

BOARD OF TRUSTEES
The University of West Alabama
Regular Quarterly Meeting
Bell Conference Center
June 1, 2015, 1:00 p.m.

A G E N D A

- I. Call to Order (Mr. Terry Bunn)
- II. Roll Call
- III. Approval of Agenda *(Action Item)*
- IV. Approval of Minutes from March 2, 2015 *(Action Item)*
- V. Report from the Athletic Committee (Mr. Spree)
- VI. Report from the University Facilities Committee (Mrs. Cloud)
- VII. Report from the Finance Committee (Mr. Saad)
- VIII. Report from the University President (Dr. Ken Tucker)
 - A. Inauguration and Commencement
 - B. Marketing and Communications Team
 - C. Strategic Plan
 - D. Online Division Recommendations *(Action Item)*
- IX. Report of the Board President (Mr. Bunn)
 - A. Calendar for September 2015 through June 2016 *(Action Item)*
 - B. Addition of Member to Facilities Committee *(Action Item)*
- X. New Business
- XI. Other Matters
- XII. Adjourn

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I. CALL TO ORDER

Mr. Terry Bunn, President *Pro Tempore*, called the meeting to order and asked Mrs. Jean Anderson to lead in prayer.

II. ROLL CALL

Mr. Bunn asked Mrs. Lindsey to call the roll. Other than Mr. Bunn, members attending were: Mrs. Jean Anderson, Mr. Thomas Ballow, Mr. Hal Bloom, Mr. Jerry Groce, Mr. John Northcutt, Mr. Willie B. O'Neil, Mr. Alex Saad, Mr. Jerry Smith, and Mr. Thed Spree. Absent: Mrs. Sheila Cloud, Mr. Randall Hillman, and Mr. Victor Vernon. Mrs. Lindsey announced there was a quorum attending. Also attending were: Mr. Mike Kendrick, the University's attorney, President Ken Tucker, and several other administrators and staff members, with Earlene Lindsey recording the minutes.

III. APPROVAL OF AGENDA

Mr. Bunn asked for a motion to approve the agenda; Mr. Bloom moved to approve the agenda; Mr. Spree seconded the motion; and the motion was approved.

IV. APPROVAL OF MINUTES FROM MARCH 2, 2015

Mr. Bunn asked if there were any changes to the minutes from the last meeting. There were none. ***Mr. Saad made a motion to approve the minutes; Mr. Spree seconded the motion; and the motion was approved.***

V. REPORT FROM THE ATHLETIC COMMITTEE

Mr. Bunn asked Mr. Spree to present this report. Mr. Spree reported that the athletic programs had the best year ever and announced that the men won the GSC All Sports Trophy and overall were in second place. He stated that Mike Jones, the Academic Coordinator for the athletes, gave a report and Kent Partridge, Associate AD and Sports Information Director, gave a report at the Athletic Committee meeting that was held this morning.

Mr. Spree also announced that UWA had three head coaches named "Coach of the Year" and they are Gary Rundles, Ray Stanfield, and Alex Caudle. He asked all three to stand and be recognized for a job well done. He also commended the Men's Soccer team, coached by Matthew Thorne, and the Men's Basketball team, coached by Allen Sharpe, for winning the GSC Conference Championship. Mr. Spree state that Alex Caudle is only 26 and has done an outstanding job, adding that three members of the Rodeo team will be going to the National Finals. He also commended Stan Williamson, Athletic Director, for making some great choices in hiring coaches. Mr. Spree reported that Brad Montgomery was recently inducted into the Alabama Athletic Training Hall of Fame.

Mr. Spree introduced Mr. Johnny Aycock, who is leading the efforts to have a multi-purpose facility on campus. He said Mr. Aycock has a lot of experience in economic development, and that such a facility could be used for many types of events. Mr. Spree said he and the committee that was appointed by Dr. Tucker to lead this effort are looking at possible sites for the facility, and added that some of them have visited other facilities in the area. Mr. Spree said he has worked on trying to get something done for the Rodeo program for over 20 years, and he believes it may happen this time.

Mr. Spree reported that the Malcolm Butler Day and the Spring Football event went really well – adding that he (Mr. Butler) signed autographs for a long time and did a great job representing UWA. He also said he had a great visit with Dr. Ma when he received an honorary doctorate at Commencement.

Dr. Tucker added some congratulatory comments and summarized the University Athletic programs as having a historical year. He also asked for the three Coaches of the Year to stand and asked for applause for their good work and the accomplishments of the teams.

