Transylvania University Board of Trustees Minutes of the Meeting May 27, 2016 – draft

The Transylvania Board of Trustees met in Lexington, Kentucky on Friday, May 27, 2016 in the William T. Young Campus Center.

Trustees present: Mr. William M. Arvin Sr., Mr. Glen S. Bagby, Ms. Mindy G. Barfield, Dr. Aristides S. Candris, Mr. Norwood Cowgill Jr., Mr. Martin Davey, Mr. Luther Deaton Jr., Mr. Michael Doheny, Ms. Rose Mary S. Dow, Mr. Michael C. Finley, Mr. James H. Frazier III, Mr. James G. Kenan III, Mr. John Knapp, Mr. Samuel J. Mitchell Jr., Mr. George M. VanMeter Jr., Ms. Ann O. Windley, Mr. Brian C. Wood, Mr. Christopher H. Young, Mr. William T. Young Jr., Dr. Byron Young

Trustees present via phone: Ms. Laura R. Harper

Trustees absent: Mr. Antony R. Beck, Ms. Laura T. Boison, Hon. Karen K. Caldwell, Ms. Ann Rosenstein Giles, Mr. Roszell Mack III, Mr. William C. Oehmig, Mr. Joe M. Thomson, Dr. John N. Williams Jr.

Lifetime Trustees present: Mr. John R. Hall, Dr. A. Guy Waldrop, Mr. Charles Williamson

Staff members present: Dr. Seamus Carey, president, Dr. Laura Bryan, vice president for academic affairs and dean of the university, Mr. Marc Mathews, vice president for finance and business, Dr. Rhyan Conyers, vice president for enrollment, Dr. Michael Covert, interim vice president for student affairs, Ms. Kara Covert, interim vice president for advancement, Mr. Jason Whitaker, vice president for information technology, Ms. Michele Sparks, vice president for marketing and communications, Dr. Holly Sheilley, vice president for athletics, Ms. Rachel Millard, executive assistant to the president, Ms. Diane Pruitt, administrative assistant.

Mr. Martin Smith, vice president for advancement, effective August 1, 2016, was also present.

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Welcome

Chairman Young called the meeting to order at 9:05 a.m. He asked for a motion to approve the minutes of the February 5, 2016 meeting as distributed. Dr. Candris so moved; Ms. Windley seconded, and the motion was unanimously approved.

President's Remarks

President Carey welcomed Mr. Martin Smith who will assume the responsibilities of vice president for advancement on August 1, 2016. Mr. Smith thanked President Carey and said he is excited to be joining the staff at Transylvania.

President Carey presented some of the reasons for the recent enrollment shortfall. He said that while some of those factors are beyond our control, we will master our message, correct what we can, and communicate our strengths more clearly.

<u>Reports</u>

Enrollment Management

Dr. Conyers reported that enrollment focused on two priorities for the new class:

- 1. Class of 330 students (compared to 323 last year)
- 2. Discount rate of 52 percent (compared to 54 percent last year)

Deposits stalled by late April and totaled 234 on May 5. However, we have been very successful in lowering the discount rate which, as of May 5, is 48.2 percent for the incoming class. This number will fluctuate but is expected to be well under the goal and at its lowest level since 2008.

Fifteen percent of the incoming class was admitted under the Test Optional Policy. In terms of academic quality and demographics, the incoming class is similar to last year's:

- ACT middle 50 percent 24-30;
- Students from Kentucky 65.1 percent;
- Students of color 16 percent.

Influences on the low enrollment results:

- Cost and competitiveness;
- Applicants also apply to lower-cost, in-state public institutions;
- Competition with private institutions which discount more than Transylvania;
- Rising costs relative to stagnant average family income;
- Public criticism of liberal arts colleges and liberal arts majors;
- High turnover in admissions staff.

The discounting strategy for this year almost certainly impacted enrollment. Scaling back excessive discounting this year meant that we lost some students who would have enrolled only for high discounts. However, non-financial aid applicants outperformed compared to last year. While we were down in other categories of financial need, we had 33 non-aid applicants this year compared to 26 last year. We are exploring new populations which may be able to pay more. It is important to note that last year's incoming class of 323 included 183 student athletes, an unsustainable number. The goal for this year was 110.

For the 2017 incoming class, enrollment will:

- Use aggressive strategies to market Transylvania to rising seniors;
- Embrace the earlier timeline for the Free Application for Federal Student Aid;
- Explore new ways to promote our academic programs, outcomes, and reputation and demonstrate that a Transylvania education is an excellent value.

Finance

Mr. Mathews reported that the Finance Committee met on Tuesday, May 24, 2016.

He presented the 2016-17 Operating Budget on behalf of the Finance Committee, highlighting the following:

- 1. Revenues are flat from the previous year;
- 2. Decreased expenditures of \$315,000 or 0.8%;
- 3. Decrease to net operating deficit of 35%, with deficit of \$585,000, and
- 4. Expected enrollment of 954 students.

