

University of Mississippi

eGrove

Annual Report of the Chancellor to the Board of
Trustees of IHL

Chancellor, Office of

2018

Annual Report of the Chancellor of the University of Mississippi

University of Mississippi. Chancellor

Follow this and additional works at: https://egrove.olemiss.edu/chanc_annrpt

Recommended Citation

University of Mississippi. Chancellor, "Annual Report of the Chancellor of the University of Mississippi" (2018). *Annual Report of the Chancellor to the Board of Trustees of IHL*. 1.
https://egrove.olemiss.edu/chanc_annrpt/1

This Book is brought to you for free and open access by the Chancellor, Office of at eGrove. It has been accepted for inclusion in Annual Report of the Chancellor to the Board of Trustees of IHL by an authorized administrator of eGrove. For more information, please contact egrove@olemiss.edu.

TABLE OF CONTENTS

Section

I. ACADEMIC DIVISION

GRADUATE SCHOOL

Office of the Dean

SCHOOL OF BUSINESS ADMINISTRATION

Office of the Dean

Center for Innovation and Entrepreneurship (CIE)

Department of Finance

Department of Management

Department of Management Information Systems

Department of Marketing

Mississippi Small Business Development Center
(MSBDC)

SCHOOL OF PHARMACY

Office of the Dean

II. CHANCELLOR

Department of Intercollegiate Athletics

Office of the Ombuds

III. ACADEMIC SUPPORT UNITS

Sally McDonnell-Barksdale Honors College

IV. DIVISION OF OUTREACH AND CONTINUING EDUCATION

Office of Academic Outreach
Office of Business and Finance
Office of College Programs
Office of Creative Services & Marketing
Office of General Studies
Office of Outreach Operations
Office of Pre-College Programs
Office of Professional Development and Lifelong Learning
Office of Regional Campuses
Office of Technology and Interactive Video
Outreach Administration

V. UNIVERSITY STANDING COMMITTEES

Accessibility Committee
Artist Series Committee
Athletic Compliance Committee
Faculty and Staff Appeals Committee
Instructional Technology Standing Committee
Lecture Series Committee
Library Council
Recreational Facilities Committee
Retirement and Insurance Committee
Student Affairs Standing Committee
Tenure and Promotion Review
Traffic and Parking Committee

GRADUATE SCHOOL

Office of the Dean

2017-2018 Annual Report of the Graduate School

Christy M. Wyandt, Interim Dean

Robert J. Doerksen, Associate Dean

I. Mission, Vision, and Goals

The mission of the Graduate School is to facilitate the graduate programs on the Oxford campus and off-campus locations. This involves recruiting students, administering the application process, maintaining the records of students, overseeing the steps in the graduate degree process for students, promoting quality in graduate education, and interpreting and enforcing the academic regulations developed by the Graduate Council.

The vision of the Graduate School is to facilitate the continued growth in and creation of excellent, diverse and accessible graduate programs which support the university's R1 status and role as a provider of advanced education in the state of Mississippi.

Our goals are to enhance the recruitment of qualified student applicants, enhance the visibility of graduate education on campus, to develop high quality programming for graduate students, and to optimize the graduate programs offered by our departments. A particular emphasis for the upcoming years is to increase the number of graduate students at the University of Mississippi.

2018

1. Increase Graduate Student Enrollment

Many of the initiatives undertaken by the Graduate School were designed to result in increased enrollment of graduate students.

a. New Program Creation: We assisted in the development and approval of three new master's programs and a new certificate program (see item 12 below).

b. Graduate Recruitment: We have dramatically enhanced our recruiting activities. UM Graduate School was represented at over 60 graduate student recruiting events with a focus on the southeastern region of the US and selected events in Texas, California, Maryland and Indiana. This year we also identified a customer relations module and are in the process of implementing it. We believe this will significantly enhance our ability to recruit students to the university. We also hosted four recruiting events on campus.

c. Financial Support: For several years now, we have worked diligently to increase funding for stipends, fellowships and benefits for graduate students. We believe that increased funding, particularly stipend and fellowship levels will enhance our ability to enroll more and better-qualified students. Items 2, 3, 5, 9 and 10 below describe some of our efforts in this area.

2. Increase Direct Support for Students

We increased the support (direct dollars) going to graduate students through the following Graduate School programs:

a. Honors Fellowships: A total of 49 students in the Fall and 45 students in the

Spring received this fellowship this past year, for a total expenditure of \$132,500.

b. Dissertation Fellowships: The dollar value of these fellowships is \$6000 and in 2017-2018, the number of awards was 37. The total expenditure for the Dissertation Fellowships was \$240,000.

c. Graduate Student Travel Program: During the 2017-2018 year, a total of 284 students were supported for travel during the past year, for a total of \$38,312.

d. Summer Research Assistantships: The award levels are \$2500 for master's students and \$3000 for doctoral students. This year, we made awards to 52 students for a total of \$140,500.

3. Three Minute Thesis (3MT) Competition to Raise Graduate School Visibility

The Three Minute Thesis, or 3MT, is a competition that is based on the students' abilities to communicate their thesis research. Each student is given just three minutes and the use of one PowerPoint slide to present the significance of their graduate research. Through the 3MT competition, students develop research communication skills by explaining their research to a non-specialist audience.

This was the fifth year of the competition and we had over 100 entrants resulting in a successful event <http://gradschool.olemiss.edu/3mt-competition-winners/>. Our grand prize winner, Samyak Shertok, a student in the MFA in Creative Writing Program, represented the University of Mississippi during the annual Council of Southern Graduate Schools conference in Fayetteville AR.

4. Diversifying the Graduate Student Body

The Graduate School is committed to increasing the diversity of the graduate student body. To that end, we have a targeted recruiting strategy and are represented at the graduate fairs of many Historically Black Colleges and Universities in the region. We also invite groups from McNair and Trio programs in the region to attend special recruiting events on our campus. Additionally, this year, we formalized a formal feeder relationship with Florida A&M University to facilitate the matriculation of their graduates into our graduate programs.

Each year we also give an award to an individual or program that has made outstanding contributions in inclusivity in graduate education. This year's recipient was Assistant Professor Derrick Harriel, the graduate program coordinator for the prestigious MFA in Creative Writing Program. He was recognized for having rapidly transformed the program into one of the foremost incubators for young writers of color.

5. Increased Support for Selected Graduate Programs

We were able to provide monetary assistance to the following graduate programs:

- a. We committed extra funds in the form of six additional Honors Fellowships to help the School of Engineering recruit the best students.
- b. We provided extra support for minority graduate students in Business, English and Accountancy graduate programs.
- c. Modern Languages received up to five \$3600 scholarships to support their recruitment of an internationally diverse student cohort.

6. Enhance Communications with Graduate Program Coordinators (GPCs)

In addition to holding meetings with the GPCs once each semester, we organized one training session for them. This was held during the fall semester and was designed to acquaint new GPCs with the operation of the GPC interface and the operation of the Graduate School.

7. Continue Publication of the Graduate School Electronic Newsletter

We are issued the inaugural issue of the Graduate School newsletter in Fall 2013 and have published three or four newsletters each academic year since then. Three issues were published in 2017-2018. The response to our electronic newsletter has been very positive, and we are planning four more issues for the next academic year. The newsletter can be found at: <http://gradschool.olemiss.edu/dean-message/>

8. Improve the Professional Life of Graduate Students

- a. We worked collaboratively to provide several professional workshops:
- Graduate Instructor and Teaching Assistant Training (The Center for Excellence in Teaching and Learning)
 - Life Skills for Student Athletes (Paige Duke, Graduate School)
 - Mastering Public Speaking (Andrea Jekabson, Human Resources)
 - Stress Management (Counseling Center)
 - Getting Your Research Funded (John Williamson, Graduate School)
 - Marketing Yourself: Resume/CV (Career Center)
 - Application Statements (Career Center)

- Sexual Harassment: What You Should Know (Honey Ussery, EORC)
- Interview Skills (Career Center)
- Thesis/Dissertation Workshop (Stephen Monroe, Writing and Rhetoric)
- Grant Writing (Jason Hale, ORSP)
- Identifying Students with Mental Health Issues for Graduate Instructors and Faculty (Counseling Center)

b. The Graduate School supports a consultant in the Writing Center who is available to assist graduate students with their writing.

