MINUTES
BOARD OF TRUSTEES' MEETING
February 7, 2019 1:30 p.m.
Adams Administration Building
Troy University Campus
Troy, Alabama

The Troy University Board of Trustees convened at 1:30 p.m. on February 7, 2019, in the Chancellor's Conference Room, Adams Administration Building, on the Troy University Campus, Troy, Alabama.

I. Call to Order

Board President Pro-tem Gerald Dial called the meeting to order. At Senator Dial's request, Trustee Lamar P. Higgins opened the meeting with prayer.

Senator Dial welcomed all trustees and guests to the meeting.

II. Roll Call

Upon Senator Dial's request for a roll call, the following members comprising a quorum were present:

Senator Dial, Mrs. Karen Carter, Mr. Ed Crowell, Dr. Roy Drinkard, Mr. John Harrison, Dr. Earl Johnson, Mr. Lamar P. Higgins, Mr. Forrest Latta, Mr. Gibson Vance, Mr. Allen Owen (via teleconference), and Mr. Gus McKenzie, SGA President (non-voting member).
Absent: Governor Kay Ivey.

III. Approval of Minutes

A draft copy of the minutes of the July 27, 2018 meeting was provided to the Board members prior to the meeting. Senator Dial called for a motion to approve the minutes as presented.

ACTION: DR. JOHNSON MADE A MOTION TO ACCEPT THE MINUTES FOR THE MEETING AS PRESENTED. THERE WERE NO CORRECTIONS OR ADDITIONS BROUGHT FORWARD. FOLLOWING A SECOND BY MRS. CARTER,AND WITH NO FURTHER DISCUSSION, THE MOTION CARRIED. THE BOARD ADOPTED THE MINUTES AS PRESENTED.

IV. Reports

A. Chancellor

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

Today's Agenda

- Academic Affairs Committee
  - Evaluation of Board of Trustees for the Southern Association of Colleges and Schools
  - Resolution honoring Dr. Earl Ingram
- Finance Committee
  - Financial Report
- Athletics Policy Committee
  - Athletics Report
- Executive Committee
  - Resolution honoring retirees
  - Resolution honoring the late C. J. Hartley

Campus News

- AACSB Accreditation announced
- US News Online Rankings 2019
  - Best Bachelor's Programs
  - Best Bachelor's Programs for Vets
  - Best Graduate Business Programs
  - Best Graduate Nursing Programs
  - Best Graduate Education Programs

- Best Graduation Criminal Justice Programs

- Military Times Recognized Troy University
  - Named Top University in Alabama in the Best for Vets rankings—37th nationally
- Fitness Center Construction Progressing
- Website Undergoing Redesign
- NIST Grant $3.2 Million
  - Center for Materials & Manufacturing
    --Polymers & polymer recycling
- Coleman Hall Groundbreaking
  - Home of Coleman Center for Early Learning and Family Enrichment
  - 13,400 square-foot facility
  - Open in fall 2019
- Commencement in Vietnam
  - 70 degrees awarded/Senator Dial keynote speaker
  - 10th graduation ceremony in Vietnam

Congratulations

- General Ed Crowell YMCA Man of the Year
- Dr. Earl Johnson tapped for Leadership Hall of Fame

Higher Education Overview

- Unprecedented Competition
- Declining High School Graduates
- Declining International Market
- Declining State Support
- Tuition Driven
- Student Debt
- Increased Operating Costs
- Changing Delivery Systems
- Aging Infrastructure
- Technology Dependent
- Employability of Graduates
- Number of Tenured Faculty/Resistance to Change—"Hardening of Categories"
- Need for Private Giving
- Funding Cuts Have Driven Up Tuition
- State Funding Trails Pre-recession Levels
- Alabama in Top Five States for Tuition Increases
- Rising Tuition Fuels Student Debt
- College Closures Continue
- National Enrollment Picture Negative
- New International Enrollments Dropped

Enrollment Update

- Credit Hour Production Down
- More Freshmen Paying Their Way
- TROY Focused on Recruitment and Retention
- Extramural Funding on the Upswing

Dates to Remember

- April 13—Sports Hall of Fame Induction Ceremony, Trojan Arena
- May 10—Commencement, Troy Campus/Board of Trustees Meeting

Chancellor Hawkins called upon Mr. Buddy Starling, Associate Vice Chancellor for Enrollment Management, to give a brief update on domestic enrollments. The following is a summary outline of Mr. Starling's presentation.

