

BOARD OF TRUSTEES
The University of West Alabama
Regular Quarterly Meeting
Bell Conference Center
March 6, 2017, 12:45 p.m.

A G E N D A

- I. Call to Order (Mr. Jerry Smith)
- II. Roll Call
- III. Approval of Agenda ***(Action Item)***
- IV. Approval of Minutes of December 12, 2016 ***(Action Item)***
- V. Report from the Student Affairs Committee (Dr. John Killian)
- VI. Report from the Academic Affairs Committee (Mr. Jerry Groce)
- VII. Report from the Facilities Committee (Mrs. Jean Anderson)
- VIII. Report from the Finance Committee (Mrs. Sheila Cloud)
- IX. Report from the University President (Dr. Ken Tucker)
 - A. Collaborative Initiatives Update
 - B. Economic Development and Outreach Presentation
- X. Report of the Board President (Mr. Jerry Smith)
 - A. Chris Terrill – Pine Lake Charter School
- XI. New Business
 - A. Board/Foundation Relationship
 - B. Charter School Report
- XII. Other Business
- XIII. Adjourn

BOARD OF TRUSTEES
Regular Meeting
The University of West Alabama
Bell Conference Center
March 6, 2017, 1:00 p.m.

I. Call to Order

Mr. Jerry Smith, President *Pro Tempore*, called the meeting to order.

II. Roll Call

Mr. Jerry Smith asked Mrs. Beard to call the roll. Other than Mr. Jerry Smith, members attending were: Mrs. Jean Anderson, Mr. Joseph Brown, Mrs. Sheila Cloud, Mr. Jerry Groce, Dr. John Killian, Mr. Alex Saad, Mr. Justin Smith and Mr. Victor Vernon. Absent: Mr. Randy Hillman and Mr. Hal Bloom. Mrs. Beard announced there was a quorum present. Also attending were: Mr. Mike Kendrick (University Attorney), President Ken Tucker, and several other administrators and staff members, with Katie Beard recording the minutes.

At the request of Mr. Jerry Smith, Mr. Alex Saad presented a resolution honoring the life, legacy and memory of T. Raiford Noland. The resolution read as follows: **1. The Board of Trustees of the University of West Alabama, by the adoption of this Resolution, does express their sincere condolences to the family of T. Raiford Noland, Jr., and does desire to publically recognize the long and outstanding services of T. Raiford Noland, Jr., to the University of West Alabama over the course of his 48-year career. 2. That the Board of Trustees does direct a copy of this Resolution after its adoption be distributed to the family of T. Raiford Noland, Jr., and such other persons or organizations deemed appropriate by the President of the University. 3. That the Resolution become effective immediately by its adoption of the University Board of Trustees. On a motion by Mr. Alex Saad and a second by Mr. Terry Bunn the resolution was approved as presented. The motion carried.**

Mr. Jerry Smith asked Dr. John Killian to open the meeting with a prayer.

III. Approval of Agenda

Mr. Terry Bunn moved to approve the Agenda; Mrs. Sheila Cloud seconded the motion; and the motion was approved.

IV. Approval of Minutes from December 12, 2016

Mr. Jerry Smith asked if there were any changes to the minutes from the meeting held on December 12, 2016. There were none. **Mrs. Sheila Cloud made a motion to approve the minutes; Mr. Jerry Groce seconded the motion; and the motion was approved.**

V. Report from the Student Affairs Committee

Dr. John Killian reported that he had a positive report from Mr. Richard Hester detailing how the renovation of Brock Hall has been a huge asset for recruitment. Dr. Blake Bedsole announced that the admissions staff is working diligently to process the unprecedented number of applications received as a result of Royall & Co. efforts. Dr. Killian stated these are exciting times for growth at the University of West Alabama. College Night alumni recruitment events have been held throughout Alabama and have experienced a large increase in attendance. Mr. Byron Thetford gave an overview of Student Life including a 3.2 overall GPA for the Student Government Association (SGA), activities and community service performed by Greek life and SGA and the current success of the Fitness Center. Mr. Jason Gardner reported on Student Activities and the success of all campus wide events held this school year. He also announced that the Scarlet Band participated in the Mardi Gras recently in New Orleans and Mobile. Mr. Steve Smith updated the committee on all new Financial Aid regulation changes.

