Minutes
BOARD OF TRUSTEES' MEETING
September 21, 2024 12:30 p.m.
Adams Administration Bldg., Troy University Campus
Troy, Alabama

The Troy University Board of Trustees convened at 1:00 p.m. on September 21, 2024, at the Troy University Campus, Troy, Alabama.

I. Call to Order

Board President Pro Tempore Gibson Vance called the meeting to order and welcomed everyone to the Fall meeting of the Board of Trustees.

Welcomed Emily from the Tropolitan. Emily is a senior from Bonifay, Florida.

II. Roll Call

At the request of Mr. Vance, the following members, comprising a quorum, answered present:

Mrs. Karen Carter, Gen. Ed Crowell, Sen. Gerald Dial, Mr. Roy Drinkard, Mr. Forrest Latta (by ZOOM), Mr. Charles Nailen, Mr. Freddie Thomas, Mr. Gibson Vance, Sen. Cam Ward and Ms. Betsy Bennett

Absent: Governor Kay Ivey, Mr. John Harrison, Mayor Earl Johnson

President Pro Tempore Gibson Vance on Trustee Karen Carter for opening prayer.

III. Approval of Minutes

A draft copy of the minutes from the May 7, 2024 meeting was provided to the members of the Board of Trustees prior to the meeting.

ACTION: TRUSTEE CROWELL MADE A MOTION TO ACCEPT THE MINUTES FOR THE MAY 7, 2024 MEETING AS PRESENTED. THERE WERE NO CORRECTIONS OR ADDITIONS BROUGHT FORWARD. FOLLOWING A SECOND BY TRUSTEE NAILEN. THE MOTION CARRIED.

IV. Reports

President Pro Tempore Vance called upon Chancellor Hawkins for the Chancellor's report.

A. Chancellor

The following is an outline of the Chancellor's Report.

- "There is one body, but there are many parts."
    - That defines a university-from academics to athletics, from enrollment to finance. The body is the sum of its parts. You can't measure just one dimension as reflective of the whole.
- The Best We've Ever Been
- Reclassified as Doctoral Degree Institution
- Sorrell College of Business – one of 189
- Proud of Nursing – 100% Success Rate in NCEX BSN/ASN
- Teacher Ed – Best in Alabama
- STEM
- Approved by SACS to offer Ph.D. in Criminology
- Earned the Brand of Alabama's International University
- Never More Respected
- Rankings are There from Princeton Review to Military Times
- Athletics – More than 50 Conference Championships since 1990
- Financial – Never More Stable
- Tuition – 4 years no increase
- Staffing patterns correlate with enrollment trends
- Alabama's most Beautiful Campus
- Challenges
    - Enrollment
    - Satellite Campuses
    - "If you fail to PLAN, you PLAN to fail!"
    - We have a PLAN!

Chancellor Hawkins called on Sohail Agboatwala to present plans from the division of Student Services.

B. Board Committee Reports

- **<u>Student Affairs Committee, Honorable Cam Ward</u>**

The following is an outline of the report from Student Affairs

Structural Changes starting '22-'23 Cycle

- New Leadership for Student Services & Administration
    - ➢ Combining Domestic & International Recruiting Efforts
    - ➢ Process efficiency
- Coming Marketing (the Communications) with Enrollment
    - ➢ Enrollment-focused efforts

- Moving Financial Aid into Student Services to Align Functions
  - Aligning the initial engagement and lead generation
- New Leadership in the Three Major Functions
  - Retirement and realignments of operations
- Ongoing Elimination of Physical Locations
  - Completed
    - Fayetteville
    - Hampton Roads
    - Pacific Region
  - Underway
  - Brunswick
  - Clarksville
  - Augusta
  - Panama City
  - Pensacola
- Over $1.9 million in savings from salary & benefits – 78 full-time positions eliminated.
- The Students Journey – Meeting Student Where They Are
- Re-thinking "reach"
  - Right-fit targeting based on successful student profiles
- Boldly demonstrating value and values
  - Articulating the benefits of the TROY degree with compelling data
  - Connecting the audience who share our values
- Practicality over Prestige-skills for a new employment era
  - Aligning the student journey with applicants' top concerns
- Fall New Starts
  - Up from 3381 in 2021 to 3838 in 2024
- International Enrollments
  - Fall 2022 – 445
  - Fall 2023 – 483
  - Fall 2024 – 617
- Fall '25 Credit Hour Production
- Convenience Matters
  - Troy campus students enrollment patterns
    - Fall Semester 2022 – 1710
    - Fall Semester 2023 – 1894
    - Fall Semester 2024 – 2230