Important Trends Shaping Our Way Ahead—Mr. Buddy Starling

- Alumni, current students, website and advertising serve as dominant influencers for learning about higher education choices
- Academic program/quality/reputation, costs/scholarships, link to career dominant influencers for enrollment
- Certificate programs growing six times faster than growth in master's programs
- Online programming continues growth—over 2.1 million undergraduates fully only
  --Number of online competitors increasing

--Online competition continues intensification—17 or top 50 institutions with largest online enrollments in 2012 were replaced within three years

- TROY remains competitive deep in the application process
- Shifts in demographics of students leading to continued enrollment shortfalls—driven by economy, falling birth rates, and declines in high school graduates

Discussion followed Mr. Starling's presentation and Trustee Higgins asked that we do something similar to this at the retreat. He added that this type information/presentation is what the Board needs to hear at the retreat. He further stated that we need to look at separating the Foundation from the Board's retreat because the Board needs some time to discuss what our student profile looks like, what our goals are for the year and to have a separate Board of Trustees' gathering at the retreat would allow the Board to develop its identity and goals. Then the Foundation could be brought in at a later time.

International Landscape & Opportunities—Mr. Sohail Agboatwala, Associate Vice Chancellor for International Affairs

- Shared Factors Driving Declines in International Enrollment in the U.S.
  --Visa application Process or Visa Delay/Denials
  --Social and Political Environment in the U.S.
  Cost of Tuition/Fees at Host U.S. Institution
  --Securing a Job in the U.S. After Studies

Important Trends Shaping Our Way Ahead

- More Active Recruitment Efforts
- Growing Reputation & Visibility Abroad
- More Active Outreach to Admitted Students (Communications)
- Increased Partnership with Recruiting Agents
- Growth of Institutional Scholarships for International Students
- Increased Number of Linkages with International Universities
- Foreign Governments Sponsored Scholarship Programs

International Enrollment – Fall Semester

- New Starts: 304 first-time students in 2018 vs 255 in fall 2017 (19.2% increase)
- Total International fall 2018—1,041

Discussion followed.

Strategic Plan Update—Dr. Hank Dasinger

- Theme: Student Access AND Success
- Opportunity Statement: Troy University has an opportunity to (1) increase access to TROY as an institution as well as to specific Troy academic programs, and (2) enhance student success at specified marker events as well as overall.
  --Strategic Plan Teams focused on:
  - Increased synergy of efforts in a differentiated way to facilitate recruitment and enrollment
  - Create a new model for online efforts to meet the varying needs of potential students
  - Enhance TROY's position as an international university
  - Review Academic Program structures, processes, practices and policies to increase Student Access and Success
  - Create a culture with a bent toward Student Access and Success
- Action Planning Model: (1) Use the assigned focus area as the goal for addressing Student Access and Success, (2) Develop 3-5 strategies to accomplish the desired goals, (3) Develop objectives for each strategy, and (4) Develop specific action items to accomplish objectives

Senator Dial asked that when the Board has its retreat that an in-depth briefing be given of the results at that point.

AACSB Accreditation Report—Dr. Judson Edwards, Dean, Sorrell College of Business

The following is an outline of Dr. Edwards' report to the Board:

The Long Journey—

- Several stops and starts with AACSB accreditation but never seen through to completion
- Dr. Edwards journey with AACSB accreditation started in 1995

- The process started in 2006, with the establishment of an AACSB Committee
- Credit to Dr. Kaye Sheridan for making the famous statement in 2009: Troy "the only member of the Sunbelt Conference without AACSB Accreditation"
- Upon becoming Dean in the fall of 2010, it was AACSB or bust!
- Did not fully understand how difficult this would be to achieve—both internal and external obstacles
- Because of this accreditation journey, Troy has built a strong foundation of quality with the best days ahead