Mr. Jerry Smith thanked Dr. John Killian for his report.

VI. Report from the Academic Affairs Committee

Mr. Jerry Groce stated that an update was given at the Academic Affairs Committee meeting regarding the Career Pathways Initiative Grant. The purpose of this \$1.2 million grant is to help prepare college students to enter the workplace. An announcement was made that the University would be adding an Allied Health Services Program on campus to help fulfill the need for high demand health science fields. Dr. Edwards introduced the newly tenured

faculty/full professors. An update was given by Dr. Miller and staff on the progress of The Learning House and the Black Belt Teacher Corps initiative. Lastly, a special presentation was given by Mr. Chris Terrill from Pine Lake Preparatory School in North Carolina. He provided background on charter schools and answered questions the committee had regarding charter schools.

VII. Report from the Facilities Committee

Mrs. Jean Anderson, chair, stated that Mr. Bobby Truelove provided an update on all ongoing projects across campus. She stated that the President's Home is completed, but are awaiting delivery of the furniture. She thanked Mr. Truelove and Mr. Egbert for their hard work and doing an excellent job. She provided a status update on two projects: 1) The work on the covered bridge is complete 2) The Hunt House has not received any new offers.

Mrs. Anderson announced that a proposed agreement was approved by the committee between the University and the Livingston Presbyterian Church and asked Dr. Tucker to read the resolution as follows:

The University of West Alabama ("University") would like to respectfully resolve the matters with the Livingston Presbyterian Church ("Church") dealing with the Houston-Bailey property, and in good faith effort to do so, proposes the following:

1. The University will, at its earliest convenience, remove the Manse house from its current location (or tear it down completely) and pave the area for parking, this will create approximately 40 new parking spaces. Of these 40 spaces, (1) 6 will be designated for full-time for "Church-Only" parking; (2) on Sundays from 9:00 a.m. – 1:00 p.m., the entire parking lot will be designated for church-only parking; and (3) the parking lot can be reserved by the Church for special events (such as funeral services) with at least 72 hours' notice.

2. The Church and/or the PCUSA will deed the lot containing the Houston-Bailey house, at no cost, to the University, excepting that portion of the lot which is fenced in and contains a playground and pavilion. The University will use its best efforts to, first, "mothball" the house, and then fully restore it when funds are available.

3. For such period of time as the Church is located and operating on the property adjacent to the Houston-Bailey house, the University agrees to not sell the property where the Houston-Bailey house is located and to a right of reversion whereby the Houston-Bailey house is ever moved from its current location (or torn down and removed), the property will revert back to the ownership of the Church. If the Church is not located and operating on the property adjacent to the Houston-Bailey house, the University is free to dispose of the real property where the Houston-Bailey house is located, with no such restrictions or right of reversion as listed above.

The motion was approved as presented.

Mrs. Anderson presented a recommendation to authorize Dr. Tucker to act on the Board of Trustees behalf to sign a contract between the University and LGS which will come up within the next five years. On a motion by Mr. Justin Smith and a second by Mr. Joseph Brown, the recommendation was approved. The motion carried.

Mrs. Anderson announced that the Facilities Committee toured the President's Home preceding the committee meeting.

Mr. Smith thanked Mr. Truelove and his staff for the job well done on the President's Home, as it is a wonderful reflection of this University and the beauty of its campus.

VIII. Report from the Finance Committee

Mrs. Sheila Cloud, chair, stated that Mr. Edmonds will be presenting a financial sustainability plan for the University of West Alabama. This plan has been derived due in most part to the negative financial trends in public higher education and the challenge in relying primarily on state funding. Across the nation, the trend is that state funding simply cannot sustain public universities. Also, the average college student consumer has become much wiser and more cost conscious. The majority of public universities are performing such acts as cost analysis and a valuation of their programs to align with their goals and mission. The goal of this financial sustainability plan is to take a fresh look at what UWA can do to sustain itself financially for years to come. Dr. Tucker, Mr. Edmonds and his team have put in a tremendous amount of work in formulating this plan.