Mr. Mathews also presented a 10-year budget projection based on an incoming class size of 300. Mr. Bagby moved to approve the 2016-17 Operating Budget, seconded by Ms. Windley, and approved unanimously. The 2016-17 Operating Budget and 10-year budget projection are attached to and made a part of these minutes (Appendix A).

Mr. Mathews presented an overview of the 2016-17 Capital Budget on behalf of the Finance Committee. The committee recommends \$193,000 for planned expenditures, including a document management system, and \$1,297,000 for potential projects, including:

- 1. \$250,000 unallocated
- 2. \$250,000 property acquisition
- 3. \$226,000 library cooling tower and masonry repair
- 4. \$174,000 MFA and Little Theater masonry repair

Mr. Bagby moved to approve the 2016-17 Capital Budget, seconded by Mr. C. Young, and approved unanimously. The 2016-17 Capital Budget is attached to and made a part of these minutes (Appendix B).

Mr. Mathews presented the proposed 2017-18 Tuition and Fees on behalf of the Finance Committee as follows:

	Proposed 2017-18	Enacted 2016-17	Increase \$	Increase %
Tuition	\$35,770	\$34,370	\$1,400	4.1
General Fee	\$1,520	\$1,460	\$60	4.1
Room and Board	\$9,890	\$9,600	\$290	3.0
Total	\$47,180	\$45,430	\$1,750	3.9

He indicated that, due to a recent federal regulatory change, families will be able to file the Free Application for Federal Student Aid (FASFA) starting on October 1, 2016 for fall 2017 enrollment. The Board was asked to approve tuition and fees for fiscal 2017-18 now so that the University will be in a competitive position to admit students and immediately award their aid packages this fall.

Mr. Bagby moved to approve the 2017-18 Tuition and Fees, seconded by Mr. Arvin, and approved unanimously.

Investment/Endowment Update

Mr. Mathews reported an endowment value of \$162 million on March 31, 2016, and reviewed the investment philosophy.

Advancement

Mr. Frazier reported that significant changes to the leadership structure of the advancement team have presented an opportunity to reorganize and to re-prioritize. He praised Ms. Covert for all that she has done for advancement since Mr. Purdom's resignation in March.

Mr. Frazier presented total gift income and annual fund giving information as follows:

	• ·	
	FY16 (5/17/16)	FY15 (05/17/15)
Annual	\$ 898,983	\$1,078,376
Capital	1,857,136	2,286,227
Deferred	15,000	90,000
Restricted Operating	556,954	819,254
TOTAL	\$ 3,328,073	\$ 4,273,857

Total Gift Income Comparison

Annual Fund Year-to-Date Comparison

(As of May 17, 2016)

Annual Fund	FY16 Goal	FY15 Goal	FY16 (5/17/16)	FY15 (5/17/15)
Trustee	\$700,000	\$700,000	\$132,932	\$357,088
Alumni	579,000	625,000	378,314	377,888
Parents/Past Parents	125,000	125,000	29,780	45,653
Trusts/Estates	590,000	490,000	238,374	185,822
Friends	75,000	75,000	62,915	52,740
Corp/Fndtns	50,000	50,000	2,704	6,725
Churches	40,000	40,000	26,296	27,233
Fac/Staff	35,000	35,000	18,438	15,627
AIKCU	11,000	11,000	9,230	9,600
TOTAL	\$2,205,000	\$2,151,000	\$898,983	\$1,078,376

Total giving last year for all categories was \$5,216,000. He noted that 2016 total gifts are lower than the previous year, due in part to a \$429,000 influx from three endowed scholarships gifts and left over funding for Alumni Plaza in 2015.

Last year's total trustee giving was \$541,542. Seven trustees have not given in the current fiscal year, and sixteen trustees have not given to the Annual Fund. The average trustee Annual Fund gift this year is \$10,100 versus \$21,600 last year. Average trustee giving in all categories is \$21,000 versus \$33,000 last year. Mr. Frazier said it is an honor and a privilege to serve as trustees and trustees are expected to give.

Mr. Frazier called on interim vice president for advancement Kara Covert. Ms. Covert reported that she has challenged her staff to evaluate their priorities and strategies and they have done so. The Advancement Office is currently focused on the fiscal year-end and looks forward to the arrival of Mr. Smith on August 1 and to working with him on the challenges ahead. Advancement priorities for fiscal 2016-17 are:

- Setting fresh goals and strategies for President's Circle (\$1,000+ donors) and planned giving donors. Success in these areas is critically important for meeting monetary goals, especially within a capital campaign.
- Developing a crowdfunding platform to increase participation, young alumni engagement, and Annual Fund totals. Donors will be offered specific Annual Fund areas to which they may contribute, promoting gift impact.
- Restructuring of "alumni chapters" into "alumni networks" to foster student mentoring opportunities and admissions assistance.
- Focusing on group affinity relationships such as careers, student activities and demographics to drive alumni functions and appeals, and
- Accelerating major gifts visits to support fundraising for key facility goals.

Ms. Dow and several trustees commended Ms. Covert for her work as interim vice president for advancement.