Facts—

- The Sorrell College of Business at Troy University is now 1 of 189 schools who hold dual accreditation—less than 1% of business schools in the world hold this distinction
- In the State of Alabama, six universities now hold dual accreditation: Troy University, The University of Alabama, The University of Alabama at Birmingham, Auburn University, Auburn University at Montgomery and University of South Alabama
- In the Sunbelt Conference, 8 of 12 hold dual accreditation from AACSB International

Why AACSB Important to Troy University—

- Hurt the ability of our graduates to enter AACSB accredited graduate programs
- Lack of AACSB accreditation used by our competitors in student recruitment
- Companies, such as Lockheed Martin, would not allow for employee tuition reimbursement for business degrees from non-AACSB schools
- As international recruiting becomes more important to offset fewer domestic students entering universities, reputation and rank is paramount. AACSB International if the gold standard business accreditation worldwide.
- The positive impact AACSB dual accreditation will have on rankings of business programs
- Its benefit to all Troy University business graduates, past, present and future

Senator Dial commended Dr. Edwards for his dedication in achieving AACSB Accreditation and thanked Trustee Carter for being instrumental in the process. Trustee Higgins added that the Board would be remiss if we did not mention the efforts of our former and deceased member of the Board, Dr. Doug Hawkins. All echoed Trustee Higgins' comments.

B. Board Committee Reports

- **<u>Academic Affairs Committee</u>, Honorable Karen Carter**

Mrs. Carter congratulated and expressed appreciation to Dr. Edwards, Dr. Grice, and Sorrell College of Business faculty and staff for their efforts in achieving the AACSB accomplishment.

Mrs. Carter reported that the Academic Affairs Committee met on January 22, 2019. The committee has looked at a couple of things brought before the Board today.

- **Evaluation of Board of Trustees for the Commission on Colleges, Southern Association of Colleges and Schools—Ms. Karen Carter**

Mrs. Carter stated that the first item mentioned today is a self-evaluation form for the Board of Trustees. She added that the self-evaluation form was sent electronically to Board members and she encouraged Board members to complete the self-assessment. It was noted that the results of the confidential self-evaluation process would be compiled in support of a Southern Association on Colleges and Schools (SACS) requirement in the upcoming reaccreditation process.

- **Resolution #1—Honoring Dr. Earl Ingram II**

Mrs. Carter introduced the second item of business—a resolution honoring Dr. Earl Ingram upon his retirement. It was noted that with the postponement of the December 2018 meeting, the resolution was presented to Dr. Ingram at his retirement reception in December. Therefore, Mrs. Carter presented Resolution No. 1 to the Board as a ratification. In conclusion, Mrs. Carter provided the following motion.

ACTION: MRS. CARTER BROUGHT FORWARD THE MOTION TO RATIFY RESOLUTION NO. 1. MR. HARRISON PROVIDED A SECOND. THERE BEING NO FURTHER DISCUSSION, THE MOTION PASSED UNANIMOUSLY.

Resolution No. 1

Commending Dr. Earl Ingram II for Service to Troy University

WHEREAS, Dr. Earl Ingram II joined the Troy University family in 1987, and serves currently as Senior Vice Chancellor for Academic Affairs; and

WHEREAS, Dr. Ingram's contributions to TROY have been many and varied, to include:

- Serving as a tenured professor of management in the Sorrell College of Business.
- Regional Director for Europe in University College.
- Chair of the Department of Marketing, Management, and Economics.
- Assistant Dean of the Sorrell College of Business.
- Dean of the Sorrell College of Business.
- Vice Chancellor of Global Campus.
- Senior Vice Chancellor for Academic Affairs.

WHEREAS, Dr. Ingram has served as a tireless advocate on behalf of all students, devoted to providing the highest quality of academic instruction at TROY; and

WHEREAS, Dr. Ingram has been instrumental in new academic program development, most notably the first Ph.D. program in University history;

WHEREAS, Dr. Ingram has been an effective leader and mentor to those under his charge; and

WHEREAS, Dr. Ingram will retire from Troy University on January 1, 2019;

THEREFORE BE IT RESOLVED that the Troy University Board of Trustees hereby extends this expression of thanks and appreciation to Dr. Earl Ingram II for his outstanding service to Troy University on the occasion of his retirement.