VI. REPORT FROM THE UNIVERSITY FACILITIES COMMITTEE

In the absence of Mrs. Sheila Cloud (Chairperson), who recently broke her leg, Mr. Jerry Smith reported the Committee met this morning and there are several items that need the attention of the Board. ***He said the Committee approved a resolution and proposed selection procedures, with changes, for hiring an architect for projects costing less than \$500,000 and this would come to the Board as a recommendation from the Committee. There was no second to this recommendation. Mr. Bunn said he would like to amend the recommendation from the Committee and asked for a motion to adopt the original resolution. Mr. Saad moved to adopt the original resolution with the change in the procedures, as discussed. Mr. Bloom seconded the motion and the motion was approved.***

Mr. Smith stated there is \$2,080,000 million left in the bond issue money that has to be used soon and *the Committee recommends that the University use the money on the following projects: (1) to use \$1.145 million of the bond issue money for renovations of Bibb Graves Hall, which would include a new roof, upgrading of the restrooms to code, and window replacements; (2) to use \$210,000 for renovations of the first and second floor of the current President's Home; and (3) to use the remaining \$725,000 for renovation of a portion of Brock and Y Halls for Recruiting and Admissions. Mr. Saad seconded the motion; and the motion passed.*

Mr. Smith reported that the Committee also approved moving forward with the Black Belt Museum project and noted that the bid was over the available funds; however, he said he understood that Dr. Tina Jones has received an award of a \$75,000 grant that can be used for the shortage in funds. Dr. Jones added that she has the award letter and the money should arrive in early fall. Mr. Smith indicated this action comes as a recommendation from the Committee; Mr. Groce provided a second; and the motion was approved.

Lastly, Mr. Smith reported that the Committee authorized President Tucker to entertain offers for the Hunt House to be sold; Mr. Bloom provided a second; and it was approved.

VII. REPORT FROM THE FINANCE COMMITTEE

Mr. Saad reported that the Finance Committee met earlier and discussed the current budget situation and the appropriation and/or budget for the next fiscal year. He said, however, the Committee will have to wait until the budget numbers are completed before he can schedule a meeting to work on the next budget. He added there will automatically be a 2% tuition increase, as mandated by the bond issue money the University received a few years ago for multiple projects. Mr. Saad stated he will schedule the budget meeting as soon as he gets the budget information from the administration.

VIII. REPORT FROM THE UNIVERSITY PRESIDENT

A. Inauguration and Commencement

Dr. Tucker extended his appreciation to the members of the Board for their participation in the Inauguration and Commencement events, adding that he has received very positive feedback from both events. He asked for any questions, and there were none.

B. Marketing and Communications Team

Dr. Tucker reported that in the last few months he and Dr. Edwards have been trying to revamp the University committees so they could go ahead and do their work. He stated the Marketing and Image Committee was about 25+ members too big and ineffective, and it has been disbanded. Dr. Tucker said the new Marketing and Communications Committee is now meeting on a regular basis and very excited about their work. He said they are charged with making the marketing efforts more cohesive, unified, and effective, refreshing the University image and logo, developing new marketing efforts, and they will also be developing a strategic marketing plan. Dr. Tucker stated that Tom Stipe, the University's Senior Marketing Coordinator, is the chairperson of the Committee, and other members include: Betsy Compton, Dr. Amy Jones, Richard Hester, Kent Partridge, Gina Robbins, Dr. Jan Miller, and Dr. Russ Henley. He said they will be bringing recommendations to him and the President's Council, and they will be ultimately presented to the Board of Trustees, as appropriate.

C. Strategic Plan

Dr. Tucker reported that a Strategic Planning Committee has been formed and they have formulated a draft that will be presented at the Board Retreat. He said the charge for developing this plan is to engage and initiate shared governance, with more feedback from the bottom up. Dr. Tucker said this is an excellent team and they have taken the last document and have changed it according to the charge given them. He said the new document has been presented to the Faculty Senate, the Staff Senate, the Deans' Council, and the President's Council for their review. He said some tweaking was done and it will be updated and presented to the Board, and noted further that such a plan is a requirement of the University's accrediting agency, SACS. Dr. Tucker stated that Ms. Angel Jowers serves as Chairperson of the SP Committee and he has decided to make this a standing committee of the University.

D. Online Division Recommendations

Dr. Tucker asked Dr. Jan Miller, Dean of the online programs, and Dr. Tim Edwards, Academic Provost, to discuss the online program. A copy of Dr. Miller's PowerPoint presentation was distributed to all Board members. She discussed the current programs, the enrollment trend in each, how the numbers are looking for the fall terms, the new programs that will go online in the fall, and some possible new

programs that are needed. Dr. Miller also presented comparative figures of tuition for UWA versus other Alabama universities, and this information indicated that the tuition rates for undergraduate students and graduate students have priced UWA out of the market. She said UWA's undergraduate tuition is higher than any other school in Alabama or even Mississippi State.