Academic Affairs

On behalf of the Academic Affairs Committee, Dean Bryan presented the 2016 candidates for the Bachelor of Arts degree (Appendix C), noting a proposed posthumous degree for Ms. Mary Katherine (Katie) Stewart. Dr. Candris moved to approve the posthumous degree for Ms. Stewart. Motion seconded by Mr. C. Young and carried unanimously. Dr. Candris moved to approve the remaining list of candidates. Motion seconded by Mr. C. Young and carried unanimously.

On behalf of the Academic Affairs Committee, Dr. B. Young presented revisions to the Faculty Bylaws regarding *emeritus* status and moved that they be approved (Appendix D). Motion seconded by Ms. Barfield and carried unanimously.

On behalf of President Carey, Dean Bryan presented Mr. Silas House as a candidate for the Doctorate of Humane Letters *honoris causa*. Ms. Windley so moved. Motion seconded by Mr. Cowgill and carried unanimously.

Committee on Trustees

On behalf of the Committee on Trustees, Dr. Candris proposed that the trustee class of 2020 be approved:

- Mr. William M. Arvin, Sr.
- Mrs. Laura R. Harper
- Mr. Roszell Mack, III
- Mr. Samuel J. Mitchell, Jr.
- Mr. William T. Young, Jr.

Mr. Knapp made a motion that the proposed class be approved. The motion was seconded by Mr. C. Young and approved unanimously.

On behalf of the Committee on Trustees, Dr. Candris proposed the 2016-17 slate of Board officers be approved:

- Mr. William T. Young, Jr., Chair
- Mr. James G. Kenan, III, Vice-Chair
- Ms. Rose Mary Stamler Dow, Secretary
- Mr. Glen S. Bagby, Treasurer

Ms. Windley moved that the slate be approved. The motion was seconded by Mr. Arvin and unanimously approved.

On behalf of the Committee on Trustees, Dr. Candris presented Ms. Denise Grant '88 as a candidate for membership on the Board of Trustees. Ms. Dow made a motion which was seconded by Mr. Bagby and approved unanimously.

Student Affairs and Athletics

Dr. Holly Sheilley has been appointed Vice President for Student Affairs and Director of Athletics. This new leadership and recent changes within student affairs will allow the department to align more closely with its stated values and goals.

Dr. Sheilley reported that changes in the structure of the campus and community engagement staff will provide enhanced opportunities for students, faculty, and staff to engage meaningfully with the community. Student Life continues to evaluate and build infrastructure in support of our international students. As well, the College Empowerment Program, designed to provide traditionally under-served high school students the resources they need to navigate the college admission and financial aid process, was expanded to include two more high schools and grew from serving 10 to 36 minority students this year.

Housing selection took place in late March with 608 students assigned housing for 2016-17. The new residence halls will be ready for occupancy in Winter Term 2017.

An Advanced Nurse Practitioner continues to be available to students, faculty, and staff in the campus clinic 30 hours per week. Because of the utilization by faculty and staff (168 visits) for minor medical matters, rather than visiting outside providers and charging the University's self-insured health insurance plan, the University has saved \$12,621.

Counseling Services conducted 1,277 unique visits this year, including intakes, crisis visits, and individual sessions, compared to 1,126 the previous year. Counseling Services served 183 students, compared to 130 last year. Because of the continuing increase in hospitalizations, the University's Health and Wellness department continues to meet annually with mental health providers and in-patient treatment facilities in the community to build working partnerships. Counseling Services continues its partnership with the University of Kentucky through the supervision of a Ph.D. intern.

Following the three-year NCAA Choices seed grant (2011 thru 2014), Transylvania has continued to support 31 late-night programs, to track alcohol-related vandalism and misconduct, to provide mandatory online training, and to target harm reduction strategies to students. Ninety-nine percent of our incoming students completed the mandatory online AlcoholEDU prevention program.

Dr. Sheilley commended our student-athletes for their many academic achievements. This past fall and winter:

- 31 student-athletes received Heartland Collegiate Athletic Conference Academic Awards;
- The swim and diving teams were named to the College Swimming Coaches Association of America Scholar All-American list, and

• The National Field Hockey Coaches Association named four members of the Transylvania University women's field hockey team to the 2015 National Academic Squad.

Our student-athletes also enjoyed significant success during both regular season and post-season play.

The athletic leadership team is completing re-certification with the NCAA, which requires all Division III institutions to conduct a comprehensive self-study and evaluation of their athletics programs at least once every five years.

Lunch and Presentation

Following Dr. Sheilley's report, the trustees took a short break and then were joined by the Board of Regents for a lunch presentation.

Ms. Covert spoke briefly about the capital campaign, mentioning the five campaign phases: research/planning, quiet (nucleus), leadership, public and celebration. The Campaign Leadership Committee has been formed, co-chaired by Mr. Frazier and Ms. Grant. Finally, the campaign priority funding areas have been selected: capital projects, endowment, educational excellence and Annual Fund.

President Carey introduced Mr. Kevin Herrick of SLAM Architects. Mr. Herrick gave a Power Point presentation of a proposed new student center for Transylvania, emphasizing that this is the conceptual stage and that the final plan will depend on financing and other factors.