- **Finance Committee, Honorable John Harrison**

Mr. Harrison reported that the Finance Committee met on January 22, 2019. Mr. Harrison called upon Dr. Jim Bookout, Senior Vice Chancellor for Finance, to provide a financial report.

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

Dr. Bookout's report covered the following areas:

Financial Statements

- A breakdown of expenses addressing specific categories to include scholarships, Student Services, Auxiliary Services, Institutional Support and Public Service. Instruction and Support Staff make up the greatest expense at $69M. It was noted that total expenses were $259M (up 1% that included the 2% raise for employees. He added that the University saved in other areas to offset the increase.
- Concerning revenues, Dr. Bookout noted that 83% of the revenue is attributed to tuition and fees, grants, auxiliary services, and state appropriations. Dr. Bookout called attention to several other areas relating to revenues and concluded his report by noting that revenue was up 2% over last year.

Financial Deep Dive

- Dr. Bookout shared an in-depth financial report and stated that the University ended the year with $6.2M increase in net profit. Also, TROY generated 4% more in revenue than budgeted and the University was able to transfer $3.8M into reserves.

Funds Held for Investment

- Dr. Bookout shared a brief report on Funds Held for Investment and noted that the University is at a gain of over $21M since 2012.

In concluding the Financial Report, Mr. Harrison addressed equity funding and discussion followed.

- **Athletic Policy Committee, Honorable Allen Owen**
  - **Athletics Report--Mr. Jeremy McClain**

Mr. Owen called upon Mr. Jeremy McClain, Senior Vice Chancellor for Athletics, to give the Athletics Report.

Mr. McClain shared the following presentation:

Program Updates

- Men's Basketball
  --Currently 10-11 overall, 3-6 in Sunbelt Conference
  --Have struggled with consistency
  Jordon Varnado – candidate for SBC Player of the Year
- Women's Basketball
  --Currently 16-4, 7-2 conference
  In a position to win regular season
  Among national leaders in rebounding and offense
- Men's Tennis
  --First year for head coach Rolando Vargas
  --Started season with 4-0
  --Very young roster
- Women's Tennis
  --Started season 1-1
  --Very young roster with limited depth
- Golf
  --Men's team start play on Feb. 23
  --Women's team starts on March 10
- Baseball
  ---Many key spots to replace
  --Very talented young team
  --Season opener against Central Michigan University on Feb 15
- Softball
  --Graduated only three seniors from a very good team
  --Added another Alabama higher Player of the Year
  --Season opener against Maryland and Alabama
- Men's and Women's Track & Field
  --Indoor season started well
  --Outdoor meet set for March 15

Football Transition

- Mr. McClain shared with the Trustees the thought process followed in the search for a new head coach. The following is an outline of the profile in considering a candidate—integrity, good fit for Troy, can connect with our student-athletes, offensive-minded (similar system), experience recruiting TROY's area, will keep TROY moving forward

New head football coach—Coach Chip Lindsey
--Born and raised in North Alabama, successful high school coach in Alabama and Georgia, worked and recruited at Troy/Auburn/Southern Mississippi, Troy quarterback coach in 2010, led some of the best offenses in the country as offensive coach—Southern Miss in 2015 ranked 12th—509 yards/game—71 TDs (5th nationally)
Highly regarded by all who have worked with him or played for him

Offensive Staff
--OL Coordinator, Ryan Pugh
--RB/ST Coordinator, Brian Blackmon
--Inside Wide Receiver, John Carr
--Outside Wide Receivers, Cornelius Williams
--Tight Ends, Cole Weeks

Defensive Staff
--Defensive Coordinator, Brandon Hall
--Defensive Ends/Outside LBs, Bam Hardmon
--Linebackers, Andrew Warwick

--Defensive Line, Davern Williams
--Defensive Backs, Ray Brown

Schedule
Campbell @ Troy, August 31
Southern Miss @ Troy, September 14
Troy @ Akron, OH, September 21
Troy @ Missouri, Columbia, MO, October 5
Appalachian State @ Troy, TBD
South Alabama @ Troy, TBD
Georgia Southern @ Troy, TBD
Arkansas State & Troy, TBD
Troy @ ULL, Lafayette, LA, TBD
Troy @ Coastal Carolina, Conway, SC, TBD
Troy @ Texas State, San Marcos, TX, TBD
Troy @ Georgia State, Atlanta, GA, TBD

Academic Progress Rate (APR)
--Overall APR for all sports for 2017-2018 was 971. A four-year comparison reported by Mr. McClain was 976.