- Growing Dual Enrollment
  - Enhanced Course Offering
  - Automatic acceptance to Troy University Waived freshman application fee (currently doing for existing DE students)
  - Faculty in schools recruiting
  - High School Student Ambassador Program
    - Monthly Meetings (including on-campus@ TROY)
    - Sell Troy University Scholarships for Accelerate
  - Graduation chords for participants
  - Early freshman benefits at Troy University
    - Housing
    - Scholarships
    - IMPACT/Registration Priority
  - Recruitment/Enrollment
    - Working with Carnegie to Find the Right Fit
    - Transfer Students: Getting a Second Shot
    - Academics/Advisement: Promoting "in-field" employment of gradates
    - Marketing: Sustaining/Building awareness in right-fit audiences
    - Retention: assuring supportive, engaging culture that reflects a welcoming, safe, and diverse environment
  - Retention – Mental Health
  - Marketing & Communications
    - New Communications Model
  - Awareness – New External Partnerships
    - Niche.com
    - Carnegie
    - CampusESP
    - EAB (Education Advisory Board)
    - Print Campaigns through Slate Group
- Scholarship Expansion
  - Scholars and Scholars Plus
    - Additional Awards Needed: 100 eligible students with a 30+ ACT waitlisted – EARLY AWARDS
  - Scholars Plus Elite:
    - Extend coverage to include the Trojan Bookbag
  - Scholars:

- Increase to cover full tuition and a meal plan.

➢ Chancellor's, Leadership & Performing Arts
- Chancellor's: Increase range to $6,000 to $12,000
- Leadership: Increase range to $3,000 to $6,000
- Performing Arts: increase the overall Cap by 30% to cover tuition increases

Trustee Dial voiced his support for proposed enhancements to recruiting. Trustee Ward suggested convening a committee meeting in the Spring to review and present a formal proposal at Spring BOT meeting for implementation next fall.

- **Academic Affairs Committee, Honorable Karen Carter**

President Pro-Tem Vance called on Trustee Carter for a report from the Academic Affairs Committee. Mrs. Carter turned the report over to Dr. Kerry Palmer, Senior Vice Chancellor for Academic Affairs.

- Celebrating Academic Success
  - ➢ Fortune MBA ranking – 10th nationally for online programs
  - ➢ Nurse Practitioner Program – 4th nationally – most affordable
  - ➢ Elementary Education Program – "A" rating – NCTQ
  - ➢ Online BS – Psychology – 12th in the national
  - ➢ Online graphic design – 1st in the nation – Forces Advisor
  - ➢ Role change – "Doctoral" institution – ACHE
  - ➢ Dr. Michael Thrasher, Dean of the College of Communication and Fine Arts going to Germany as a Fulbright Scholar
  - ➢ Sorrell College remains among world's elite business and accounting schools
  - ➢ Two faculty members performing at Carnegie Hall
  - ➢ Dr. Priya Menon to lead TROY's Global Scholars Honors Program
  - ➢ TROY Business Professor makes legal history in field of artificial intelligence
  - ➢ Idea Bank Student-Made Store first of its kind nationally opens in Fall 2024
  - ➢ Trojan Patriot Academy this summer in partnership with American Village
- Accreditation Reaffirmation
  - ➢ Teacher Education Programs – CAEO
  - ➢ Nursing

- Sorrell College of Business – AACSB
- Counseling (face-to-face and online) – CACREP