There being no further business, the meeting adjourned at 1:00 p.m.

Respectfully submitted, Diane Cansdale Pruitt

TRANSYLVANIA UNIVERSITY

BUDGET PROJECTIONS FISCAL YEAR 2016-2017

	PROPOSED				
	BUDGET	BUDGET		\$	%
	<u>2016-17</u>	<u>2015-16</u>	D	IFFERENCE	DIFFERENCE
OPERATING REVENUES					
TUITION AND FEES	\$ 35,009,000	\$ 35,790,000	\$	(781,000)	-2.2
ROOM & BOARD	7,003,000	7,100,000		(97,000)	-1.4
FINANCIAL AID	(17,625,000)	(18,400,000)		775,000	-4.2
NET STUDENT FEES	 24,387,000	24,490,000		(103,000)	-0.4
GIFTS	 2,000,000	2,205,000		(205,000)	-9.3
RESTRICTED GIFTS	591,000	323,000		268,000	83.0
ENDOWMENT INCOME	9,281,000	9,281,000		-	0.0
INVESTMENT INCOME AND OTHER REVENUES	749,000	725,000		24,000	3.3
AUXILIARY	803,000	787,000		16,000	2.0
TOTAL OPERATING REVENUES	 37,811,000	37,811,000		-	0.0
OPERATING EXPENSES					
INSTRUCTION	9,700,000	9,978,000		(278,000)	-2.8
RESEARCH	54,000	54,000		0	0.0
ACADEMIC SUPPORT	4,665,000	4,651,000		14,000	0.3
STUDENT SERVICES	5,097,000	5,138,000		(41,000)	-0.8
ADMISSIONS	1,784,000	1,865,000		(81,000)	-4.3
INSTITUTIONAL SUPPORT	5,218,000	5,479,000		(261,000)	-4.8
PLANT	3,375,000	3,521,000		(146,000)	-4.1
DEPRECIATION	3,973,000	3,705,000		268,000	7.2
INTEREST	1,054,000	920,000		134,000	14.6
AUXILIARY	3,476,000	3,400,000		76,000	2.2
TOTAL OPERATING EXPENSE	 38,396,000	38,711,000		(315,000)	-0.8
CHANGE IN NET ASSETS					
FROM OPERATIONS	\$ (585,000)	\$ (900,000)	\$	315,000	-35.0
AVERAGE ANNUAL FULL TIME STUDENTS	954	1,024		(70)	-6.8
FROM ENDOWMENT:					
INTEREST & DIVIDENDS	\$ 3,400,000	\$ 3,400,000			
DRAWDOWN	5,881,000	5,881,000			
TOTAL ENDOWMENT	\$ 9,281,000	\$ 9,281,000			
ENDOWMENT SPENDING RATE	5.70%	5.97%			
ENDOWMENT VALUE - 36 month rolling average market value as of the beginning of the year*	\$162,731,957	\$155,336,070			
TUITION DISCOUNT RATE	50.3%	51.4%			

* = endowment value at 7/1/16 projected

Revenue:

Tuition and fees
ess financial aid
soom and board
Bifts
Other revenue
Release from endowment
nvestment Income - non endowment
Restricted gift income - non endowment
Auxiliary income
Total revenue

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Expenses:
Instruction
Research
Academic support
Student services
Admissions
Institutional support
Interest
Plant
Depreciation
Auxiliary

Total Expenses

Net income

Average Student FTE

Tuition Discount Rate - Overall

Cash flow:

Operating loss Add back depreciation Less bond principal Available for capital budget

