transaction requiring Board approval, whether by statute, regulation, Board By-Laws, the Spending Policy, or Board Resolutions.

3. AUDIT, COMPLIANCE AND RISK COMMITTEE

The Audit, Compliance and Risk Committee shall consist of a Chair and at least two (2) additional Trustees duly appointed by the Chair of the Board of Trustees at its annual meeting or as soon thereafter as possible. All members of this committee shall be financially literate meaning they shall be able to read and understand fundamental financial statements; including balance sheets, income statements and cash flow statements. This committee may have at least one non-voting community advisor (the "Advisor") who has extensive accounting, auditing and financial management expertise, but such person's participation shall be advisory only and on a non-voting basis. There shall be no overlapping membership of this committee and the Finance Committee. The Advisor, after signing an appropriate confidentiality agreement, shall be included in all discussions of the Audit, Compliance, and Risk Committee. The Advisor shall be selected by the Executive and Compensation Committee and appointed by the Chair of the Board of Trustees. The Advisor is not a member of the committee and may not serve as Chair of the Audit, Compliance and Risk Committee. The committee shall recommend the designation of an independent auditor and shall cause to be prepared and submitted to the Board of Trustees for approval at least once a year an audited statement of the financial condition of the University as of the close of the fiscal year and of the receipts and expenditures for each year. The committee may request any designated independent auditor, internal auditor, or any other officer or employee of the University to appear before it to report on the financial condition of the University and answer any questions the committee might have. The committee shall also receive other audit reports pertaining to the institution and recommend any changes deemed appropriate to financial control and accounting systems. This committee shall monitor internal controls and risk management. The President may, upon invitation of the committee, attend any meeting but in no event shall the President be a member of the committee, or have any voting rights.

4. ACADEMIC AND STUDENT AFFAIRS COMMITTEE

The Academic and Student Affairs Committee shall consist of a Chair and at least four (4) additional Trustees, including representatives of the Faculty Senate and Student Government Association, as duly appointed by the Chair of the Board of Trustees at its annual meeting or as soon thereafter as possible. The Academic and Student Affairs Committee shall consider all recommendations for academic centers, institutes, degree granting programs and other academic entities. Additionally, the committee will receive regular reports, at least annually, from the President regarding policies affecting the academic enterprise or the welfare of faculty and/or students.

In addition, the Academic and Student Affairs Committee shall consider all nominations from whatever source for a University-wide award or for the granting of any honorary degree from the University. The committee shall be involved in all discussions of and recommendations to the Board of Trustees of those to be considered for such awards or honorary degrees. The Academic and Student Affairs Committee shall consider all recommendations for promotion within the University and the awarding of tenure and any other matters that require action by the Board of Trustees under state law or The Redbook; and following such review, the committee shall make its recommendations to the full Board of Trustees.

This committee shall also administer Trustee awards. It shall consider recommendations and nominations for faculty (full or part-time) who have had an extraordinary impact on students. The committee shall make its recommendations to the Board of Trustees for approval in time for presentation to the award winner at the May University Commencement ceremonies.

5. HUMAN RESOURCES COMMITTEE

The Human Resources Committee oversees the University's human resources policies and practices and advises the President, other members of the University administration, and the Board of Trustees on major aspects of workforce planning, strategy and investment to ensure that the workforce configuration and culture are optimally suited to the strategic needs of the University and reflect its values of equity, diversity, and inclusion. This committee shall consist of a Chair and no fewer than four (4) additional Trustees, including a representative of the Staff Senate as duly appointed by the Chair of the Board of Trustees. The Human Resources Committee advances the University's mission by promoting fair and respectful

practices and compliance with all applicable labor, employment, and workplace laws.

6. GOVERNANCE, TRUSTEESHIP AND NOMINATING COMMITTEE

This committee shall consist of a Chair and at least three (3) additional Trustees, including one constituency representative as duly appointed by the Chair of the Board of Trustees. If possible, one member of this committee should be a lawyer. It shall be the duty of this committee to help: orient new trustees toward fulfilling the responsibilities of trusteeship; to ensure that Trustees have ongoing education; to annually review and evaluate the Board's structure, composition, policies and By-Laws against state law and board practices; to assess annually the performance of the Board and Trustees; to assure compliance with the By-Laws and state law regarding optimum terms of service of Trustees and officers; to nurture the collegiality and vitality of the Board; and to consider at least annually and recommend to the Board of Trustees all changes to the By-Laws and Policies and assure that the Board's By-Laws reflect the direction of the Board of Trustees and current state law.