- New Academic Facilities
  - CMMS
  - Jones Hall
- Academic Initiatives
- Academic Affairs Re-Organization
  - Reducing "administrative bloat"
    - Associates Provosts – Reduce from three to Two
      - Savings: $250K/year
    - Reorganization of IRPE Division
      - Savings: $60K/year
    - Re-organization of academic colleges
      - Savings: $250K/year
    - Total re-org savings: $700k/YEAR
      - Can be redirected to retention initiatives
- Retention Initiative
  - Placement testing reform
  - First-year studies reform
  - Initiate second-year studies program
  - Move to "tighter" core curriculum – gen studies
  - Implement mentoring program
  - Mental health support
    - Counseling for students
    - Training for faculty
- Academic Renaissance
  - Core general studies curriculum
  - Teaching Excellence Program
  - Global Scholars Honors Program
  - AI-Forward teaching initiative
  - Council of Chairs – Leadership development for dept. chairs
- ACHE Proposal
  - Potential legislation to encourage bachelor's degree
  - $1,500/student scholarships
  - Geared toward those who hold associate's degrees
  - Would need to enroll at TROY-Dothan to complete bachelor's

- Workforce development initiative targeting under-education regions in Alabama

Dr. Kerry Palmer invited Dr. LaGary Carter, Dean of the College of Health Sciences, to report.

- Jones Hall will allow the College of Health Sciences to compete with other institutions for the first time.
- We are pursuing accreditation for Exercise Science.
- Current CHS Program Exploration
  - Non-Nursing bachelors to accelerated MSN degree – Dothan & Montgomery
  - LPN to ASN Bridge program – Montgomery & Dothan
  - Bachelor of Science in Respiratory Therapy – Montgomery & Dothan
  - Bachelor of Science in Cardiovascular Technology – Montgomery & Dothan

- The nursing, respiratory therapy, and cardiovascular technology programs will each require 3 full-time faculty and laboratory equipment per campus. Additional expenses may be incurred for any necessary facility renovations. Operational expenses (staff, equipment, etc.) may be significantly reduced through a partnership with a local hospital(s).

- We will explore launching any healthcare or allied health program in Dothan and Montgomery supported by:
  - Market Demand Data (Hanover Research, USBCL, etc.)
  - Projected Financial Return on Investment
  - Stakeholder and/or Partnership Support
- Future Programs to Consider in Dothan and/or Montgomery
  - Master of Science in Speech & Language Pathology
  - Doctorate in Physical Therapy
  - Masters/Doctorate in Occupational Therapy
  - Master of Medical Science – Physician Assistant/Associate
  - Master of Science in Dietetics
- Dothan Could Be the Health Sciences Center for Southern Alabama
  - Healthcare Programs
  - Biomedical Research
  - Medical/Hospital Partnerships
  - Clinical/Medical Training & Simulation

- Healthcare High School

Mrs. Carter thanked Dr. LaGary Carter and concluded the report of the Academic Affairs Committee.

President Pro Tem Vance asked Chancellor Hawkins to step to the front of the room.

President Pro Tem Vance: "Chancellor, I've spoken with each member of the board in the last couple of days, and they have asked me to deliver a message: we're often referred to as the most cohesive board in the State, and I'm proud to say today we remain that way, and it was unanimous consent that I was asked to deliver these messages. We do not accept your resignation. We believe that it is in the best interest of Troy University for you and Janice to lead us. You present a plan today. We believe in the plan. We have faith in the plan, and we have faith that you're the best leader.

The floor was opened for comments from other Board members to speak. Chancellor Hawkins stated he and Mrs. Hawkins would consider withdrawing his retirement.

- **Finance Committee, Honorable Charles Nailen**

President Pro Tem Vance called on the Finance Committee to report. Trustee Nailen provided brief comments and called on to Dr. Bookout, Senior Vice Chancellor for Financial Affairs and Online Education to provide the financial report.