Approved									
2017/ctuc Budget	2010/ 1/ Budget	201// 10 Budget	2018/19 Budget	2019/20 Budget	2020/21 Budget	2021/22 Budget	2022/23 Budget	2023/24 Budget	2024/25 Budget
\$35,790,000	\$35,009,061	\$36,305,462	\$38,555,636	\$39,620,400	\$42,185,086	\$43,638,263	\$45,142,048	\$46,734,912	\$48,383,526
-18,400,000	-17,625,088	-18,088,146	-19,052,081	-19,363,196	-20,428,588	-20,928,277	-21,437,919	-22,188,246	-22,964,835
7,100,000	7,002,945	7,022,553	7,190,188	7,361,991	7,538,069	7,718,535	7,903,501	8,093,084	8,287,404
2,205,000	2,000,000	2,050,000	2,101,250	2,153,781	2,207,626	2,262,816	2,319,387	2,377,372	2,436,806
650,000	666,250	682,906	666,979	717,478	735,415	753,801	772,646	791,962	811,761
9,281,000	9,281,000	9,281,000	9,281,000	9,281,000	9,281,000	9,281,000	9,281,000	9,281,000	9,281,000
75,000	82,500	90,750	99,825	109,808	120,788	132,867	146,154	160,769	176,846
323,000	591,000	605,775	620,919	636,442	652,353	668,662	685,379	702,513	720,076
787,000	802,740	818,795	835,171	851,874	868,912	886,290	904,016	922,096	940,538
37,811,000	37,810,408	38,769,095	40,331,886	41,369,579	43,160,662	44,413,957	45,716,210	46,875,461	48,073,122
9,978,000	9,699,932	9,940,953	10,100,386	10,349,652	10,519,187	10,780,483	10,959,842	11,233,945	11,423,859
54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000	54,000
4,651,000	4,665,468	4,756,289	4,830,046	4,941,366	5,027,395	5,143,969	5,234,562	5,356,698	5,452,149
5,138,000	5,096,581	5,195,468	5,276,989	5,398,811	5,494,135	5,621,777	5,722,205	5,856,013	5,961,876
1,865,000	1,784,394	1,821,485	1,854,333	1,901,228	1,939,976	1,989,205	2,030,075	2,081,777	2,124,904
5,479,000	5,217,552	5,329,996	5,418,387	5,552,153	5,653,826	5,793,946	5,901,097	6,047,952	6,160,941
920,000	1,053,672	1,266,323	1,201,425	1,147,898	1,103,455	1,056,283	1,006,633	953,848	897,925
3,521,000	3,374,881	3,479,251	3,577,261	3,698,493	3,809,148	3,939,469	4,059,154	4,199,371	4,328,917
3,705,000	3,973,184	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684
3,400,000	3,476,378	3,578,479	3,684,117	3,799,307	3,915,500	4,038,589	4,162,884	4,294,463	4,427,473
38,711,000	38,396,041	39,607,928	40,182,629	41,028,592	41,702,306	42,603,405	43,316,135	44,263,752	45,017,729
•									
-900,000	-585,633	-838,833	149,258	340,987	1,458,356	1,810,553	2,400,075	2,611,709	3,055,392
1,024	954	953	980	972	1,001	1,001	1,001	1,001	1,001
-51.41%	-50.34%	-49.82%	-49.41%	-48.87%	-48.43%	-47.96%	-47.49%	-47.48%	-47.46%
-900,000	-585,633	-838,833	149,258	340,987	1,458,356	1,810,553	2,400,075	2,611,709	3,055,392
3,705,000	3,973,184	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684	4,185,684
-1,176,571	-1,529,470	-1,834,176	-1,894,574	-1,480,367	-1,521,566	-1,568,181	-1,615,223	-1,662,704	-1,720,633
1,628,429	1,858,081	1,512,675	2,440,368	3,046,304	4,122,474	4,428,056	4,970,536	5,134,690	5,520,443