In addition, this committee shall act as the nominating committee for the Board and shall solicit nominations from among the Trustees when making its recommendations for the annual election of officers. The Governance, Trusteeship and Nominating Committee shall consult with all Trustees prior to presenting its recommendations to the Board of Trustees for the election of officers at the annual meeting.

This committee shall also develop the tool for presidential evaluation and work with the Chairman of the Board and the Executive and Compensation Committee to ensure that the President is evaluated consistently and annually.

C. AD HOC COMMITTEES

The members of ad hoc committees established pursuant to Section 2.9 (C) of these By-Laws shall be appointed by the Chair of the Board of Trustees with such powers and duties and period of service as the Chair of the Board of Trustees may determine, provided that no ad hoc committee shall be created to act upon a matter appropriate to be acted upon by a standing committee. The Chairs of ad hoc committees shall be appointed by the Chair of the Board of Trustees and shall perform their duties in consultation with the Chair of the Board of Trustees and the President.

By-Laws of the Board of Trustees
University of Louisville

Section 2.10 RULES OF ORDER

The rules contained in the current edition of Robert's Rules of Order, Newly Revised, shall govern the Board in all cases to which they are applicable and in which they are not inconsistent with these By-Laws, any special rules of order this Board may adopt and any statutes applicable to the Board.

ARTICLE 3. REMOVAL OF BOARD OF TRUSTEES

Sections 3.1, 3.2, and 3.3 below set out the University's policy by which individual Trustees can be dismissed or, in compelling circumstances, the entire Board of Trustees removed for limited and appropriate reasons and by a fair process that provides for notice and the right to be heard. This process is consistent with the state statutes and University policy.

Section 3.1 INDIVIDUAL MEMBERS

- (a) Except as provided in Sections 3.2 and 3.3, members of the Board of Trustees shall not be removed except for cause.
- (b) A Trustee may be removed for cause as follows:
 - (1) The Governor or the Board of Trustees shall notify, in writing, the Trustee and the Kentucky Council on Postsecondary Education (the "CPE") that the Trustee should be removed for cause and shall specify the conduct warranting removal;
 - (2) The Trustee shall have seven (7) days to voluntarily resign or to provide evidence to the CPE that the Trustee's conduct does not warrant removal;
 - (3) Within thirty (30) days after receipt of notice from the Governor or the Board of Trustees, the CPE shall review the written notice, investigate the Trustee and the conduct alleged to support removal and make a nonbinding recommendation, in writing, to the Governor as to whether the Trustee should be removed, a copy of which shall also be provided to the Kentucky Legislative Research Commission (the "LRC");
 - (4) The Governor shall then make a determination, in writing, whether the Trustee should be removed and shall notify the Trustee, the Board of Trustees, the CPE and the LRC of the determination; and
 - (5) If the Governor's determination is to remove the Trustee, the Governor shall remove the Trustee by executive order, and shall replace the Trustee with a new appointment according to the applicable statutes for the Board of Trustees.

By-Laws of the Board of Trustees
University of Louisville

- (c) For the purposes of this Section 3.1, a Trustee may be removed for cause for conduct including but not limited to malfeasance, misfeasance, incompetence or gross neglect of duty.

Section 3.2 PROPORTIONAL REPRESENTATION REQUIREMENT

If the Board of Trustees is required by law to have proportional representation in its membership based on residence, political affiliation, gender, minority racial composition or professional qualifications, the Governor may remove any Trustee and replace him or her with another individual in order to bring the membership into compliance with the proportional representation requirement for the Board of Trustees, provided that the Governor shall:

- (a) Only exercise the removal authority granted in this Section 3.2 if appointment at the end of the next expiring term of a Trustee, or at the end of the next expiring term of Trustees if two (2) or more Trustees' terms expire at the same time, cannot cure the deficiency in the proportional representation requirement;
- (b) Remove the fewest number of Trustees necessary to bring the membership into compliance with the proportional representation requirement for the Board of Trustees;
- (c) Identify the order in which the Trustees were appointed to their current terms on the Board of Trustees and, beginning with the most recently appointed Trustee who may be removed and replaced to bring the membership into compliance with the proportional representation requirement, remove the Trustee or Trustees according to the length of their tenure on the Board of Trustees, without taking into account any prior term of service on the Board of Trustees by the Trustee;
- (d) Provide any Trustee proposed to be removed with the following:
 - (1) Written notice, at least seven (7) days prior to the Trustee's removal from the Board of Trustees, stating the proportional representation requirement that the Trustee does not satisfy; and
 - (2) An opportunity during the seven (7) day notice period for the Trustee to voluntarily resign or to provide evidence to the Governor that the Trustee does satisfy the proportional representation requirement or that another Trustee on the Board of Trustees who also does not satisfy the requirement has a shorter tenure than the Trustee proposed to be removed;
- (e) Replace any removed Trustee with only those individuals who will bring the Board of Trustees into compliance with the proportional representation requirement; and

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University of Louisville

- (f) Appoint any new Trustee in the same manner as provided by law for the Trustee being removed and to fill the remainder of the removed Trustee's unexpired term.

Section 3.3 ENTIRE MEMBERSHIP

The Governor may remove for cause all appointed Trustees of the Board of Trustees and replace the entire appointed membership as follows:

- (a) The Governor shall notify, in writing, the Board of Trustees and the CPE that the entire appointed membership of the Board of Trustees should be removed for cause and shall specify the conduct warranting removal;
- (b) The Board or its Trustees shall have seven (7) days to voluntarily resign or to provide evidence to the CPE that the conduct of the Board of Trustees or of individual Trustees does not warrant removal;
- (c) Within thirty (30) days after receipt of notice from the Governor, the CPE shall review the written notice, investigate the Board of Trustees and the conduct alleged to support removal and make a nonbinding recommendation, in writing, to the Governor as to whether the appointed membership of the Board of Trustees should be removed a copy of which shall also be provided to the LRC;
- (d) The Governor shall then make a determination, in writing, whether the entire appointed membership of the Board of Trustees should be removed and shall notify the Trustees, the CPE and the LRC of the determination;
- (e) If the Governor's determination is to remove the entire appointed membership of the Board of Trustees, the Governor shall remove the Trustees by executive order, and shall replace the Trustees with new appointments according to the applicable statutes for the Board of Trustees; and
- (f) For the purposes of this Section 3.3, the entire appointed membership of the Board of Trustees may be removed for cause if the Board of Trustees is no longer functioning according to its statutory mandate as specified in the enabling statutes applicable to the Board of Trustees, or if the Board's conduct as a whole constitutes malfeasance, misfeasance, incompetence or gross neglect of duty, such that the conduct cannot be attributed to any single Trustee or Trustees. The inability of the Board of Trustees to hold regular meetings, to elect a chair annually, to establish a quorum, to adopt an annual budget, to set tuition rates, to conduct an annual evaluation of the President, to carry out its primary function to periodically evaluate the University's progress in implementing its mission, goals, and objectives to conform to

By-Laws of the Board of Trustees
University of Louisville

the strategic agenda or to otherwise perform its duties under Kentucky Revised Statutes Section 164.830 shall be cause for the Governor to remove all appointed Trustees and replace the entire appointed membership pursuant to this Section 3.3 and applicable law.

ARTICLE 4: OFFICERS

Section 4.1 OFFICERS OF THE BOARD

The officers of the Board of Trustees shall be a Chair, a Vice-Chair, a Secretary, and a Treasurer, and such other officers and assistant officers as the Board may appoint.

Section 4.2 DUTIES OF THE CHAIR

A Chair, who shall be annually elected by the Board of Trustees from among its members for a term of one year, shall preside at all meetings of the Board of Trustees and shall perform such other and further duties and have such powers as are usually performed and possessed by similar officers of like institutions of higher education and shall perform such other duties and have such additional powers as may from time to time be prescribed by the Board of Trustees.

Section 4.3 DUTIES OF THE VICE-CHAIR

A Vice-Chair, who shall be annually elected by the Board of Trustees from among its members for a term of one year, shall perform all the duties and have all the powers of the Chair during the absence or disability of the latter.