- **Financial Report – Dr. Jim Bookout**

Dr. Bookout presented the financial report to include the following:

- 2025 Proposed Operating Budget
  - Credit Hour Production Enrollment to Date
  - Proposed Revenue Budget
  - Proposed Expense by Function
  - Reserve Balances
- Reserve Policy Review
- TROY/BSC Comparison
- Lagoon Project Update

Resolution No. 1

Approving the Fiscal Year 2024-2025 Operating Budget

WHEREAS, the administration of Troy University has developed and recommended the annual Troy University Operating budget for the Fiscal Year 2024-2025; and

WHEREAS, as the Chancellor and the Finance Committee have reviewed the revenues and expenditures within the proposed budget and have determined the proposed budget is fiscally sound; and

WHEREAS, the Board of Trustees has received a recommendation from the Finance Committee to approve the Fiscal Year 2024-2025 Operating Budget and has been briefed on sources of revenue and categories of expenditures during the Board of Trustees meeting: and

THEREFORE, BE IT RESOLVED by the Board of Trustees on the 21st day of September 2024 the Operating Budget for Fiscal Year 2024-2025 is approved with the understanding the Chancellor is authorized to make intentional changes that result in an increase to the expense total included therein that, in his judgement, may be necessary to fund unanticipated initiatives and/or strategic plan objectives. The Chair of the Finance Committee of the Board of Trustees will be notified when such intentional changes are made, and the Board of Trustees must approve such changes, in advance, if they exceed seven percent (7%) of the budgeted expense total.

ACTION: TRUSTEE NAILEN MADE A MOTION TO ADOPT RESOLUTION NO. 1. TRUSTEE DIAL PROVIDED A SECOND TO THE MOTION. TRUSTEE WARD ABSTAINED. THERE BEING NO DISCUSSION, THE MOTION WAS ADOPTED.

Resolution No. 2

Approving the Revised Troy University Reserve Policy

WHEREAS, maintaining adequate reserves is essential to establishing financial stability for future years in order to ensure long-term viability and sustainability of the programs Troy University ("the University") provides; and

WHEREAS, the Finance Committee and the administration of the University have developed a Reserve Policy to be implemented in conjunction with the other financial

policies of the University and to support the goals and strategies contained in those related policies and in strategic and operational plans; and

WHEREAS, the Reserve Policy establishes accounting practices for reserve funds as well as reserve fund categories to fund contingencies, capital improvements and construction, non-capitalized renewals and replacements and deferred maintenance and repair needs; and WHEREAS, the use of these reserves and the reserve balance report will be presented to the Finance Committee and Board of Trustees annually. The Contingency reserve fund will be maintained at a target amount that is equal to at least three months of operating expenses. Spending from Contingency Reserves that will reduce the balance below the target amount shall require the approval of the Board of Trustees; and

WHEREAS, the Policy shall be reviewed by the Finance Committee of the Board of Trustees annually. Any changes to the Policy will be recommended by the Finance Committee to the Board of Trustees.

WHEREAS, the Finance Committee recommends the Board of Trustees accepts the proposed changes to the University Reserve Policy as outlined in the attachment.

THEREFORE, BE IT RESOLVED the Board has reviewed the revisions to the University Reserve Policy and the revisions have been accepted as attached

ACTION: TRUSTEE NAILEN MADE A MOTION TO ADOPT RESOLUTION NO. 2. TRUSTEE CROWELL PROVIDED A SECOND TO THE MOTION. TRUSTEE WARD ABSTAINED. THERE BEING NO FURTHER DISCUSSION, THE MOTION WAS ADOPTED.