Appendix A

Transvlv	ania Univer	sitv						
Propose	d Capital Pr	ojects 2016-17						
Projecté	d 2017-18 t	o 2020-21	2016-17 Planned	2016-17 Possible	2017-18 Budaet	2018-19 Budaet	2019-20 Budget	2020-21 Budaet
	A 421 Nort	h Broadway						
	1	Replace windows				\$15,500		
	2	Brickwork repair				\$5,000		
	ю	Parking lot replacement				\$10,000		
8	Beck							
1	1	Replace fitness center flooring		\$71,732				
	2	Replace carpet in locker rooms		\$62,921				
	з	Replace furniture in Hall of Fame room			\$15,000			
	4	Replace recreation level lobby furniture			\$15,000			
	S	Replace recreation level carpet				\$22,000		
	9	Replace office area carpet			\$25,000			
	7	Video board				\$110,000		
	∞	Replace lockers			\$36,000			
	б Г	Replace scoreboards on recreational floor			\$12,000			
	10	Video board cameras and tri-caster				\$17,000		
	11	Additional metabolic carts for Exercise Science program			\$25,000	000 010		
	12	Repair deteriorating brick on handicap ramp				520,000		
(5	wasner/ aryer replacements				000'/7¢		
ر	Brown St	cience center				63F0 000		
	- r	Continuation of prick veneer repairs				000,UCE¢		
	2 0	Repair parapet wall that supports chimney			The trà	000,62¢		
	n <	Instan 24 electric outlets in nailways Dealace MMAP (Mudiar magnatic recommend)			741,347			
6	4	Replace NIVIR (NUClear magnetic resonance)						nnnínneč
2	campus	center (w.i. foung campus center)		¢Ω ΩΩΩ				
	r	Pool - replace underwater lighting		000,84				
	7 6	Pool - replace diving boards, ladders, axel system			\$33,000	000 000		
	'n	Replace swimming pool HVAC				\$40,000		
		Purchase event equipment for indoor and outdoor events						
	4 1	(tables, chairs, coat racks)				\$8,000		
	n u	Replace chairs in Conterence Room A			ÇCC 467	000,615		
ш	o Coweill B	rou - replace polier uilding			104,000			
	þ	Replace carpet in offices and common areas: repaint carpet and			\$100.000			
	1	office areas; replace common area furniture						
ш	Forrer H							
		Cafeteria equipment - periodic replacement			\$15,000	\$25,000	\$25,000	\$25,000
	7 7	Replace HVAC in dining area					\$70,500 \$48,000	
	n v	Replace cooling tower/chillers New dishwasher in dining facility					\$125,000 \$125,000	
U.	4 Eourth St	new uishwasher ni unning racinty reat Athlatic Eacility					000'071¢	
7	1	Track and field video board			\$20.000			
	+ C	Men's lacrosee shot clock (NCAA requirement)	\$R 000		000/044			
I	General		000,004					
:	1	General authority for unforeseen projects		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
	2	General authority for property acquisition		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
	з	Bobcat for PPD			\$25,500			
	4	Periodic replacement of keyboard instruments			\$28,000	\$28,000	\$28,000	\$28,000
	ഗ	Periodic replacement of band instruments			\$18,000 525 555	\$18,000	\$18,000 \$20,000	\$18,000
	9 ٢	Replace physical plant truck Ruild renbrement tennis courts for rammus			\$30,000 \$1 500,000		000,055	
	× 00	Replace grounds/housekeeping equipment			\$40,000	\$10,000	\$10,000	\$10,000
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				-				
	6	Replace police vehicle			¢ΕΛ ΛΟΛ	\$30,000 \$50,000		
_	Graham (new/coolumated campus signage Dottage						
	1	Renovate interior space				\$260,000		
_	2	Parking lot replacement				\$20,500		
_	hall Field	Datroft coftball field for new NCAA regulations			\$1 ADD DDD			
×	1 Informati	nechnology			000/004/T¢			
	1	Document management system	\$90,000					
	2	Laptop replacement			\$30,000	\$30,000	\$30,000	\$30,000
	с	Audio visual replacement equipment			\$5,000	\$5,000		
	4	Upgrade Cbord serve and software	\$10,000					
		Security alarms for Graham, DPS alarm receiver and other			\$40,000			
	ß	campus locations						
		Network infrastructure upgrades to gigabyte and enhanced			\$60,000			
	9	wireless support						
		Back up power for DPS and other areas for phone/network			\$25,000			
	7	service during short power outages						
	8	Fireworks fire alarm monitoring station and setup0			\$35,000			
_	Library							
	1	Concrete repair/stop water infiltration		\$26,200				
	2	Replace cooling tower/chillers		\$200,000				
	3	Renovate main floor (phases II and III)			\$195,080	\$45,340		
	4	Annual book acquisition budget	\$75,000		\$75,000	\$75,000	\$75,000	\$75,000
Σ	Little							
	1	Roof and masonry repair		\$108,000				
z	Marquart	d Field						
		Rebuild game mound, home plate and bull pens; replace tarps			\$5,857			
	1							
	2	Rebuild/redesign batting cages and bull pens			\$17,000			
0	Mitchell	Fine Arts						
	1	Organ - minor repairs	\$10,000	\$0				
	2	Organ - major repairs			\$52,395			
	ŝ	One new baby grand piano		\$20,000				
	4	Remove flashing, reset coping stone		\$66,000				
	S	Replace full roof			\$400,000			
	9	Parking lot replacement with 2" cap			\$48,000			
д	Morrison							
	1	Replace front steps				\$130,000		
	2	Upgrade bathrooms - particularly on the second floor				\$30,000		
	- m	Renovate first floor into Student Success Center			\$100,000			
J	POOIE KE	sidence Hall			000 000			
c		Keplace parking lot			\$40,000			
¥	Kosentha	l Kesidence Hall						
	-	Replace parking lot			\$20,000			
	2	Replace roof on commons building			\$17,000			
	ŝ	Paint/furniture refresh of rooms			\$50,000	\$50,000		
	4	Replace windows			\$25,000	\$25,000		
S	Shearer							
	1	Concrete repair/stop water infiltration		\$7,800				
	2	Roof replacement		\$62,000				
	æ	New kiln/kiln shelter			\$50,000			
F	Strickland	d Auditorium (Brown Science Center)						
	1	Light refresh		\$138,498				
р	Thomas F	ield						
	1	Repair fence		\$8,500				

\$5.265.636 \$2.026.340	Aber (Ara) (ark			\$5,000
\$16,000 \$133.000 \$1.296.651	\$27,000	\$9,000 \$66,000 \$27,000 \$35,000	\$65,000 \$29,167 \$394,661 \$10,000 \$15,000 \$5,837 \$12,478 \$12,478 \$143,315 \$143,315 \$103,376	\$78,450 \$15,000 \$5,000 \$25,000 \$90,000 \$69,079 \$282,529 \$0
2 Replace lacrosse netting	Ool for Remaining Funding (In priority order) First priority General Campus Laptop replacements - additional Signage - Transylvania sign	MFA Band instrument replacement Second priority Brown Science Center 17 - 20 card swipes for student use Campus Center Back up pump for pool General Campus	Laptop replacements - additional Grounds equipment replacement New police vehicle Third priority Beck Wall décor Fourth Street Athletic Complex Trophy cases Wall décor Library Renovate space for writing center otal	Resulted rands and for exercise science new hire (Bingham start up funds) Replace performance gym lighting with LED - paid by the Green Repolving Loan Fund Brown Science Center Chemistry equipment (Kresgee endowment) Equipment for math new hire (Bingham start up funds) Equipment for math new hire (Bingham start up funds) Equipment for math new hire (Bingham start up funds + Kresgee endowment) Information Technology Laptop replacement (Kena IT fund) Morrison LED lighting retrofit - paid by the Green Revolving Loan Fund