9. Provide Financial Support for Graduate Student Development

The Graduate School continues to provide support to numerous offices on campus in order to enhance the lives of our graduate students. Examples include supporting: The English Graduate Student Southern Writers Conference, additional travel to professional meetings, National Council on Education for the Ceramics Arts (NCECA), the Conference for Undergraduate Women in Physics (CUWiP) at UM, and many others.

10. Support for Underrepresented Minority Graduate Students

The Graduate School is dedicated to enhancing diversity in graduate programs at the University of Mississippi. To that end, we award scholarships and fellowships to students who are either under-represented minority students or whose work or research supports diversity enhancement activities.

- a. The non-resident fee scholarship of 44% is available to selected students

enrolled on the main campus. We extended the non-resident fee scholarship to 14 individuals during the 2017-18 academic year, for a total expenditure of \$81,408.

b. The diversity tuition scholarship, which is 75% of tuition, is available to selected students. We provided a tuition scholarship to 219 individuals, for a total expenditure of \$460,840.

c. The non-service diversity fellowships of \$1000 or \$1500 per semester for master's and doctoral students respectively, is provided to selected students who are degree-seeking and registered full time. We extended these scholarships to 99 students, for a total expenditure of \$255,920.

11. Provide Health Insurance for Graduate Student Assistants

We continue to manage a subsidized health insurance program for our students employed as graduate assistants. Aetna is the provider for the 2017-18 academic year and will provide an ACA-compliant policy.

12. New Graduate Programs Established

We helped to implement three new degree programs: Master of Accountancy and Data Analytics, Master of Taxation and Data Analytics, and Master of Science in Hospitality Management.

III. The Graduate School and Graduate Programs

The Graduate Council has broad responsibility for advising on all graduate academic policies and activities of the University campus locations (excluding the Medical Center). This includes the consideration of new degree programs, formulation

and refinement of graduate regulations, and consideration of all graduate and Law courses. The faculty representatives on this committee are tenured professorial faculty. Many important matters were addressed by the Graduate Council and are given in the minutes which are posted online in Academic Council Workflow through MyOleMiss on the University of Mississippi's website.

IV. Student Information, 2017-2018 and Five-Year Trend

| | 2013-14 | 2014-15 | 2015-16 | 2016-17 | 2017-18 |
|----------------------|----------------|----------------|----------------|----------------|----------------|
| Total Enrollment | 2078 | 2068 | 2027 | 2037 | 2085 |
| Doctoral (headcount) | 648 | 652 | 687 | 721 | 776 |
| Master/Specialist | 1371 | 1358 | 1279 | 1261 | 1260 |
| Non-Degree | 65 | 58 | 61 | 51 | 35 |
| Full time/Part time | 1278/713 | 1315/763 | 1360/708 | 1325/712 | 1347/738 |
| Minority | 438 | 400 | 409 | 419 | 408 |
| International | 306 | 320 | 331 | 338 | 351 |
| Applicants | 3788 | 3829 | 3538 | 3452 | 3531 |
| New Admits | 1356 | 1386 | 1357 | 1364 | 1455 |
| New Enrollees | 856 | 850 | 836 | 847 | 846 |
| Off-Campus | 109 | 91 | 65 | 35 | 27 |
| | | | | | |

The data show that while we saw a modest increase in graduate student enrollment of

2.5%, the percentage of minority students has slightly declined. The data also show that the number of applicants increased for Fall 2017 as well as the number of admitted students. However, this did not translate into an increase in the number of new enrollees. We hope that with the implementation of our new CRM (see 1 above) that we will have more success in converting admitted applicants to enrolled students. We also anticipate that working with Shorelight, our international recruiting partner, will result in an increased number of international students in our programs.

V. Noteworthy Accomplishments Recognized by The Graduate School

1. Dr. Raj Rajendran, Professor of Mechanical Engineering, was the recipient of the University Award for Excellence in Graduate Teaching and Mentoring.
2. Professor Derrick Harriel, Assistant Professor of Creative Writing, was the recipient of the Inclusiveness in Graduate Education Award.
3. Marissa Wyant, doctoral student in Political Science, was the recipient of the Graduate Instructor Excellence in Teaching Award.
4. Samyak Shertok, MFA student in Creative Writing, won the local 3MT competition and represented the University of Mississippi at the regional completion in Fayetteville AR.

VI. Graduate School Personnel

The Graduate School held a university-wide search for a new associate dean. Dr. Robert Doerksen, Associate Professor of Medicinal Chemistry and Research Associate Professor in the Research Institute for Pharmaceutical Sciences was

selected for the position and joined us on December 11, 2017.

VII. Future Needs Goals and Prospects

Needs: The University is currently searching for a new Graduate Dean.

Goals: The following will be areas of emphasis for the coming year.

1. Increase student enrollment and diversity in graduate programs
2. Identify mechanisms to increase graduate student stipends
3. Enhance the visibility of graduate education on campus
4. Optimize the operations of the Office of the Graduate School

In summary, 2017-2018 was a good year for the Graduate School. We have many accomplishments and have launched new initiatives to enhance the graduate student experience. We look forward to continuing to work with other university leaders to make graduate education more central to the goals of the University of Mississippi.

**SCHOOL OF BUSINESS
ADMINISTRATION**

Office of the Dean

SCHOOL OF BUSINESS ADMINISTRATION

OFFICE OF THE DEAN

Ken B. Cyree, Ph.D., Dean

2017-18

VISION

Our vision is to cultivate innovative and effective leaders through transformational educational opportunities that foster business knowledge acquisition, a strong work ethic, and collaboration skills to improve Mississippi, the region, and the world.

MISSION

Our mission is to improve business and society by inspiring students, business and community leaders through advancing business knowledge and capabilities.

AACSB REACCREDITATION

The School of Business Administration has been granted reaccreditation. The School of Business addressed the concerns of the committee, submitted a report to the review team, and received notification of its reaccreditation.

PH.D. PROGRAM

The School of Business doctoral program at the University of Mississippi had four students graduate during the 2017-2018 academic year. Jonathan Daigle (Finance) defended his dissertation in the fall of 2017 and had already started his academic career at Monmouth University in New Jersey. Xin Che (Finance) defended his dissertation in Spring 2018 and is beginning his career at

California State University (Fullerton). Ifeoluwa Popoola (Management) completed his dissertation in Spring 2018 and will begin his academic career at McMurry University in Texas. Prachi Gala (Marketing) completed her dissertation in the Spring 2018 semester and will begin her academic career at Elon University in North Carolina.

The doctoral program admitted six new students for the Fall 2018 semester. Two students will be studying finance, three will be studying Management and one will be studying Marketing.

MBA Programs

The mission of the MBA program was developed in consultation with board members, faculty, and administrative leaders.

“The University of Mississippi MBA program prepares students for professional leadership through exceptional scholarship, innovative learning opportunities, excellent instruction, and a comprehensive professional development program. We empower graduates to make positive, consequential, and responsible contributions to the organizations and communities they serve.”

Dr. Walter Davis serves in the role of Faculty Director. Along with serving as faculty director, Dr. Davis teaches MBA 606, Organizational Behavior. As a professor in the program, he is able to provide insight into curriculum design and program development.

MBA office operations are led by Mrs. Ashley McGee, Administrative Director of MBA programs. Under her leadership, the office continued efforts to

streamline operations and to build a team environment. We continue to upgrade database management tools and procedures for ranking reports, prospect tracking, application processing, marketing trend analysis, and student advising.