- **Athletic Policy Committee, Honorable Ed Crowell**

Trustee Crowell thanked Mr. Brent Jones, Director of Athletics, for everything he does for Athletics and the University and asked him to provide the report from the Athletic Policy Committee. The report from Athletics follows:

2024 Fall Update

- Sold out of basketball suites - 1st time since opening arena and before season tickets went on sale
- Football
  - 3rd most inexperienced team in FBS
  - 61 new players
  - 4 returning starters (OL, DL, Kicker and Punter)
  - 3rd Consecutive Season above 12,000 Total Season Tickets – the only 3 times to surpass this number
  - Sold out North End Zone, North End Zone tents, Stadium Club, Suites, Lounges and Tailgate Terrace.
- Volleyball
  - Preseason picked to finish 2nd
  - Defeated LSU
- Soccer
  - Currently 4-2-1 (3-game winning streak)
- Men's Golf
  - Won 1st tournament of the year at LA Tech
- Women's Golf
  - Finished 3rd at Tulane

Sun Belt Conference Updates

- Began my two year appointment as chair of the Sun Belt Conference AD's.
- The Sun Belt Conference is the most dominant and competitive conference in the Group of Five.
- Troy is one of the two most successful athletic programs in the Sun Belt.
- Sun Belt Conference is strong- membership, revenue, TV opportunities, and competitive success
- SBC 12 teams participate in bowls, 4 in baseball, 3 in softball, 2 in soccer, 2 in volleyball for NCAA
- SBC ranked 1st out of all G-5 conferences in the CFP standings - additional revenue for schools
- SBC is ranked 1st out of all G-5 conferences in baseball and softball.
- CFP expansion from 4 teams to 12 teams with highest ranked group of Five team participating in the CFP
- Conference realignment continues – Pac-12, Mountain West, ACC, American

NCAA Updates

- **NCAA**
  - House vs. NCAA case - $2.9 Billion settlement-
    - Three prongs
      - Back pay from restricted NIL - possible loss of $250,000 to Troy – can reduce loss with CFP standing
      - Revenue sharing for student-athletes (22%) direct payment from universities to athletes
      - Expansion of scholarships for all sports and increased roster sizes
  - New transfer portal rules - unlimited
  - Currently working on Troy's House Oliver plan and will present (November)

- **NCAA NIL rules**
  - Allowing for athletic departments to become involved in NIL through multi-media rights holders and collectives
  - New Play Fly agreement is critically important as to not take away any current revenue away from the athletics department however still allow for NIL opportunities for our student-athletes.
  - This will allow us to remain competitive in recruiting and retaining our student-athletes.
  - Able to use Alston leadership awards to retain our best student-athletes.

Department Updates

Media exposure for Troy Football

- Combined game exposure and earned media exposure for Troy football recorded **$47 Million** in commercial exposure
- 2021 media valuation was **$10 Million** for Troy football.
- 2022 media valuation was **$46.6 Million** for Troy football
- Troy football's 2023 overall viewership was **4.12 million** (only behind App State and JMU)
- The SBC football viewership has increased from **18.16 million in 2020** to **35.17 million in 2023**

- Multi-Media Rights
  - Extension of multi-media rights with Playfly (Troy Sports Properties) revenue increase and investment
- Athletic Training
  - New partnership with P-4 athletic training - provide 2 additional athletic trainers and in January athletics will fund an additional two trainers
- Extension of Affinity Licensing and merchandise
- Indoor Practice Facility - update and timeline
- Launch of Trojan Ale
- Launch of National Championship wine collections
- Clyde Mays Bourbon - will launch in November a single barrel specially picked bourbon for Troy
- Announcement of partnership with Montgomery Biscuits for the Texas State football game at Troy

- **Institutional Advancement Committee, Honorable Forrest Latta**

  Trustee Latta announced the Association of Governing Boards meeting will be in Chicago. He called on Mr. William Filmore to provide a report from Government Relations.

  Mr. Filmore provided a brief update on fundraising, Grants and Contacts, and research expenditures.

- **Executive Committee, Honorable Gibson Vance**

  President Pro Tempore Vance thanked everyone for their hard work.

V. New Business

There was no new business and no executive session.

VI. Adjournment

With no further business to come before the Board, President pro tem Gibson called for a motion to adjourn. Trustee Dial seconded the motion. The meeting was adjourned.

Jack Hawkins, Jr., Ph.D.
Chancellor, Troy University
and Secretary, Board of Trustees

C. Gibson Vance
President Pro Tempore
Troy University Board of Trustees