The plan consists of the following items:

Mr. Edmonds stated that the four goals of the plan were as follows:

1. Develop and implement a long-term financial sustainability plan by: appointing a senior leader and team; evaluating all financial systems and processes; establishing a performance improvement team with an emphasis on increased efficiency, cost savings and ROI; revamping the entire budget process utilizing a 0-based budgeting

format and Datatel module; implementing revenue and expense trend analysis by department/division; and instituting internal controls and leadership reporting system with each department/division being responsible of staying within budget. The O-based budgeting system will mean that each year UWA will look at the revenue and expenses generated and establish a budget for each area based on that.

2. Increase enrollment and revenue streams through innovative partnerships and initiatives such as: Royall and Company, The Learning House, International Programs, and maintain and increase (where possible) Education Trust Fund appropriations. This is the first time since 2013 that UWA has had an online enrollment of 2,000+ students due in large part to The Learning House.
3. Assess the feasibility of launching a new comprehensive capital campaign by: conducting an Institutional Advancement operations assessment and analyze alumni and donor records; conducting a feasibility study to determine the probability of campaign success; establishing funding priorities; and identifying campaign leadership and team members.
4. Conduct a comprehensive financial analysis to address mission viability in areas such as: hiring practices, travel, insurance costs, deferred maintenance, personnel/retirements, bond refinancing, outsourcing possibilities, academic programs, athletic programs, and outreach programs. Mr. Edmonds stated that priorities would need to be established on deferred maintenance and travel. The travel will need to be justified as a high priority and possibility of generating revenue for the university.

Mr. Jerry Smith thanked Mrs. Cloud, Dr. Tucker and Mr. Edmonds on behalf of the Board for their efforts on assembling this financial sustainability plan.

Dr. Tucker thanked all of the leaders of the University, as it is because of all their efforts that the University is seeing such positive results. Mr. Jerry Smith thanked Dr. Tucker for his efforts because true success begins at the top of all leadership.

IX. Report from the University President

Dr. Tucker provided the following Collaborative Initiatives Update.

UWA hosted the Region 3 Workforce Development Council on Feb. 1st at Bell Conference Center

- Supports and promotes workforce development training, grants, projects, and initiatives in a 9 county region: Sumter, Marengo, Greene, Hale, Bibb, Pickens, Fayette, Lamar, and Tuscaloosa
- 54 business and industry leaders from all 9 counties attended and toured our workforce development and technology area and were very impressed and we had several follow-up meetings

UWA sponsored the Alabama Public Safety Leadership Academy on Feb. 17th

- Dr. Tucker is on their Advisory Board; patterned after Leadership Alabama
- 30 participants chosen from all public safety fields
- 9-month interdisciplinary experience for current and aspiring leaders
- 6 sessions include: Public Finance and Budgeting, Communications and Media Relations, Ethics, Major Event Coordination, Legislative Process + Governmental Affairs, and Human Resource Management (Dr. Aliquippa Allen led and this was the highest rated)

UWA held the Alabama Career Center Grand Opening at Land Hall on Feb. 20th

- Partnered with Alabama Department of Labor and Secretary Fitzgerald Washington, along with the Alabama Career Center System, to open the Livingston Satellite Career Center on campus.
- Part of UWA's mission is to contribute in a significant way to our region's workforce development efforts and expansion of employment opportunities for our citizens
- The center will be open from 8am to 5pm on Thursday, offering job and educational training, resource assistance, and job placement services
- Dr. Tina Jones, Allison Brantley, Johnnie Aycock, and Larry Jowers were instrumental in making this happen

UWA hosted the Black Belt Action Commission tomorrow, Feb. 7th

- It is housed under the Rural Development Agency led by Executive Director Ron Sparks
- Comprised of 13 committees: Agriculture, Communications, Community Development, Culture + Youth, Education, Families, Health, Infrastructure + Transportation, Manufacturing, Marketing + Tourism, Small Business, and Workforce Development + Skills Training
- UWA faculty and staff serve on multiple committees and also chair Marketing + Tourism, and Small Business
- Also toured our auto tech and applied engineering labs, IMC labs, Rural Education Initiatives, and C2C grant