Twenty-five (25) graduate student assistantships were awarded in 2017-2018. Moving forward, we seek to create assistantship assignments that provide practical developmental experiences for our graduate assistants. This year, five students worked as assistants to our MBA office team to develop and conduct recruiting and marketing initiatives for the program. Additionally, three students worked with our Center for Innovation and Entrepreneurship (CIE) as student consultants to local startup businesses. In 2017, we began a partnership with the Office of Research and Sponsored Programs to offer the first joint assistantship ideal for MBA students with engineering backgrounds.

We continued an extensive redesign of our AACSB Assurance of Learning process. This process included meetings of the Alumni Board and the MBA faculty, to derive learning goals from our new mission statement. After benchmarking our goals with those of peer institutions, we developed a plan for measuring progress toward learning goals. This plan included assessments of student performance across the array of MBA courses. The data collected from this process is now being analyzed for the purposes of curriculum development and redesign.

Campus MBA

Our MBA program continues to be nationally ranked. *Bloomberg Businessweek* ranked the program 36th among public universities.

Along with an increase in the program's rankings, the caliber of incoming students increased. Campus enrollment remains challenged by the increased popularity of online options and the enforcement of firmer admission requirements, particularly GMAT scores. Our goal is to strengthen the profile of current students as we predict this will increase the value and the demand of the program in the long term. The reputation of the program remains strong and alumni involvement continues to be one of the greatest strengths of the program.

The MBA Alumni Board remains a driving force behind our professional development series. The board, in consultation with the MBA office, held professional development days throughout the year. The workshops focused on students' job search expectations, resume development, mock interviews, and job negotiation. The MBA office offers additional professional development programs, which include a mentor program and networking opportunities for the students.

A distinguishing feature of our program is the annual "Speaker's Edge" competition. This competition is the culmination of MBA 603, which provides extensive speaker training to our students. Coaches and judges from across the country travel to campus to support the program. This year's competition included the addition of a "Team Presentation" component. This feature is a

response to increasing employer attention to the importance to team presentations in business settings. The Speaker's Edge competition now includes a community outreach component as well. The "Base Camp Coding Academy" sends local students to the competition to observe Speaker's Edge activities and network with MBA students, coaches, judges, and local professionals.

A team of MBA students participated in the 6th Annual SEC MBA Case Competition at Louisiana State University. This year the team received the award, "Best Q & A", in their divisional round for their ability to defend and explain their case analysis. They competed against MBA students from the other 13 SEC participating schools.

Dr. Robert Van Ness received this year's outstanding professor award for the campus program.

PMBA (Online MBA)

Our PMBA program continues to grow and earn accolades. *US News & World Report* ranked our online program 21st among all online programs in the United States. This marks the 3rd year in which the online program has been ranked among the top 25 programs in the nation.

The online program provides an opportunity for the MBA program to impact national and international communities. Our student population is quite diverse as the professionals in the program live throughout the United States and

abroad. Their backgrounds and careers encompass a vast array of talents. We continue to see an exceptional participation of online students attending commencement. For the 3rd consecutive year, the MBA program held the Ole Miss MBA Program Graduation Tailgate to celebrate online and on-campus graduates & their families on the eve of commencement. In addition to many of our campus students, online students from across the nation attended the event.

Dr. Richard Gentry received this year's outstanding professor award in the PMBA program.

Recruitment to the online and on-campus programs remains a challenge as (1) a tight labor market encourages undergraduates to defer graduate education, and (2) more Universities offer both online and on-campus programs. This year's recruiting efforts will focus on (1) developing partnerships with on-campus programs such as Engineering and the Law School, (2) implementation of a Customer Relationship Management program for tracking and recruiting potential applicants, and (3) increased attention to social media marketing techniques.

We are currently working with the Law School to develop a joint JD/MBA program. This program will allow students to pursue a JD and an MBA at the same time. Also, JD students will be encouraged to take select MBA classes as electives in their JD degree program.

In addition to ongoing curriculum development efforts, we are embarking on a significant redevelopment of our Orientation & Professional Development

Programs. For example, this year's orientation session will include a "Technology Resources" component to orient students to the most important technologies (Excel, LinkedIn, Library Databases) they will need in order to be competitive in the job market.

UNDERGRADUATE STUDENT SERVICES

The purpose of the Undergraduate Student Services Office (UGSS) is to assist undergraduate students in the School of Business Administration with their academic progress toward graduation by means of academic advising. In 2017-2018, approximately 4,200 (this does not include quick questions) students came through the UGSS office. Of those students, the academic counselors conducted approximately 3,400 one-on-one meetings with approximately 1,550 students (this number of students does not include walk-in appointments that are available in the summer and first 3 weeks of each semester). Approximately 7,000 individual online advising submissions were reviewed and feedback given from an academic counselor.

In December 2017, Stephanie Crosbie, Senior Academic Counselor, retired, and Kaleshia Taylor was hired in February 2018 to fill the role of Academic Counselor. The office was given approval to hire a Records Coordinator, and a search is currently underway.

Working with our IT department, the Online Advising System (OAS) has continued to advance by tracking students' anticipated graduation dates,

enabling more accurate advising. The electronic student records system continues to evolve and approximately 50% of our students have electronic files with a goal of having 100% of the files in an electronic format by summer 2019. We plan to continue to develop this system to allow electronic student access to necessary documents within their file (e.g., latest degree program sheet, all OAS Advisor feedback, etc.).

In 2017-2018, the UGSS staff worked together to create a mission and vision for our office that aligned with the University and School of Business missions.

Undergraduate Student Services Vision:

Engaging and empowering students to own their educational careers through excellence in academic advising, resulting in graduates who achieve their academic goals and become successful members of society.

Undergraduate Student Services Office Mission:

We are a student-centered office that helps students meet their academic goals by:

- collaborating with students
- providing the necessary tools for informed decision making
- developing clear and realistic education plans through accurate advising

Due to the experiential learning requirement of the General Business major, several faculty-led study abroad experiences have been planned/executed through the School of Business. Members of the staff have been given opportunities to assist as co-leaders of these study abroad experiences, and we plan to continue these opportunities in 2018-2019. These experiences give our

staff the most accurate information to help future students considering a study abroad experience.

Five members of the staff attended professional development in the form of our annual national advising conference with NACADA. Many ideas have stemmed from this professional development participation. Several members of our staff will attend NACADA 2018 in October. Danielle Ammeter, John Rogers, and Beth Whittington will be presenting at this conference. Our goals for 2018-2019 are to continue to look at collected data to implement early intervention and advising techniques to increase student retention and 6-year graduation rates. We also aim to create more engagement in advising with our sophomore students as they transition from the Center for Student Success and First Year Experience.

CAREER PREPARATION

The impact of the Office of Undergraduate Career Preparation continues to grow as the faculty and staff within this office guide business students in their career planning, including resume development, interview skills, coordination of internships, and the job search. Over the 2017-18 academic year, the faculty taught 41 sections of the Business Communication course, embedding career readiness activities in the curriculum. During this academic year, 90% of Business Communication students completed self-paced career activities, including resume development, LinkedIn optimization, interview skills, and presentation skills. The partnership continued between the Director of Career

Preparation, Meg Barnes, and the Division of Outreach with the implementation of 16 online sections of Business Communication (BUS 271), up from the three initial online offerings in the past academic year.

In fall 2017, the School of Business Administration partnered with Bloomberg BusinessWeek for the third year to provide the B-School Connection networking event. Students met with representatives from student organizations, academic advising, the business librarian/liaison, career preparation, entrepreneurship, internship faculty and interns, and the Master of Business Administration program. Over 350 students participated in this networking fair, with very positive feedback on the exit survey.

The Career Preparation office hired Amy Jo Carpenter in the newly created staff position of Career Planning/Employer Relations Specialist. She will serve as a liaison between the School of Business Administration, potential employers and business students. She will also promote job opportunities to business students, facilitate career planning with students, and track/analyze career destination outcomes in the workplace.