Looking Ahead
--Commissioner search underway for Sun Belt Conference
--Bowl renegotiation—includes all bowls, to be in place by 2020

National Landscape
--Concussion Litigation update
--Play-for-Pay
--Revenues vs. Expenses

Senator Dial addressed Allen Owen suggesting that it might be appropriate for his committee to ask the Board to pass a resolution commending Karl Benson, Sun Belt Commissioner, on his accomplishments as Executive Director of the Sun Belt Conference. Senator Dial added that if this were to be a motion he would be willing to accept. Mr. Owen stated that he would be delighted to make that recommendation.

ACTION: MR. OWEN MADE A MOTION TO PASS A RESOLUTION COMMENDING KARL BENSON ON HIS ACCOMPLISHMENTS AS COMMISSIONER OF THE CONFERENCE. A SECOND TO THE MOTION WAS MADE BY MR. CROWELL. THERE BEING NO DISCUSSION, THE MOTION PASSED.

Following the vote, it was noted that a resolution would be prepared for presentation at the TROY Sports Hall of Fame Banquet in April.

- **Executive Committee, Honorable Gerald Dial**
  - **Resolution #2—Honoring Retirees**

Moving on to the Executive Committee Report, Senator Dial introduced Resolution No. 2 honoring 2018 retirees. He called for a motion to adopt Resolution No. 2.

Resolution No. 2

ACTION: ON A MOTION BY DR. JOHNSON, SECONDED BY MR. HIGGINS, RESOLUTION NO. 2 WAS ADOPTED.

Resolution No. 2

Honoring Retirees

WHEREAS, the following Troy University faculty and staff members retired in 2018,

Judy L. Bazzell, Richard R. Brienza, Frank Browning, John M. Brunson, Dena G. Byars, Rebecca Wilson Connell, Stephen Cooper, Cecilia H. Culver, Nicholas Ed D'Andrea, John R. Dew, James F. Egan, Dinanne B. Eppler; Carmen F. Federico, Phillip Wayne Gray, Lavon Lynn Henley, Susan Holmes, Gwyn C. Huggins, Chiquita V. Jones, Gregory Scott Kidd, Robert

William Klein, Kenneth R. LaBrant, Aaron D. Lucas, Bobbie Jean McLendon, Kimberly H. McNab, Adena H. Moree, Connie Nott, Jacquelyn Williams Patterson, Shawn Hodges Plash, Christopher G. Pritchee, Carlaneisha LaJessica Richardson, Kay S. Sanders, Millicent Denise Scott, Ronald Frank Shehane, John Paul Szymanski, Sherry C. Taylor, Michael Todd Watson, and Sue Ellen Weeks.

THERFORE, BE IT RESOLVED that this Board express to these faculty and staff members sincere appreciation for loyal and conscientious service to the University and wish them health and happiness in their retirement.

- **Resolution #3—Honoring the late C.J. Hartley**

Senator Dial introduced a resolution honoring the late C. J. Hartley, who served on the Board of Trustees from 1971 to 1996.

ACTION: ON A MOTION MADE BY MR HIGGINS, WITH A SECOND PROVIDED BY MRS. CARTER, RESOLUTION NO. 3 WAS ADOPTED UNANIMOUSLY.

Resolution No. 3

HONORING THE LATE C.J. HARTLEY

WHEREAS, the Honorable Cluster Jefferson "C.J." Hartley was born in Hale County, Alabama, on April 15, 1926, and was educated at Akron High School and the University of Alabama;

WHEREAS, the Honorable Mr. Hartley was a member of the "Greatest Generation," serving in the U.S. Navy during World War II rom 1943-1946; and

WHEREAS, the Honorable Mr. Hartley was a successful businessman, loving husband and father, and active in both his church and in state and local civic affairs;

WHEREAS, the Honorable Mr. Hartley served with distinction as a member of the Board of Trustees at Troy University from 1971 until 1996; and

WHEREAS, the Honorable Mr. Hartley passed away on October 12, 2018, after a rich, full life marked by devotion to faith, family and country;

THEREFORE BE IT RESOLVED, that the Board of Trustees honors the memory of the Honorable C.J. Hartley and recognizes his exemplary service to Troy University;

BE IT FURTHER REOLVED, that a copy of this resolution be shared with the family of the Honorable Mr. Hartley as an expression of the Board of Trustees' sympathy.