UWA is partnering with the University of Alabama to develop and implement an Economic Development Leadership Academy, beginning in Sumter County

- Its purpose is to equip public and private sector leaders (in Sumter County and beyond) to more fully understand and implement effective economic development strategies for job creation, business retention, workforce development, small business, and entrepreneurial growth
- It contributes to a more unified, consistent development efforts built around well-informed community leaders working together with clear strategic goals and purpose
- The first session is to determine interest, direction, and commitment among selected public and private sector leaders and will be held April 5 at Land Hall

Dr. Tucker introduced Dr. Tina Jones, Executive Director of Economic Development and Outreach, and Mrs. Allison Brantley, Director of Economic Development, to provide an overview of the University of West Alabama's Division of Economic Development and Outreach. They presented the mission of DEDO which is to serve as a community outreach arm for the University of West Alabama by developing the Region's unique natural and cultural assets to address the educational, social, and economic needs of the Black Belt. Their goals are to 1) increase community and student engagement 2) address the educational, social and economic needs of the Black Belt and 3) promote the University of West Alabama as a regional resource. DEDO consists of the Black Belt museum, the Center for the Study of the Black Belt, Continuing Education, and Economic Development. For the past three years, DEDO has received \$1.2 million in grant funding with \$60,000 received from the Daniel Foundation and \$750,000 received from the USDA Delta Health Services grant, both from this year. DEDO strives to provide economic development, community development and workforce development for the community it serves.

Dr. Tucker introduced Dr. Chris Thomason who presented a naming opportunity for the Board's consideration. Dr. Thomason presented the request to name the newly installed scoreboard at the University of West Alabama baseball field after Mr. Weldon Hoss Bowlin who served as the head coach for Tiger baseball from September 1, 1972 – August 31, 1986. Currently, \$43,784 was been gifted for the scoreboard. ***On a motion by Mr. Alex Saad and a second by Mr. Victor Vernon the naming opportunity was approved. The motion carried.***

X. Report from the Board President

Board/Foundation Relationship

Mr. Jerry Smith stated that he and Mr. Hal Bloom recently met with Mr. Jimmy Collins, Foundation Board chair, to discuss a way to improve communication between the Foundation Board and Board of Trustees. A resolution was read by Mrs. Sheila Cloud ***that 1) the Board of Trustees does by the adoption of this Resolution authorize the President Pro Tempore of the Board to appoint a member of the Board of Trustees to act as a liaison to the University of West Alabama Foundation Board to ensure open communication between The Board and the Foundation; and 2) That the Board does by the adoption of this resolution request that the Foundation appoint one of its members as a liaison to The Board of Trustees of the University of West Alabama to ensure open communication between The Board and The Foundation; and 3) That this Resolution shall become effective on this the 6th day of March 2017. On a motion by Mr. Alex Saad and seconded by Mr. Jerry Groce the resolution was approved. The motion carried. Mr. Jerry Smith stated that Dr. John Killian will be appointed to the Foundation Board as an ex officio member of the Foundation Board.***

Charter School Report

Mr. Jerry Smith introduced Mr. Chris Terrill, the headmaster at Pine Lake Preparatory School in North Carolina. Mr. Terrill thanked Mr. Smith for the warm reception and provided his educational background. Mr. Terrill has had much success throughout his charter school career. He was the headmaster at a charter school in Florida that was named the 11th most challenging school in America. Today he is the head of schools at Pine Lake Preparatory School in Mooresville, NC. That school has seen their enrollment grow to 1,900 students. Mr. Terrill and Mr. Smith formed a relationship when Pine Lake hired Mr. Smith to begin a capital campaign for Pine Lake. Since Mr. Smith was hired, Pine Lake has been able to build a new gymnasium and a science and technology center. Mr. Terrill stated that the purpose of a charter school is to provide innovation in the school system and help with economic development in the community. He suggested the Board look at two models for the proposed charter school which were The Villages in Ocala, Florida and the Delta School in Wilson, Arkansas. Both of these schools were started in areas where the school systems were not strong and the communities were beginning a downward spiral. These schools revitalized the area and saw significant growth in the

community. Mr. Terrill encouraged the Board to think big when it comes to the charter school. There is a huge opportunity before us where students can thrive with programs like STEM, project based learning models, Spanish immersion programs, art programs, and blended learning which could serve as a model for other rural communities.