The Coordinator of Career Preparation and Internships, Wesley Dickens, conducted eight sessions of an internship orientation, with tips to find an internship. The second annual Fall Internship Fair had 150 students meeting with 18 potential internship recruiters. Mr. Dickens also met with the Chamber of Commerce members in spring 2018, as part of the Chamber After Hours networking, to promote internships. Our internship program received local press

coverage regarding its expansion and the potential benefit for both the students and employers. The academic year ended with a Career Boot Camp for launching graduates in their job search and career preparation; six recruiters presented at this workshop, from a range of industries including financial services, logistics, mass telecommunication, and sales/management.

The new interactive careers database tool, College Central Network (CCN), was further developed during the 2017-18 year, linking employers with prospective business school job candidates seeking internships or employment. This database also offered the students opportunities to upload career documents, such as resumes, cover letters, and portfolios. The database currently holds 4,213 student registrations, 1,569 active users, and 86 employers. The Internship Module was deployed in the 2017-18 academic year for the electronic coordination and evaluation of students through their experiential learning with employers. Over the past year, this tool helped us manage over 150 interns and employers. Site placements included the Nashville Predators, United States House of Representatives, Enterprise, Walt Disney Company, Brown & Riding Insurance Services, International Paper, Marriott International, Inc., and Trustmark National Bank. The BUS 300 Internship course transitioned from a large comprehensive term paper to an online course where professional competencies and themes were integrated throughout the course. The professor of record infused both formative learning through discussions,

actionable feedback, and reflections, as well as summative learning activities with employer evaluations.

The Career Destination Outcomes survey was given to business students participating in the May graduation. Preliminary data reflected 266 internship experiences in this 2017-18 academic year.

The Career Preparation team participated in the National Association of Colleges and Employer Competency Symposium in spring 2018. Staff, faculty, and administration from 80 universities or colleges shared best practices in the strategies for institution-wide competency development. The Career Preparation team will promote, integrate into services, and reinforce the School of Business Administration's chosen professional competencies, i.e., demonstrate business knowledge, solve problems through critical thinking, write and speak effectively, and use numbers to analyze problems through quantitative reasoning.

PERSONNEL CHANGES

In addition to the personnel transitions noted in the department's individual reports, the following personnel transitions took place.

John Rogers resigned from the Project Manager position to pursue a Ph.D. in Management beginning in fall 2017. Ms. Sital Singh has been hired to replace him.

Tyler Meisenheimer has filled the position of Business Connect Program Director and began on August 1, 2018.

Center for Innovation and
Entrepreneurship

CENTER FOR INNOVATION AND ENTREPRENEURSHIP
Dr. Clay Dibrell, Executive Director
2017-18

Our mission is to inspire students to create innovative businesses through excellent teaching, exceptional service, and world-class research. Overall, our purpose is to provide students with the knowledge, skills, and experience necessary to become successful entrepreneurs who create innovative companies that provide valuable services, products, and employment. We will execute this mission by:

1. Providing student entrepreneurship education through focused degree major and minor programs.
2. Supporting student opportunities to develop their entrepreneurial ventures through competitions and experiential learning opportunities.
3. Encouraging and stimulating world-recognized entrepreneurship research.

GOALS

- To continue to encourage and assist the number of student participants in our student entrepreneurship programs from the past years.
- To continue to encourage and assist potential student entrepreneurs in working with the Rebel Venture Capital Fund to start their ventures.
- To continue to work with university, local, and state entities to improve the economic development of the state of Mississippi.
- To have our faculty and staff recognized by external organizations for their

expertise in entrepreneurship.

- To increase levels of participation of external constituents through either their financial resources, their expertise, or their time.

Annual Update

The three-year Hearin Foundation grant for the student consulting program was fulfilled and not renewed for 2017-2018, resulting in the student consultant program being discontinued. Cobie Watkins resigned from her position as the Director of Student and Alumni Programs in the spring, and we were then fortunate to hire Tong Meng in April to be the new Director of Student and Alumni Programs. Dr. Rich Gentry continued in his position as Director. Owens Alexander continued to teach and to serve as entrepreneur-in-residence.

Student Entrepreneur Office Visits

We encourage drop-ins by students who have questions and recorded 386 student visits totaling 139 hours of free entrepreneurship coaching for Ole Miss students, unrelated to classes. These are students who spoke to our entrepreneur-in-residence or our director of student and alumni programs to get specific one-on-one advice about how to build their business.

Women's Entrepreneurship Week

In the fall of 2017, the CIE sponsored Women's Entrepreneurship Week collaboratively with University Housing and Engineering. There were three panels and a keynote speaker. Attendance at the sessions each averaged about 40 students. The capstone day was a speaking event by Brittany Wagner, of Netflix's "Last Chance U." This was the first collaborative event that the CIE has held, and it was a success. We intend to repeat a variation of the Women's Entrepreneurship Week in the fall of 2018.

Business Model Competition

In the fall semester, the CIE hosted a business model competition, which is based on a lower burden way to craft a business idea. It focuses on talking to customers and rapidly iterating through variations of your solution to get to something customers want quickly. There were 8 finalists invited to compete in the Oxford Regional from among the 7 submissions from around the southeast and 29 submissions from Ole Miss. The overall winner automatically advanced to the Gillespie Business Plan Competition semi-finals and represented to University of Mississippi CIE at the International Business Model Competition in Provo, UT.

Entrepreneurship Club

The entrepreneurship club met approximately once per month and had eight guest speakers. The club was coordinated by club president, Kranthi Kadaru (now Baljot Singh), along with Cobie Watkins and Tong Meng. Attendance averaged 11 students, with a record of 60 students in attendance. Membership is open to the entire campus student population.

Landshark Tank Pitch Competition

This program is an opportunity for creative students to present their business concept in less than 2 minutes. Over 29 students participated in the pitch competition.

Gillespie Business Plan Competition and Entrepreneur of the Year

In spring 2018, the competition paid out more than \$20,000 in prize money, another all-time high. 38 teams entered, 18 teams progressed to the semi-final round, and 6 teams went on to the final round of the competition. The winner of the Best Business Plan was Sovle.com. Second Place went to LaLa Letters; and the third-place winner was Fraise.

The Farrington Distinguished Award is awarded annually to an alumnus who embodies spirit of entrepreneurship and has been successful in its pursuit. The recipient this year was Mrs. Gail Pittman.

Rebel Venture Capital Fund (RVCF)

The RVCF is an alumni-established, non-profit entity created to financially support student startup ventures with seed money grants. It is chartered as a 501c (3) with deductible donations and is separate from the University of Mississippi. It receives financial resources entirely from donations from alumni and other parties interested in supporting Ole Miss student start-up ventures. The Rebel Venture Capital Fund awarded grants totaling \$11,750 to 10 student ventures during the 2017-2018 academic year.

Alumni Involvement

Through the assistance of Dean Ken Cyree, and the development officers, there is an increased and more dispersed levels of giving to the CIE. Support was raised for the different student programs. The CIE Advisory Board is in its second year. Members include, Johnny Maloney (chair), Bob Jacobs, Emmet Seibels, John David Sullivan, Liza Cirlot Looser, and Mac Haik.

Program Sponsorships

With the efforts by the CIE faculty and staff, the CIE secured company sponsorships worth \$2000 for programs this past year.

CIE/Engineering Fellows

Dr. Yixin Chen was the inaugural CIE/Engineering fellow recipient. This is a small research grant (\$1000) given to faculty in engineering who promote students to submit the Gillespie Business Plan Competition.

Research and Service to Profession

Dr. Clay Dibrell had a paper recently accepted at the *Journal of Management*, one of the top 5 journals in the management profession. In addition, Dr. Dibrell had an article accepted at *Small Business Economics*, one of the top entrepreneurship journals. He serves as an Associate Editor of the *Journal of Family Business Strategy*. Dr. Dibrell was on sabbatical during fall 2018 at the Kellogg Center for Family Enterprises at Northwestern University in Evanston, IL.

Dr. Richard Gentry had a paper published in the *Academy of Management Journal*, which is often considered to be the top journal in the management field, and an article published in the *Journal of Business Research*, a near-elite journal. Within the past 5 years, Dr. Gentry has published two articles in the *Academy of Management Journal*, one article in the *Strategic Management Journal*, and an article in *Entrepreneurship Theory and Practice*. Each of these journals is considered to be an elite journal in either management or entrepreneurship.