V. New Business

Senator Dial reminded Board members that in December of 2015, the Board created an ad-hoc External Affairs Committee. He noted that thanks to the leadership of Trustee Vance and working with Trustee Higgins, the major outcome of the committee's establishment was our partnership with Valiant Cross in Montgomery.

Continuing his remarks, Senator Dial stated that although the following resolution is not on the agenda, he wanted to present it for consideration in order to bring it forward on the agenda for the Board today. He added that his proposal is to make the External Affairs Committee a standing committee for the Board.

Mr. Higgins suggested to the Chair that this resolution be entered as an action item for the next Board meeting because objectives for the committee needs to be established.

ACTION: Senator Dial accepted Trustee Higgins' suggestion as a motion that the External Affairs Committee item be carried over to the next Board meeting. A second was provided by Trustee Owen. With no further discussion, the motion passed to carry this item over to the next Board meeting.

SUBSTITUTE TO THE ABOVE MOTION: TRUSTEE HIGGINS MOVED THAT THE EXTERNAL AFFAIRS COMMITTEE ITEM BE REFERED TO THE BYLAWS COMMITTEE IN ORDER TO DEVELOP OBJECTIVES AND TO CONSIDER OTHER ITEMS CONCERNING THE COMMITTEE. TRUSTEE JOHNSON PROVIDED A SECOND TO TRUSTEE HIGGINS' SUBSTITUTE MOTION. WITH NO FURTHER DISCUSSION, THE SUBSTITUTE MOTION WAS ADOPTED AND THE EXTERNAL AFFAIRS COMMITTEE ITEM WILL BE ASSIGNED TO THE BYLAWS COMMITTEE.

Proposed Resolution
Creating a Committee on External Affairs

WHEREAS, the Troy University Board of Trustees has adopted a committee structure to conduct the ongoing business of the Board; and

WHEREAS, the Bylaws of the Troy University Board of Trustees establishes six standing committees: Executive, Finance, Academic Affairs, Athletic Policy, Student Affairs, and Institutional Advancement; and

WHEREAS, on December 11, 2015, an Ad Hoc Committee on External Affairs was created by unanimous vote of the Board of Trustees to look at ways for the University to stay on the cutting edge of innovation and to seek opportunities to expand the footprint of the University; and

WHEREAS, the work of this ad hoc committee has proved to be ongoing, warranting its establishment as a standing committee;

THEREFORE BE IT RESOLVED, that the Bylaws of the Troy University Board of Trustees be amended to include the External Affairs Committee as the seventh standing committee of the Board.

Transitioning to the officers of the Board, Senator Dial stated that the President Pro Tempore position is a two-term position. He added that with his term ending, it requires that the President Pro Tem select a nomination committee who will bring forward to the Board a recommendation for a President Pro Tem and Vice President Pro Tem at the next meeting. **ACTION: SENATOR DIAL APPOINTED TRUSTEE JOHN HARRISON AS CHAIRMAN OF THE NOMINATING COMMITTEE, TRUSTEE KAREN CARTER, AND TRUSTEE EARL JOHNSON. THE NOMINATING COMMITTEE WAS DIRECTED TO MAKE RECOMMENDATIONS AT THE NEXT MEETING.**

In conclusion, Senator Dial mentioned that plans are underway for a Joint Board Retreat in July. He mentioned Trustee Higgins's suggestion made earlier in the meeting and stated that the Board of Trustees would have a meeting the first day of the retreat, followed by a luncheon and an evening dinner. Then the joint meeting of the Board of Trustees and the Foundation Board would be the following day.

Prior to adjournment, Senator Dial and Trustees recognized General Crowell in wishing him a Happy Birthday.

VI. Adjournment

With no further business, the meeting adjourned.

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

Gerald Dial
President pro tempore,
Board of Trustees
Troy University