\$986,000

\$959,500

Appendix B

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2016 Candidates for Bachelor of Arts

Rebecca Margaret Adams Nathan Edward Addison II Carl Jefferson Agner Robert Stephen Albrecht Meaghan Elizabeth Allen Alyssa Monica Anciro Callie Ann Anderson Paige Montgomery Anness Alexander Mark Arnett Shelby Marie Auxier **Teresa Elaine Bailey** Anna Marie Balassa James Carson Baughman III Aubrey Kate Bausum **Rebecca Beasley** Quentin Abraham Stephen Becker Jessica Campbell Belock Hannah Marie Bennett Jessica Marie Bier Chloe Morgan Bingham Matthew James Birkenhauer EmaLea Ann Bischoff Brendan Joseph Bivens Kaz Michael Blackwell Nicholas Allen Blackwell Tabitha Dawn Boes Kelsey Leann Bolger Alice Catherine Boos Raymond Benjamin Borja Alexandra Patricia Botkin **Taylor Nicole Bottom** Wilson Robert Boyer **Cameron Samuel Brewer** William Jared Brewer Jared Scott Brewington Andrew Carver Brown Audrey Renn Brown Laura Ashley Kathryn Brown Tiara Lekyla Anaree Brown Regan Makenzie Buckler Joshua William Buckman Alyssa Nicole Buerkley Elizabeth Victoria Burton Macauley Jane Campbell Sara Michaela Caperton Annemarie Elizabeth Carney

Cromwell David Castillo James Hunter Cloud Katherine Elizabeth Coleman Cohron Chase Anthony Coleman Cayla Nicole Combs Lauren Michelle Combs Evan Michael Congdon Dylan Mackenzie Conner Kathryn Darby Cooksey Kristen Marie Cornish Nicole Christine Craigmile Drew Tanner Cunningham Jonica Christina Davis Taylor Brian Deaton Heather Christine Dillander Jennifer Nicole Disponette Megan Elizabeth Dixon Ian Michael Donnelly Clay Wells Douthat Frank Keiser Downing III Samantha Haley Easterling Ann Elizabeth Edkins Sara Alice Eison Olivia Brooklyn Ellis Haley Elizabeth Elliston Micha Gayle Elmore Claire Ryan Emison Steven Same-Lindi Enohtanya Benjamin James Erwin Celsey Alexandra Fannin Alexandra Catherine Felber **Rachel Nichole Ferrill** Lucinda Constance Figueiredo Anna Grace Fons Martha Louise Foster Satchel Rees Fowler Ashley Elaine Frees Kristen LeeAnn Frost **Donald Chanslor Gallenstein** Katherine Elizabeth Gamblin Elizabeth Lynne Garduno McKenzie Delores Gearheart Casey Michael Gilligan **Taylor Marie Gilmore** Lowell Tomes Gordon Hunter Mathias Grisso

Clay Daniel Guffey Kaitlin Nicole Haggard Syedeza Ali Haider Jacob Tyler Hall Jacob Lee Hamilton Makayla Klaiber Hansman Ryan Connell Hanson Ryne Edward Hardesty Rachel Elizabeth Harrison Lauren Rose Haves Joseph Dillon Hensley Nicholas James Herberth Lindsay Carol Hieronymus Kaitlyn Alexandra Hill Kathleen Marie Hindman **Thomas Marvin Hirn** Stephanie Ann Holstein Michael Andrew Huelsman Kaitlyn Marie Hulsman Ashley Judith Humphrey Ivana Austin Humphrey Samuel David Ives Katherine Anne Jackel Nicholas Grant Jackson Hannah Linnea Jacky Rhianna Maris James Madison Julia Jarvis **Brooke Charlotte Jennett** Aaron Morgan Johnson Lauren Ashley Johnson Rachel Lynn Johnson **Rachel Nicole Johnson** Sarah Ellen Jonas Hunter Price Jones **Rachael Emily Jones** Euisuk Jung Grace Kathryn Jung Tram Thi Hoai K' Kimiko Ann Kasama Faye Emily Katz Cameron Ellis Kelley Calais Pruitt McCray Klink Shoshana Kolani Kelly Marie Kreutzjans Molly Michelle Kruse Darrin Lee Laswell

Victoria Catesby Lelbach Laurel Brianne Lietzenmayer John Mason Lilly Jiajie Lin Yining Liu William Jordan Lloyd Madison Alyse Lovern Olivia Anne Luken Jamie Lynn Lutes Barton Hagerty Lynch Lauren Elizabeth Lytle Ashley Marie Mailloux Courtney Lynn Manies Laura Elizabeth Marcum Erin Michelle Marek Zachary Joseph Maughmer Nicholas Chadwick McCarthy Elizabeth Ashley McIntyre Peter Mandeville McKay Jeffrey Lewis Meade Zachary Mark Meikle **Danial Khalid Memon** Lucy Marie Meredith **Theresa Laney Mettens** Jerod Dearl Metz Kathryn Claire Mielcarek Angelica Denise Miller Benjamin Joseph Miller Erin Morgan Miller Lyndsey Grace Miller **Truman David Miller** Ashley Colleen Montgomery Kevin Shannon Moore Skyler Charles Moran Alex Janea Moreland Marina Ann Morgan Gabrielle Lynn Morguelan Alexander William Morrelles Elizabeth Deane Mosley Samuel Thomas Mullen Clark Andrew Murray David Benjamin Deane Neri