Future Needs, Goals, and Prospects

Mid-South Regional of the International Business Model Competition - we joined the International Business Model Competition, to host the regional competition for the global competition. We launched the inaugural Mid-South Regional of the International Business Model Competition in October 2017. Nearly 80 universities were invited to participate. It would be beneficial to find a donor or corporate sponsor to endow or to financially support this initiative.

Our future goals are to continue to encourage and assist potential student participants in our student entrepreneurship programs; continue to encourage and assist potential student entrepreneurs in working with the Rebel Venture Capital Fund to start their ventures; and, increase levels of participation of external constituents through either their financial resources, their expertise, or their time.

Department of Finance

FINANCE DEPARTMENT
Bonnie Van Ness, Ph.D., Department Chair
2017-2018

GOALS

The finance faculty strives to excel in teaching, research, and service. While our department teaches an MBA finance course and prerequisite course, our teaching efforts primarily focus on undergraduate and doctoral students. Our research efforts are to be primarily focused on publishing in high quality peer reviewed academic journals.

The finance area continually evaluates its undergraduate course offerings in an attempt to develop and maintain a contemporary curriculum. The curriculum is re-evaluated to ensure that upper-division coursework is relevant to the needs of majors and that all finance fields provide the necessary foundation of knowledge and skills essential for employment in industry or the not-for-profit sector.

Faculty will be particularly cognizant of the perceptions of employers and graduates as an important gauge of our contributions. Thus, we continue to monitor the satisfaction of current and former students through exit and post-exit surveys. These surveys also provide insight into requisite skills and knowledge for success in the finance area. The faculty continues to work with advisory boards in banking, real estate, and risk management and insurance to continue/enhance funding available from industry for student support. Internship programs and career preparation are encouraged.

Our faculty members are encouraged to publish in high-level academic journals. The department will exert our efforts in an attempt to hire and retain faculty who either have proven records in publishing in high-level finance journals or show a strong degree of promise in the publishing arena.

SUCCESS IN ACHIEVING GOALS

Skills taught in the basic and/or introductory courses facilitate the preparation process and enhance the performance of finance students.

A Banking and Finance Symposium, a Risk Management and Insurance Symposium, and a community/University-wide Real Estate Industry Expert Speaker event are conducted annually. The Banking and Finance Symposium provides continuing education credit for professionals in the finance industry. The Ole Miss Insurance Symposium features nationally known industry leaders as speakers and provides industry professionals with continuing education credit toward their licenses. The RMI program also incorporates materials that help to prepare students for three highly regarded professional designations.

The Real Estate Program incorporates real-life real estate project data and materials that prepare students to complete the State of Mississippi Real Estate Licensure Exam. Students earning a grade of B or higher in the Real Estate Finance and Real Estate Investments and Appraisal classes can receive credit towards the Mississippi licensure requirements.

Finance faculty in the banking, real estate, and risk management and insurance areas continue to be proactive in soliciting internship and job opportunities for finance majors. This strong relationship between the finance area and industry will be continued. The finance department course offerings continue to support the preparation efforts of students on all of the Ole Miss campuses for professional certifications and examinations in the investments, insurance and real estate areas.

The Ole Miss Banking and Finance Symposium, held in October 2017, included the following speakers: Robin McGraw (Renasant Bank CEO), Steven Reider (Bancography CEO), Alex Sheshunoff (President of Alex Sheshunoff and Partners), Paul Murphy (Cadence Bank CEO), Tom Michaud (Keefe, Brunette, and Woods CEO), and several panelists from investment banks such as Morgan Stanley and Brean Capital.

This year's 23rd annual Ole Miss Insurance Symposium was attended by over 200 insurance professionals and roughly 100 students. Notable speakers include: Michael S. McGavick (CEO, XL Group), Paul Dougherty (Past President, National Association of Insurance and Financial Advisors), Lance Ewing (EVP Global Risk Management, Cotton Holdings Inc.), Joel Wood (SVP Government Affairs, The Council of Insurance Agents and Brokers) and The Honorable Mike Chaney (Mississippi Commissioner of Insurance). The symposium is arranged under the guidance of the Insurance Advisory Board and serves as the primary fundraiser for the RMI program.

In collaboration with the Meek School of Journalism and New Media and the Department of Athletics, the Real Estate program held its 3rd Annual Leadership Luncheon series in the Spring. Dan Cathy, the CEO of Chick-Fil-A, shared his story on the growth of the company. More than 1500 people were in attendance. Students, faculty, residents and community leaders attended the event held at the Ole Miss Pavilion. This annual event provides an opportunity for students to engage in discussions and hear from industry leaders to give perspective to the academic information and how it relates to the real world. Additionally, three executives from Chick-Fil-A spoke to a combined 7 classes and detailed their work and how to apply the Chick-Fil-A methods to future business opportunities.

The finance department hosts academic speakers, who present their research to the faculty, doctoral students, as well as anyone interested in the topic to be presented. Academic speakers for the year included: Paul Schultz, University of Notre Dame and Richard Evans, University of Virginia. Ole Miss was host to the second annual MMM research symposium where a faculty member from University of Mississippi, Mississippi State University, University of Memphis and University of Alabama presented current research. Travis Box represented the University of Mississippi, Brian Blank represented Mississippi State University, Jeff Black represented the University of Memphis and Lei Kong represented the University of Alabama.

The finance department has three primary student organizations: The Financiers Club, Real Estate Finance Association, and a chapter of the international Risk Management and Insurance Society student fraternity, Gamma Iota Sigma.

The Financiers Club is an active student group which hosts speakers and manages a \$500,000 equity portfolio on behalf of the Tennessee Valley Authority. This equity portfolio is part of the Tennessee Valley Authority Investment Challenge, one of the nation's largest student-managed investment plans. The students are advised by Dr. Travis Box and Dr. Andrew Lynch. For the calendar year 2017, the Ole Miss portfolio earned a return of 18.78 percent. The Financier's hosted Blair Bingham, an executive with the Alabama Housing Finance Authority and career coach, to talk with students about interviewing skills. Also, 21 students attending a conference in Nashville listened to presentations by John Thomas, TVA Chief Financial Officer, and Tammy Wilson, TVA Chief Risk Officer.

In the fall, the Tupelo Financiers' Club hosted Meg Barnes, Director of Career Preparation. We invited all Business Students from the Tupelo campus and connected via Adobe Connect with students in the other satellite campuses (DeSoto, Booneville, and Grenada). Ms. Barnes talked to the students about resumes, job interviews, LinkedIn profiles, etc. In the Spring, we hosted Chas Emerson (CFP) and Charles Clark (CFP), from Capital Financial Group. They talked about savings, retirement, insurance, and other financial planning topics.

The Mu Chapter of Gamma Iota Sigma (the international RMI fraternity) held monthly meetings under the guidance of Dr. Stephen Fier, the faculty advisor. The meetings included guest speakers from insurance companies, faculty-led resume and interviewing workshops, and a LinkedIn workshop. Several chapter members attended conferences in Columbus, OH, Dallas, TX, Philadelphia, PA and San Antonio, TX.

The faculty voted to update the Real Estate curriculum, with the updates taking place in the Fall of 2018. The changes included combining two required real estate courses, Real Estate Finance and Mortgage Banking and Real Estate Investment Analysis into one course, Real Estate Finance and Investment. The 3-hours opened up by combining the courses is being diverted to a general finance elective. Now the Real Estate major has three unique Real Estate courses (in addition to finance courses common to other majors offered by the finance department). Managerial Finance and Banking and Finance also require three unique courses, while RMI requires four unique classes.