Dr. Miller and Dr. Edwards presented a couple of recommendations to the Board for consideration – ***one was to lower online undergraduate tuition to \$325 per hour and the other was to lower the graduate tuition rate to \$429 per hour. They also recommended the following: to change the rate of pay for the online adjunct faculty for the undergraduate program to \$2,000 per course with 10 or more students; pay \$3,000 per course with 10 or more students in the graduate courses; charge \$200 per student with less than 10 enrolled in undergraduate and \$300 per student with less than 10 enrolled in graduate courses; and \$200 per student for a graduate internship course.***

Dr. Tucker thanked Dr. Miller and Dr. Edwards for their work on this presentation and their recommendations. He said that master's level online programs have been losing enrollment and revenue since 2009 and total OL programs have been losing enrollment and revenue since 2011 (a decrease of 4,000 student/course units and \$4.5 million in net revenue). \$10 million of OL revenue annually has been committed to non-online fixed expenditures and \$5 million of OL revenue annually has been committed to salaries and benefits, in whole or in part, for 100 employees (80 of those employees have been funded 100% from OL revenue). Obviously those jobs could be in jeopardy if changes are not made and enrollment does not grow. He further stated that revenue from OL programs has not been reinvested back into the program (e.g. marketing, advertising, new product development) and competition has increased drastically. UWA's OL tuition and adjunct compensation are much higher than our competition and higher than average. We clearly cannot continue on the same path we are on or there will be no OL programs and all those positions funded by OL revenue will go away. When having to make hard decisions between losing jobs or making compensation competitive, while not easy, it becomes necessary to adjust compensation. So what we are proposing is a multi-pronged effort to fix OL programs: develop new products, develop new markets, increase marketing and advertising, reduce tuition to competitive levels, and adjust adjunct compensation to be competitive. An external, independent OL expert's recommendations validate and align with our own internal research and recommendations. Dr. Tucker indicated that he is aware that the proposed recommendations will not change the outlook overnight; however, he believes that implementing these recommendations will make a huge difference, and we should begin to see a positive turnaround within the next year.

Mr. Smith made a motion to accept all of the recommendations that were made by Dr. Miller and Dr. Edwards; Mr. Saad seconded the motion; and the motion was approved.

An inquiry was made about the graduation rate of the athletes versus the other on-campus students. The response was that the last figures reported were for the cohort in 2008-2009 and those figures indicated 33% of the regular students graduated and 78% of the athletes graduated. Mr. Saad stated it would be good if the University would work with all students to improve the retention and graduation rates, and hopes that some of the money put into the new retention center will be dedicated for that purpose. Mr. Spree said that Mike Jones worked with 83 athletes and 81 of them passed. He added that Dr. Mai informed him that 97% of their students graduate.

IX. REPORT OF THE BOARD PRESIDENT

A. Calendar for September 2015 through June 2016

Mr. Bunn indicated the proposed calendar was sent to each member in the Board packets. He did ask about the December meeting being scheduled on a Tuesday. Mrs. Lindsey said this was due to the SACS annual meeting, the Thanksgiving holidays prior to that week, and Commencement will be the next week. He called for a motion to approve the proposed calendar and Mr. Spree made a motion to approve it, with Mrs. Anderson seconding the motion. The motion was approved. Mr. Bunn added that the calendar could be changed in the future, if needed, and Mr. Kendrick concurred.

B. Addition of Member to the Facilities Committee

Mr. Bunn said he would like to entertain a motion to add Mrs. Anderson to the University Facilities Committee. Mr. Bloom so moved, with Mr. O'Neil seconding the motion, and the motion was approved.

X. NEW BUSINESS

Mr. Bunn said he has talked about this for some time and would like to look at some possible dates in August to have a Board Retreat. He said he will send those dates to the Board members in the near future and the subjects they may want to discuss. He said he and Dr. Tucker will work on this and develop a tentative agenda in the upcoming days.

XI. OTHER MATTERS

Mr. Bunn asked if there were any other matters to discuss. He stated he attended the Inauguration and thought it was an outstanding event and commended all of those who did the planning and carried it out, adding that he thought it was very well received.

XII. ADJOURN

Mr. Bunn asked for a motion to adjourn. Mr. Saad moved to adjourn; Mr. Spree seconded the motion; and the meeting adjourned at 2:20 p.m.

Respectfully submitted,

Earlene Lindsey