Section 4.4 DUTIES OF THE SECRETARY

A Secretary, who shall be elected annually by the Board from among its members for a term of one year, shall keep the minutes of all proceedings of the Board of Trustees, and shall see that proper minutes and records are kept of all proceedings of committees of the Board including the Executive and Compensation Committee. The Secretary shall make and keep proper records which shall be attested. In addition, the Secretary shall keep such other books and records as may be required by the Board of Trustees and shall have charge of the corporate seal. The Secretary shall generally perform such other and further duties as may be required by the Board of Trustees. In the absence of the Secretary or in the event of disability, the duties shall be performed by any Trustee or any Assistant Secretary who may be appointed by the Chair.

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Section 4.5 DUTIES OF THE TREASURER

A Treasurer, who shall be elected annually by the Board from among its members for a term of one year, shall have general supervision over the financial matters of the University and shall see that reports as to the financial condition of the University are made to the Board of Trustees, as may be required by the Board. The Treasurer generally shall perform such other and further duties as may be required by the Board of Trustees. In the absence of the Treasurer or in the event of disability, the duties shall be performed by any Trustee or Assistant Treasurer who may be appointed by the Chair. The Treasurer shall chair the Finance Committee.

Section 4.6 OTHER OFFICERS

The Board of Trustees shall have authority to appoint such other officers, agents and employees as may be desired.

ARTICLE 5: MISCELLANEOUS PROVISIONS

Section 5.1 CONFLICT OF INTEREST

All Trustees shall disclose any known conflict of interest and shall avoid participating in any decision or advocating any subject matter before the Board in which the Trustee, a business in which the Trustee is an owner or an employee, or a member of the immediate family of a Trustee has a conflict of interest. When a Trustee learns that a business transaction presents a conflict of interest, that Trustee must make an immediate, full disclosure to the Board of his or her interest in the subject. The Trustee shall not participate in any discussion of or decision on the issue. Disclosures are necessary for business transactions which would result in conflict of interest. Failure of a Trustee to make a disclosure shall void any resulting agreement at the option of the University. University remuneration to a faculty or staff Trustee and financial aid to a student Trustee shall not be considered a financial or other conflict of interest. Conflicts of interest shall be dealt with in accordance with state statutes.

Section 5.2 DIPLOMAS, DEGREES AND CERTIFICATES

All diplomas, degrees and certificates of the University shall carry the signature or a facsimile signature of the Chair of the Board of Trustees, the President, the Dean of the academic unit, and the Registrar.

ARTICLE 6: AMENDMENT OF BY-LAWS

Section 6.1 IN GENERAL

The Board of Trustees may alter or amend these By-Laws and may adopt new ones, but notice of any proposed changes shall be given at the previous regular or special meeting.

By-Laws of the Board of Trustees
University of Louisville

I HEREBY CERTIFY that these By-Laws were duly adopted by the Board of Trustees of the University of Louisville as required by law, this 18th day of May, 2017.

Signature on File

Chair of the Board of Trustees

(Revised: May 18, 2017)

Signature on File

Attest: -

Assistant Secretary

University of Louisville Board of Trustees
Policy Statements and Operational Guidelines

BOT 1.0 Policy Statements

1.1 Ethics Statement

In all matters entrusted to the Board of Trustees of the University of Louisville, the Board, individually and collectively, is committed: to uphold the public trust in the University of Louisville; to carry out its responsibilities in accordance with the laws of the Commonwealth; to act with care and make informed decisions; to comply with University policies applicable to the Board of Trustees; to refrain from actions which put a Trustee's personal or professional interests in conflict with that of the University and to abstain from any action or vote where appropriate; and, to avoid the use of Trustee appointment to obtain any private benefit. Further, neither the Chair of the Board nor a majority of Trustees shall have a contractual, employment, or personal financial interest in the University.

1.2 Philanthropy Statement

The Board of Trustees recognizes that every Trustee has a responsibility to lead by example through personal philanthropy that reflects personal financial means. The Trustees accept, therefore, as the University of Louisville increasingly seeks private support that they will achieve 100% trustee participation in annual donor giving.