Mr. Alex Saad asked Mr. Terrill if the charter school were to need a lottery does the student get to re-enter the lottery every year, and if the curriculum is the same as a public school, and how do you decide the enrollment size of the school. Mr. Terrill responded by saying that a student may re-enter the lottery every year with a new number, the charter school curriculum is different from a public school because they are free to use innovative ideas, but the testing is the same as the state, and the enrollment size is determined by the need in your community, but that an optimal size of a K-12 school is 450-600 students.

Mr. Thed Spree inquired if a child starts in the charter school is he always guaranteed a spot and how does sibling preference work. Mr. Terrill responded by saying that once a child begins in the charter school, that student is always in the charter school, unless a discipline problem or other matter occurs. Also, sibling preference means different things in different states. In the state of North Carolina, if a sibling is accepted, then a year later other siblings will be accepted. Mr. Justin Smith stated that in the State of Alabama if one member of the family is accepted to the charter school (in a lottery situation), then the entire family is accepted. Mr. Thed Spree also asked how the start-up money for his charter school was raised and what were the cultural demographics of his charter school. Mr. Terrill stated that the start-up money for a charter school he ran in Florida came from the city in which it was located because it was a municipal charter that was run by the city. Pine Lake Preparatory School was held in the basement of a church and had small growth over the course of several years. Once the school was ready to build new facility, the school was able to take their balance sheet to a bank and receive financing to build. Mr. Terrill also explained that the cultural demographics of all the charter schools he has led, have always been a true representation of the demographics in the community.

Mrs. Jean Anderson asked what the standards were for a charter school, how discipline was handled and if character training was available. Mr. Terrill stated that the standards for a charter were at least the same as the states, but generally were higher than the state's. A charter school is given a grade based on their standards and performance just like a public school. The discipline is handled just like a state school, with measures for expulsion and suspension. A charter school also expects parental involvement with the school and that generally mean 30 hours of service per family, which he has found has a direct correlation on behavior. Mr. Terrill stated that character training is a large part of the charter school because the school takes pride in behavior of students, performance of students and holding all to a higher standard.

Dr. John Killian inquired if there are limitations on expressions of faith in the charter school or if faith can be a part of the charter school. Mr. Terrill explained that faith can be a part of the curriculum if it is taught in a historical context and that expressions of faith can be done on the campus if it is a voluntary election.

Mr. Victor Vernon asked how a charter school is funded. Mr. Terrill stated that charter schools are funded with federal, state and local funding.

Mr. Justin Smith asked if Mr. Terrill received any resistance from the community when a charter school was started in areas where he served. Mr. Terrill responded by saying that he absolutely received resistance in the communities in which he served, but the key is to keep an open mind with this process. The community needs to ultimately do what is in the best interest of the children.

Mr. Justin Smith presented a resolution that was approved by the K-12 Ad Hoc Committee on February 17, 2017. The resolution read as follows:

- 1. That The Board does by the adoption of this Resolution authorize of the President of the University to participate in and to use the necessary resources of the University to assist with the formation of a 501(c)(3) corporation to be known as "The University Charter School" in order to complete and process an application with the State of Alabama for a charter school, to be located on the University of West Alabama campus.***
- 2. That The President shall make periodic reports to The Board as relates to the timely filing of any application with the State of Alabama for the University Charter School.***
- 3. That this Resolution shall become effective immediately upon its adoption by the Board of Trustees and done this the 6th day of March 2017.***

Mr. Jerry Smith announced that he would open the floor for discussion by the Board members and then will allow three individuals from the audience to speak for the charter school and three against the charter school.