NOTEWORTHY ACCOMPLISHMENTS

This past year the RMI program was designated as one of 12 US-based Global Centers of Insurance Excellence, partly in recognition of its strong industry engagement that results in internships and full-time jobs for its graduates. Thanks in part to the UM program's Top 12 standing, the most respected insurance providers and brokers visit campus each year to recruit

students at our biannual Insurance Career Days. Each of the career fairs was attended by more than 30 employers. UM's RMI program will be awarded the Global Centers of Insurance Excellence designation this summer at the International Insurance Society's forum in London.

Andrew Lynch was awarded the School's Outstanding Teacher award. Seong Byun was awarded the Outstanding Junior Researcher, and Robert Van Ness was awarded the MBA Outstanding Teacher award.

Faculty members work with and mentor graduate students to help them successfully develop in the areas of teaching and research. As a result, many of our PhDs place at good universities. We had one graduate of the PhD program this year, Xin Che. He accepted a tenure-track position at California State University at Fullerton. Current PhD students in the department of finance also had papers published in quality journals, presented papers at national conferences, and had other noteworthy accomplishments.

FACULTY ENDEAVORS/ACCOMPLISHMENTS

Faculty of the finance department had 36 refereed publications and acceptances in the past twelve months. Four were in a departmentally approved Elite journals and one in a Near-Elite journal. The Elite and Near-Elite publications are listed below:

Box, T., Davis, R. Hill, M & Lawrey, C. (2018, in press). Operating Performance and Aggressive Trade Credit Policies, *Journal of Banking and Finance*.

Box, T. (2018) Qualitative Similarity and Stock Price Comovement, *Journal of Banking and Finance*, 91, 49-69.

Bereskin, F., **Byun, S.**, Officer, M., and Oh, J. (2018, in press). The Effect of Cultural Similarity on Mergers and Acquisitions: Evidence from Corporate Social Responsibility. *Journal of Financial and Quantitative Analysis*.

Byun, S. and Oh, J., (2018) Local Corporate Social Responsibility, Media Coverage, and Shareholder Value, *Journal of Banking and Finance*, 87, 68-86.

Fuller, K., Yildiz, S. and Uymaz, Y., (2018) Credit Default Swaps and Firms' Financing Policies, *Journal of Corporate Finance*, 48,34-48.

PERSONNEL CHANGES

Our department had two departures at the end of the 2017-2018 academic year: Seong Byun and Lloyd (Chip) Wade, both Assistant Professors of Finance. Seong Byun accepted a tenure track position elsewhere and Chip Wade took a position in the Meek School of Journalism and New Media at UM. We have hired three new tenure track assistant professors to begin the fall of 2018. Sergio Garate will join the faculty in the fall, with primary teaching responsibilities in real estate. Dr. Garate received his PhD from Penn State University. Arup Ganguly and Lin Ge, both received their PhDs from University of Pittsburgh, and will join the faculty in the fall of 2018. Both have primary teaching responsibilities in the area of general finance.

QUANTITATIVE FEATURES

According to UM Tableau, the number of juniors and seniors enrolled in the various finance majors continues to grow. However, according to UM Tableau, the overall number of students enrolled in the various finance majors has declined in the past year. The following table shows the enrollment in the various majors offered by the finance department since 2010. There are potentially multiple reasons for the decline. A student entering UM with fewer than 39 hours has only two choices if desiring a business major. The two choices are General Business and Risk Management & Insurance and. The overall number of students declaring finance as a major has not declined until this year, although major options have been limited for a few years. Risk Management & Insurance was the only finance major to not experience a decline. Another reason for the decline is that there could be a decline in student interest. One reason to believe that the number of interested students is not declining is that the number of juniors and seniors with finance majors increased from 2016 to 2017.

| | Finance Department | Managerial Finance | Banking & Finance | Risk Management & Insurance | Real Estate |
|------|--------------------|--------------------|-------------------|-----------------------------|-------------|
| 2010 | 439 | 186 | 118 | 72 | 63 |
| 2011 | 477 | 192 | 142 | 93 | 50 |
| 2012 | 535 | 233 | 138 | 116 | 48 |
| 2013 | 613 | 274 | 172 | 109 | 58 |

| | | | | | |
|------|-----|-----|-----|-----|-----|
| 2014 | 752 | 338 | 209 | 123 | 82 |
| 2015 | 848 | 396 | 263 | 87 | 102 |
| 2016 | 918 | 432 | 267 | 91 | 128 |
| 2017 | 831 | 400 | 206 | 111 | 101 |

When considering Freshmen through Seniors, the finance department had 831 majors as of Fall 2016-2017. Of these, 400 were managerial finance majors, 206 were Banking & Finance majors, 111 were Risk Management & Insurance majors and 101 were Real Estate Majors.

When looking only at Juniors and Seniors, the department had 696 majors (as of Fall 2017-2018): 354 in managerial finance, 173 in Banking & Finance, 84 in Risk Management & Insurance and 85 in Real Estate. The increase in Junior and Senior majors is about 5% from 2016-2017 to 2017-2018.

| | Finance Department | Managerial Finance | Banking & Finance | Risk Management & Insurance | Real Estate |
|------|--------------------|--------------------|-------------------|-----------------------------|-------------|
| 2012 | 388 | 195 | 76 | 84 | 33 |
| 2013 | 446 | 222 | 105 | 81 | 38 |
| 2014 | 521 | 265 | 115 | 93 | 48 |
| 2015 | 555 | 303 | 135 | 64 | 53 |
| 2016 | 659 | 348 | 168 | 64 | 79 |
| 2017 | 696 | 354 | 173 | 84 | 85 |

The finance department offers the four majors discussed above at the Oxford campus and a Managerial Finance major at the regional campuses. The department has 11 tenure-track faculty members and two instructional faculty members on the Oxford campus, including the School of Business Dean and a Senior Associate Dean. In addition to offering 49 sections of the 16 classes required of the various majors, the Oxford finance department also instructed two sections of a web-based finance elective, 16 in-class sections and two web-based sections of the School of Business core finance classes, two sections of an MBA course, one PMBA course, and two in-class business statistics sections and one web-based one. The department offers one PhD seminar each regular semester. Most of the aforementioned undergraduate classes begin the semester with room capacity enrollments. In addition, high demand classes—the core finance course and a couple of classes required by multiple department majors—are offered during alternate terms (these courses are not included in the figures above).

This past year, our department had three doctoral students who were at a point to instruct classes and we were fortunate to have a visiting faculty member to assist. Even with assistance, our faculty, when teaching undergraduate students, normally have in excess of 100 students per semester. Hence, our departmental need is for more faculty.

The finance department has two instructional faculty members at the regional campuses. They instructed 8 sections of the finance core class and one

section of six separate classes (many of these classes have students in Tupelo, DeSoto, Booneville and Grenada). Although these instructional faculty members instruct many sections with students in multiple locations, the number of students per section is significantly smaller than on the Oxford campus as the number of students per faculty member.

Department of Management

DEPARTMENT OF MANAGEMENT
Dr. Paul Johnson, Department Chair
2017-18

GOALS

The Department of Management continues its efforts to evaluate, improve, and excel in our teaching, research, and service roles. Our teaching goals include the following objectives: to attract highly qualified faculty at all levels, to broaden the educational experiences of the students both inside and outside the classroom, and to increase the number of job opportunities for our graduates. In addition to a commitment to high quality undergraduate education, the training and development of doctoral students remains a top priority for the Department of Management. The AY 2017-2018 reporting period marks the first time that undergraduate department majors also includes those students who have declared themselves as General Business or Entrepreneurship majors. As such, departmental majors accounted for approximately 33.9% of all declared business majors at the junior and senior level,¹ while the Department of Management accounted for 42.4% of the undergraduate student credit hours taught in the School of Business Administration during the same period.²

Doctoral student training is important for the maintenance of the profession; it enhances the academic profile of the School of Business, and

¹ The University of Mississippi, Institutional Research, Enrollment Data - All Campuses <http://irep.olemiss.edu/institutional-research/enrollment-data/>. Calculations were based upon 309 management majors plus 232 General Business and 5 Entrepreneurship majors divided by 1804 total junior and seniors who were declared business majors.