1.3 Freedom from Undue External Influence

The Board of Trustees is free of undue influence from political, religious, or other external bodies and is committed to protecting the institution from any such influence. In support of this commitment, the Board will maintain a robust policy on conflicts of interest in adherence with applicable state law, will educate Trustees through various means on their obligations in responding to an actual or perceived conflict of interest, and will review Board conflict of interest policies periodically to ensure that they remain up-to-date. In addition, as noted in Operational Guideline 2.1 below, all Trustees will attend orientation organized through the CPE that will highlight, among other matters, the University's strategic agenda and the strategic implementation plan, its mission, its policies, procedures, and priorities, board fiduciary responsibilities, legal considerations including open records and open meetings requirements, and ethical considerations arising from Board membership. The Board will also maintain membership in the Association of Governing Boards so that it has ready access to information regarding best practices for board governance. As noted in Article 3 of the By-Laws, the Board has in place a detailed policy by which individual Trustees can be dismissed or, in compelling circumstances, the entire Board of Trustees removed for limited and appropriate reasons and by a fair process that provides for notice and the right to be heard.

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University of Louisville

BOT 2.0 Operational Guidelines

- 2.1 All new Trustees will attend a formal orientation as soon as practicable after being appointed to the Board.
- 2.2 The Board will hold an annual retreat.
- 2.3 For any meeting of any committee of the Board of Trustees, other than committee meetings which are scheduled for those dates on which regularly scheduled Board of Trustees or committee meetings are to be held, every effort will be made to provide at least four business days' notice of same.

(Revised: May 18, 2017)

RESOLUTION OF THE BOARD OF TRUSTEES
UNIVERSITY OF LOUISVILLE
REGARDING THE APPOINTMENT OF AN
AD HOC TENURE AND NEPOTISM POLICY COMMITTEE

May 18, 2017

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:

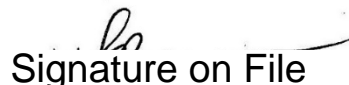
- Review the University's current tenure policies and practices and the University's current anti-nepotism policy and practices.
- Examine and determine best practices at comparable institutions.
- Make recommendations regarding the University's tenure policies and practices and the University's current anti-nepotism policy and practices to the Board of Trustees on or before November 16, 2017.

Board Action:

Passed: X

Did Not Pass:

Other:


Signature on File

Assistant Secretary

**RECOMMENDATION TO THE BOARD OF TRUSTEES
CONCERNING AUTHORIZATION FOR CAPITAL PROJECTS**

Finance & Budget Committee: April 27, 2017
Board of Directors: April 27, 2017
Board of Trustees: May 18, 2017

RECOMMENDATION:

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

<u>Facility</u>	<u>Funding Status</u>	<u>Project Scope</u>
Construction of Athletic Television Production Studio	Funded	\$8,000,000

BACKGROUND:

The Atlantic Coast Conference and ESPN have partnered to launch the comprehensive linear and digital ACC Network in 2019, a venture that will create significant exposure and revenue opportunities. With the network launch, the University of Louisville must install a full television production studio which will house all the equipment and personnel that is required from ESPN and ACC. The new venture is a partnership and not simply a rights fee payment.

In order to be prepared for the launch of the network, we, as with all ACC schools, need to have our production facility -- which will be connected by fiber to all our venues and to ESPN -- in place by 2019. We expect to work with Anthony James Partners, an approved vendor that will serve as our consultant to efficiently and cost effectively outfit the project with the established requirements set for each ACC institution. The production area will require approximately 6,000-8,000 square foot of work space.

The production space will house three video control rooms, studio space and editing rooms. The studio will be used for creation of not only ACC Network content, but for other video projects in support of the athletic department for all sports as well.

One control room will be outfitted to produce linear telecasts which include ESPN, ESPN2, ESPNU, and on the ACC Network. The second control room would be used to produce linear and nonlinear television primarily for the ACC Network and ACC Network Extra, an online option for the events that is currently in use. The third video control room would be used to produce live, in-game content for our venue video walls such as those in Papa John's Cardinal Stadium, Dr. Mark and Cindy Lynn Stadium, Jim Patterson Stadium and Ulmer Field.

ESPN will also install within the production facility a bureau studio, which would allow UofL staff and players to do live interviews on any ESPN platform and/or broadcast channels.

Funding: Funding will come from future television revenue from ACC. The current plan is to designate \$800,000 per year for this project beginning in 2017-18 budget.