Mr. Thed Spree welcomed the guests present from the public school system, Sumter Academy and the community. He stated that his real problem with this process has been that the community has not been involved or informed in the decision to start the charter school. He said the Board of Trustees has not been informed and he is embarrassed by the lack of information he has received. He asked why the community members, surrounding communities and local school leaders have not been approached. Mr. Thed Spree suggested that a community forum be held to inform the community of the facts regarding the charter school and to ease fears about the future. He asked why UWA has not worked better

with the legislators in Montgomery to ask about their opinions. Mr. Spree stated that he wished the University would have been more proactive about this situation.

Mr. Alex Saad stated that he shared some of Mr. Spree's concerns, but wants everyone to understand to see the bigger picture. He believes that it will positively affect the community through economic development. He stated the Board has a great opportunity to create an environment for all children in the community to have a better education without any exclusions.

Mr. Justin Smith stated that the K-12 Ad Hoc Committee has been very transparent from the beginning of this process. As a part of that transparent process, there have been open meetings to all community members, an Advisory committee that consists of local community members, school leaders and business leaders. All comments that have derived from these meetings were positive and diverse. Mr. Smith stated that they have met with local school leaders between himself and Dr. Tucker. They have both devoted a lot of time to be open to speak to anyone at any time regarding this charter school process. The University website has recently posted information for all to see which contain frequently asked questions and ways to ask any additional questions that may arise. He stated that he is very proud of this Board, the Ad Hoc Committee and the President for how transparent a process this has been. Focus groups were formed to provide feedback into the need of the charter school. From these groups, 90% of the feedback was positive. The only negative feedback that he has received has been from the leadership of the local schools. Mr. Smith stated that the response he has received from leaders in Montgomery has been very positive. Most think this as a chance to change the area, but also a pilot program for the Black Belt and to reinvigorate this area. Dr. Tucker stated that a meeting has been scheduled with Senator Singleton and that Mr. Tom Tartt has talked with many others in Montgomery. He will return with more information regarding these meetings. Mr. Smith stated that the charter school is an opportunity to make a positive impact in the community. The charter school is not something that has been looked at lightly and has been researched with pain-staking effort. Dr. Tucker mentioned that four community forums had been scheduled around the county to solicit further feedback, answer questions, provide accurate information, and allow new opportunity for all to voice their opinions, pro and con.

Dr. Killian asked if the UWA Board of Trustees will be the Board of the charter school and who selects this Board? Mr. Smith responded by saying that the Board of the charter school will be totally separate. This Board will consist of community leaders and will be small and expand to 11-13 members as the school grows. The Board for the charter school will be selected by the charter school working group, along with Dr. Tucker and Mr. Jerry Smith. Dr. Killian asked what happens if the charter school is not performing? Mr. Justin Smith stated the charter school commission will not allow a non-performing charter school to exist. A review process is held within five years of the opening of the school.

Mr. Jerry Smith opened the floor to the audience for three to speak for the charter school and three to speak in opposition to the charter school.

The following spoke in favor of the charter school: Dr. Ashley Dumas, Mrs. Gena Robbins, and Mr. Drayton Pruitt.

The following spoke in opposition to the charter school: Mrs. Charlie Jackson, Mrs. Drucilla Jackson, and Coach Glen Sanders.

Mrs. Lena Hardaway shared that she felt something needed to happen for all people in the community in order to improve this area and for overall growth, and that she too supported the charter school.

Mr. Jerry Smith called for a vote on the resolution presented from the K-12 Ad Hoc Committee. Mr. Theod Spree abstained from voting. The resolution was approved.

Mr. Alex Saad stated that he appreciates all of those who spoke today and applauds the tough decisions that have been made. This is an opportunity to grow this community.

Mr. Jerry Smith thanked Dr. Tucker, Mr. Justin Smith and the Ad Hoc Committee for their hard work.

XII. New Business

There was no new business.

XII. Other Business

There was no other business.

XIII. Adjourn

Mr. Jerry Smith asked for a motion to adjourn. ***Mr. Jerry Groce moved to adjourn; Mr. Joseph Brown seconded the motion; and the meeting adjourned at 2:15 p.m.***

Respectfully submitted,

Katie Beard
Assistant Secretary to the Board