Trina Nicole Newman Amanda Gabrielle Newsome Jenna Elizabeth Nidiffer Ginna Maria Nilest Susan Leigh Northcutt Ashley Brianna Nugent Ashton Craig Ogle Elizabeth Marshall Owens Dylan Alexander Pahle Ashley Hannah Paul Zoey Jene Peach Maria Isabel Peña Taylor Glen Petersen Kathryn Doris Pimentel Jordan Elizabeth Powell Nicholas Andrew Puleo Caitlin Nicole Raley Daylyn Justice Sunshine Randolph Trent Matthew Redmon Abby Rachelle Reed Kathryn Starr Rice William Joseph Rich Joseph Michael Robinson Stephanie Andrea Robinson Benjamin Logan Rogers Erin Christine Romito Travis Lee Rose Kody Clark Ross Cesarina Rose Rounce Steele Isaac Rouse Bianca Anastasia Rudnick Christopher Alexander Saldaña Christopher Ala Samaan Maria Teresa Sawaya Stefani Diann Schrader Taylor Robert Schultz Kameron Blake Schwartz Alexandra Elizabeth Schwendau Lydia Michele Shaughnessy James Matthew Shofner Jessica Sue Shotwell **Richard Brandon Shufelt**

Walter Allen Simpson III Elizabeth Joy Sliker Joshua Chamberlain Slone **Olivia Claire Slusher** Courtney Elizabeth Smith Katelyn Devonne Smith Nicole Renee Smith Kara Rebecca Sparks Logan Patterson Specht Tate Ellis Spivey Cynthia Ellen Springer Sara Elizabeth Sproull Sara Elizabeth Staker Parker Lee Stansberry Alison Paige Stevenson Mary Katharine Stewart * Sierra Alexis Stewart Mollie Shea Stocker Kimberly Rose Strickland Ryan Turner Sturm Tiffanie Evalani Tagaloa Ramsy Christyn Tandy Caroline Codell Tarnofsky Adrianne Michelle Tarpey Shelby Lynn Tennill Malory Elizabeth Thelen Breanna Gail Thompson Brittany Paralee Thompson Michael Henry Thornberry Kayla Ashley Thurlow Erin Nicole Triplett Yuwei Vivian Tsai Jenna Mekensie Turner Evan Kelley Wagner Cody Allen Waltrip Ashley Michelle Watson Emily Rosalena Wessel John Alex Wesselman Whitney Nikole Williams Jessica LeAnne Wise Laura Kelsey Wooldridge Amber Noelle Woolery

Evan Kendall Wright Lajeana Suzanne Wright Stephanie Larie Wright Matthew Alexander Wuerch Eden Elise Laura Yeiser

*candidate for posthumous degree

Proposed Amendment to the By-Laws of the Faculty of Transylvania University

Emeritus Status

Under Faculty Appointments, section B.3, add a new subsection, section B.3.c, containing the following:

c. Emeritus: Emeritus status may be granted by the Board of Trustees upon the recommendation of the President and the Dean of the University to professors, without respect to rank, who retire after at least ten years of distinguished service as members of the faculty of Transylvania University. Before finals week of the final term of the emeritus candidate's employment, the Chair of the retiring faculty member's Division shall consult with members of the candidate's Division and write a letter regarding emeritus status, which shall be sent along with the candidate's curriculum vitae to the Personnel Committee. Prior to May Term, the Personnel Committee will forward its recommendation to the President and the Dean of the University. In formulating the recommendation, careful attention should be given to a candidate's dedication to his or her profession and recognized commitment to the university community, with the expectation that the individual will continue to represent the university positively during retirement. The President and the Dean may choose to seek the advice and counsel of the Personnel Committee and the Division Chairs regarding particular cases.

Faculty members granted emeritus status shall retain their email addresses and be granted emeritus faculty ID cards; shall, if available, have access to the library, cafeteria, fitness center, campus parking, and office space on campus; may apply to the Grants Allocation Committee for funding of professional activities; and may have clerical and IT support for their professional activities if available. They may enroll in one course per semester free of charge (based on spaces available).

Faculty with emeritus status are invited to participate in all formal academic occasions, most notably commencement of the year in which they retire, where they will be recognized. They shall be included in listings of the Transylvania University faculty and shall be eligible to march in academic processions.

Rationale for the proposed amendment. The By-Laws do not currently contain a procedure for granting emeritus status or a statement of the benefits associated with this status. This proposed revision addresses that omission.

Approved by Transylvania University Faculty, May 26, 2016.