The University had to pay an entry fee of \$2.4M to enter the ACC. The University allowed the ACC reduce its television revenue \$800,000 per year to pay this fee. The final payment will be deducted in June 2017. The television revenue will therefore increase \$800,000 next fiscal year. We will use these funds to begin our planning for this project, including paying for the consultant.

Once the consultant completes his review and recommendations, it will become necessary that Athletics take a loan to cover all capital related expenses. Athletics will work with the University Financial Affairs Office to determine best plans to borrow and finance the project.

FINANCE & BUDGET COMMITTEE:

Passed X
Did Not Pass _____
Other _____
Date 4/27/2017

 rs
Signature on File
Assistant Secretary

ULAA BOARD ACTION:

Passed X
Did Not Pass _____
Other _____
Date 4/27/2017

 rs
Signature on File
Assistant Secretary

BOARD OF TRUSTES ACTION

Passed X
Did Not Pass _____
Other _____
Date May 18, 2017

 rs
Signature on File
Assistant Secretary

**RECOMMENDATION TO THE BOARD OF TRUSTEES CONCERNING
AUTHORIZATION FOR CAPITAL PROJECTS**

Finance & Budget Committee: April 27, 2017

Board of Directors: April 27, 2017

Board of Trustees: May 18, 2017

RECOMMENDATION:

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

<u>Facility</u>	<u>Funding Status</u>	<u>Project Scope</u>
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

BACKGROUND:

The Athletic Department has been pursuing the long-term ground lease of Churchill Park for four years to provide a practice facility in close proximity to their existing competition field (Dr. Mark and Cindy Lynn Stadium) and the soccer complex. Churchill Park is approximately 7 acres that has 3.2 acres of open space (“Open Space”) and another 3.8 acres that is currently used by Metro Government as their central location for the Parks and Recreation Department (“Metro Space”).

The title to the property was donated to Metro Government in the early 1900’s. There is a reversionary interest in the property that is held by Christ Cathedral Church (the “Church”). Metro Government agreed to ground lease the Open Space to the Athletic Department in exchange for (i) a \$15,000 annual payment to Metro Government and (ii) the Athletic Department acquiring the Church’s reversionary interest in Churchill Park.

- A. The Church has agreed to a sell the entire reversionary interest to the Athletic Department in exchange for the following terms:
 - 1. Upon signing, the Athletic Department will transfer \$350,000 to the Church.

2. Beginning one year after signing, the Athletic Department will make 10 annual payments of \$50,000 to the Church.
- B. As stated above, Metro Government has requested an annual payment of \$15,000 per year. This represents the current annual income Metro Government receives for leasing the Open Space at Churchill Park.
 - C. The Athletic Department has preliminary estimates to construct a soccer field, provide lighting and fencing around the area.

If Metro Government decides to vacate the Metro Space, the Athletic Department will have the option to expand the ground lease to include the Metro Space.

Funding: The Athletic Department borrowed \$15M for the construction of the Academic Center and the building of a Facilities Building for the Athletic Ground Department. The amount designated for the Facilities building was \$1.4M. As this project has been delayed, Athletics has designated that the \$1.4M be used to support the acquisition and development of Churchill Park.

The annual payment of \$50,000 to the Church and the annual payment of the \$15,000 to Metro Government will be made from the Athletic Department annual budget.

FINANCE & BUDGET COMMITTEE:

Passed X
 Did Not Pass _____
 Other _____
 Date 4/27/2017

 DN
 Signature on File
 Assistant Secretary

ULAA BOARD ACTION:

Passed X
 Did Not Pass _____
 Other _____
 Date 4/27/2017

 DN
 Signature on File
 Assistant Secretary

BOARD OF TRUSTES ACTION

Passed X
 Did Not Pass _____
 Other _____
 Date May 18, 2017

 DN
 Signature on File
 Assistant Secretary

RESOLUTION OF THE BOARD OF TRUSTEES OF THE UNIVERSITY OF LOUISVILLE
REGARDING NEGOTIATIONS WITH THE YUM! CENTER ARENA AUTHORITY

May 18, 2017

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.

Board Action:

Passed: _____ X _____

Did Not Pass: _____

Other: _____


_Signature on File
Assistant Secretary