² Sedonaweb, School of Business Administration Student Credit Hour Production by Department: 2017-Summer, 2017-Fall, 2018-Winter, 2018-Spring. <https://sedonaweb.com/>

assists in the recruiting and retention of high quality faculty and enhance the scholarly reputation of our institution. The graduate faculty continues to work closely with doctoral students by involving them in research projects, publishing papers with them, and by coordinating a weekly research and career development colloquium.

The research goals of the Department remain primary to the continued professional growth and development of the faculty. The research goal of the Department of Management is to demonstrate research excellence by substantively contributing to the scholarly peer reviewed journals in business and business-related disciplines. More specifically, this translates to increasing the emphasis on the quality of published research in nationally and internationally refereed journals and scholarly books.

The Department of Management endeavors to be recognized by professional, business, and governmental institutions on the state, regional and national level as an entity that can aid them in their critical thinking and problem-solving activities, as well as lending the professional expertise to develop solutions for problems confronting modern society. Part of this goal is accomplished through the faculty actively contributing to professional and academic organizations as officers and reviewers. The faculty also makes professional and societal contributions through consulting opportunities with businesses and government agencies.

SUCCESS IN ACHIEVING GOALS

The Department of Management's tenured and tenure-track faculty continued its high rate of publication during the 2017-2018 academic year. In this period, management faculty members published, or had accepted for publication, 13 peer reviewed journal articles and 1 book. Particularly noteworthy are:

Academy of Management Journal

Decision Sciences

Journal of Business Research

Journal of Business Ethics

Journal of Management

Organizational Research Methods

In addition, faculty members authored, or coauthored, one book, eighteen conference presentations, and four published case studies.

Management faculty are providing service to the profession and academic community by actively serving as members of editorial review boards, or as *ad hoc* reviewers, for the following national refereed journals:

Academy of Management Journal

Academy of Management Review

Entrepreneurship Theory and Practice

Group and Organization Management

Human Resource Management Journal

International Journal of Human Resource Management

Journal of Applied Psychology

Journal of Business and Psychology

Journal of Business Research

Journal of Business Venturing

Journal of Family Business Strategy

Journal of Leadership and Organization Studies

Journal of Management

Journal of Management Inquiry

Journal of Management History

Journal of Managerial Issues

Journal of Organizational Behavior

Organization Studies

Journal of World Business

Organizational Research Methods

Strategic Entrepreneurship Journal

Strategic Management Journal

Strategic Organization

Technovation

The faculty also is active in reviewing manuscripts for a variety of international, national and regional academic meetings. The faculty is highly

involved in University committee work and other forms of University and community service.

NOTEWORTHY ACCOMPLISHMENTS

Dr. Rich Gentry has been elected as the chair for the 2019 United States Association of Small Business and Entrepreneurship Conference, the largest organization focused on entrepreneurship teaching development and research in the country

Dr. Richard J. Gentry was recognized as the School of Business Outstanding Senior Researcher for AY 2017-2018.

Dr. Richard J. Gentry was recognized as the School of Business Outstanding PMBA Instructor.

Drs. Dibrell, Gentry, and Mr. Owens Alexander were responsible for another successful Gillespie Business Plan Competition. In Spring 2018, the competition paid out more than \$20,000 in prize money and services. With the assistance of Dean Ken Cyree, Dr. Dibrell was also active in raising approximately \$350,000 with an additional \$95,000 committed for future entrepreneurship programs and scholarships. The winner of the Best Business Plan was the team of Will Tribble and Sam Harres with their business plan, Shortwork LLC- a tutoring company. This competition is an integral part of our Entrepreneurship program and an outreach to the campus community since

students from across campus are eligible to compete. Each year the participation grows.

PROGRAM ADDITIONS AND MODIFICATIONS

The recently launched entrepreneurship major has 5 declared majors. As of Spring 2018, enrollments of juniors and seniors in the three departmental majors (Management, General Business, and Entrepreneurship) had grown by 36.3%. By far the bulk of this increase is attributed to the growth of the General Business major.

During the previous year, Dr. Jeremy Schoen added an additional online course (Ent 476: Entrepreneurial Leadership) for the Entrepreneurship minor in Spring 2018. As of Spring 2018, the entire entrepreneurship minor was 100% online.

PERSONNEL CHANGES

After nine years as the Chair of the Department, Dr. Robert Robinson stepped down on May 15, 2018 to become the Interim Chair of the Department of Marketing. Dr. Paul Johnson became the new Chair of the Department of Management, effective that date.

Dr. Jeremy Meuser (PhD, Illinois-Chicago) joined the department in July 2018 as an assistant professor of organizational behavior.

Dr. Jisun Kim (PhD, University of Arizona) joined the department in July 2018 as an assistant professor of strategic management.

Dr. Eugene Taeha Paik (PhD, University of Arizona) joined the Department in July 2018 as an assistant professor of strategic management with a joint appointment in the Center of Manufacturing Excellence.

FUTURE NEEDS, GOALS AND PROSPECTS

In the past few years, student enrollment in management, general business and entrepreneurship courses has continued to grow, though during this period faculty lines have remained constant. The Department would require at least one more tenure-track line to meet future enrollment demands at the graduate and undergraduate level. This is in addition to the joint appointment of an instructional faculty position between Management and Marketing.

Due to the success of the three online entrepreneurship courses (Family Business Management, Entrepreneurial Leadership, and Regulation in New Ventures, Ent 486, Ent 476, and Ent 466 respectively), another online course, Venture Marketing, is proposed and would be projected for launch in Spring 2019 or Fall 2019, if approved. This course could also be cross listed as a Marketing course.

Department of Management
Information Systems

DEPARTMENT OF MANAGEMENT INFORMATION SYSTEMS

Milam W. Aiken, Ph.D., Chair
2017-2018

GOALS

The teaching goals for the Department remain of great importance to the faculty and administration. The general teaching goal is to maintain regional and national recognition by offering a high quality, comprehensive, contemporary educational program to students at the bachelor's, master's (MBA), and doctoral levels. The Department's specific teaching goals include the following objectives: to attract highly qualified students at all levels, to broaden the educational experiences of the students both inside and outside the classroom, and to increase the number of job opportunities for our graduates.

The research goals of the MIS Department remain paramount to the continued professional growth and development of the faculty. The general research goal of the MIS Department is to continue national recognition for research excellence by contributing to the scholarly literature in the business and business-related disciplines.

The MIS Department strives to be recognized by professional, business, and governmental institutions on several levels -- state, regional, and national -- as a source of assistance and expertise for their problem-solving activities. The goal is to not only assist these institutions in the solution of their particular problems, but also, to enrich the life of the larger community served by the University. One way to accomplish this general goal is by having MIS faculty

members serve as officers and reviewers for various academic organizations. Faculty members also undertake consulting opportunities with state, regional, and national businesses and governmental organizations to help achieve the Department's service goals.

SUCCESS IN ACHIEVING GOALS

As of June 11, 2018, 74 undergraduate students listed Management Information Systems as their major, eight less than the previous year. The MIS Doctoral program has two students.

During the 2017-2018 academic year there were four tenured faculty members (Dr. Milam Aiken, Dr. Anthony Ammeter, Dr. Sumali Conlon, and Dr. Brian Reithel), two clinical assistant professors of MIS (Dr. Bart Garner and Dr. Jamison Posey), and two adjunct instructors (Christopher Provence and Sam Hammoud). Bart Garner will be promoted to Clinical Associate Professor of MIS as of July 1, 2018.

Faculty members in the department have provided a high level of service to the academic profession throughout the nation, region, and state, including acting as reviewers for several leading journals, and chairs of tracks and sessions at national conferences.

Faculty in the department published seven articles in national, refereed journals.

Ole Miss Association for Information Technology Professionals (AITP) student members met monthly to hear presentations about from Ole Miss alumni and IT professionals about employment opportunities and new developments in the field.

One UM AITP student member attended the inaugural U.S. Information Technology Collegiate Conference (USITCC) in San Antonio, Texas in 2018. Dylan Reithel won "Honorable Mention" (4th place) in the Mobile Application Development Contest, which was sponsored by the USAA insurance company.

Two other UM MIS students participated in a SEC Cybersecurity Conference April 8-10 in Auburn, Alabama. Four Computer Science and two MIS undergraduate students (Laura Salvador and Jonathan Guin) competed in the Student Cyber Challenge.

Job prospects for undergraduate MIS students remain strong with high average beginning salaries.

MODIFICATIONS IN CURRICULA

None.

PERSONNEL CHANGES

None.

FUTURE NEEDS, GOALS, AND PROSPECTS

The research, teaching, and service goals outlined at the beginning of this document remain applicable for the future. The faculty members are well trained

and highly motivated, and the prospects for the Department and for the School of Business Administration are excellent.

Department of Marketing

DEPARTMENT OF MARKETING
Robert K. Robinson, Ph.D., Interim Chair
2017-2018

GOALS

The Department of Marketing continues its efforts to evaluate, improve, and excel in our teaching, research, and service roles. Our teaching goals include the following objectives: to attract highly qualified faculty at all levels, to broaden the educational experiences of the students both inside and outside the classroom, and to increase the number of job opportunities for our graduates. In addition to a commitment to high quality undergraduate education, the training and development of doctoral students remains a top priority for the Department of Marketing. According to Tableau, the AY 2017-2018 reporting period marks the first time that undergraduate enrollments in the Department of Marketing have declined. Marketing majors decreased by 12.4% and Marketing and Corporate Relations majors decreased by 6.6% for a net loss of 10.9%.

As of this report, Marketing and Marketing and Corporate Relations majors accounted for approximately 27.7% of all declared business majors at the junior and senior level,³ while the Department of Marketing accounted for 36.7% of the undergraduate student credit hours taught in the School of Business Administration during the same period.⁴

³ The University of Mississippi, Institutional Research, Enrollment Data - All Campuses <http://irep.olemiss.edu/institutional-research/enrollment-data/>. Calculations were based upon 359 Marketing majors plus 140 Marketing and Corporate Relations majors divided by 1,804 total junior and seniors who were declared business majors.

⁴ Sedonaweb, School of Business Administration Student Credit Hour Production by Department: 2017-Summer, 2017-Fall, 2018-Winter, 2018-Spring. <https://sedonaweb.com/>

Doctoral student instruction is important for the maintenance of the profession; it enhances the academic profile of the School of Business, and assists in the recruiting and retention of high quality faculty and enhance the scholarly reputation of our institution. The graduate faculty continues to work closely with doctoral students by involving them in research projects, publishing papers with them, and by coordinating a weekly research and career development colloquium.

The research goals of the Department exist primary for the continued professional growth and development of the faculty. The research goal of the department is to demonstrate research excellence by substantively contributing to the scholarly peer reviewed journals in business and business-related disciplines. More specifically, this translates to increasing the emphasis on the quality of published research in nationally and internationally refereed journals and scholarly books.

The department endeavors to be recognized by professional, business, and governmental institutions on the state, regional and national level as an entity that can aid them in their critical thinking and problem-solving activities, as well as lending the professional expertise to develop solutions for problems confronting modern society. Part of this goal is accomplished through the faculty actively contributing to professional and academic organizations as officers and reviewers. The faculty also make professional and societal contributions through consulting opportunities with businesses and government agencies.

SUCCESS IN ACHIEVING GOALS

The Department's tenured and tenure-track faculty continued its high rate of publication during the 2017-2018 academic year. In this period, Marketing faculty members published, or had accepted for publication, 24 peer reviewed journal articles. Particularly noteworthy among these journals are:

IEEE Transactions on Automation Science and Engineering

Journal of Business Research

International Journal of Logistics Management

Journal of the Academy of Marketing Science

Journal of Business Ethics

Journal of Marketing Research

In addition, faculty members authored, or coauthored twelve conference presentations.

Marketing faculty are providing service to the profession and academic community by actively serving as members of editorial review boards, or as *ad hoc* reviewers, for the following national refereed journals:

International Journal of Logistics Management

International Journal of Physical Distribution and Logistics Management

International Journal of Production Economics

International Journal of Research in Marketing

Journal of Brand Management

Journal of Business Ethics

Journal of Business Logistics

Journal of Business Research

Journal of Consumer Affairs

Journal of Marketing

Journal of Marketing Theory and Practice

Journal of Public Policy and Marketing

Journal of Services Marketing

Journal of Service Research

Marketing Education Review

Some of the faculty are active in reviewing manuscripts for a variety of international, national and regional academic meetings. The faculty is further involved in University committee work and other forms of University and community service.

NOTEWORTHY ACCOMPLISHMENTS

School of Business Best Publication

Dr. Siam Kashmiri was recognized as the School of Business Outstanding Senior Researcher for AY 2017-2018.

MASSIG Emerging Scholar

Dr. Christopher Newman was recognized by the American Marketing Association's Special Interest Group when it awarded him its Emerging Scholar award for his scholarship on nutritional labeling.

PROGRAM ADDITIONS AND MODIFICATIONS

Due to declining enrollments, a task force of Marketing faculty developed a Strategic Vision Plan in May 2018 and submitted it to the Dean. Based on his review, the Dean gave the Department the charge of creating three new emphasis areas for the Marketing major: Sales, Supply Chain, and Digital Marketing.

In addition to developing a new course in digital marketing, digital/online marketing will be included in existing marketing courses.

Other measures to help attract Marketing majors include ensuring the best match between an instructor and the material being taught and rescheduling Marketing classes to maximize their accessibility to students.

PERSONNEL CHANGES

Dr. Robert Robinson was appointed the Interim Chair of the Department of Market on May 15, 2018.

FUTURE NEEDS, GOALS, AND PROSPECTS

The immediate goal of the Marketing Department is to increase enrollment in marketing majors and return to growth. To effect this, reassignment of teaching assets and developing more student-friendly course scheduling has already been implemented. Updating the curriculum will follow.

The move to offering three concentrations to Marketing majors necessitates a reassessment of departmental recruiting and selection strategies. Beginning AY 2018-2019 faculty searches will focus on research and expertise in the aforementioned concentration areas.

There is also a potential synergy with the growing Entrepreneurship minor. As a consequence, a new entrepreneurship course focused on venture marketing is proposed and is projected for launch in Spring 2019 or Fall 2019, if approved. This course could be cross listed as a Marketing course. To this end, an instructional faculty position has been opened which would be a joint appointment between Marketing and Management.

Mississippi Small Business
Development Center (MSBDC)

MISSISSIPPI SMALL BUSINESS DEVELOPMENT CENTER (MSBDC)

Judy Forester, Interim State Director

2017-2018

In 1980, United States Public Law §96-302 enacted the nationwide program of Small Business Development Centers. In 1981, Mississippi Code §57-55-11 established the Mississippi Small Business Development Centers (MSBDC) Lead Center (a/k/a State Office) at the University of Mississippi and the program joined the U.S. Small Business Administration's (SBA) federal SBDC program. The MSBDC operates through a cooperative agreement with the SBA and The University of Mississippi, and requires a 1:1 federal/state funds match. The U.S. Congress appropriates funds for the MSBDC through a line item on the SBA budget. Mississippi's Legislative Budget Office (LBO) appropriates state funding to the program by line item under the Institution of Higher Learning through the University of Mississippi budget. The program operates under the University of Mississippi's School of Business Administration and the MSBDC State Director reports to the Dean of the School of Business Administration.

The MSBDC is an accredited member of America's Small Business Development Centers (ASBDC). Required by Congress, the state program undergoes an ASBDC Accreditation Review every five years. The Accreditation review utilizes the National Institute of Standards and Technology (NIST) Baldrige Performance Excellence Standards. The next scheduled of review of this program is in 2019.

In addition to the State Office, the MSBDC program includes seven (7) SBDC full service centers. Each service center is sponsored by a host institution who also provides matching funds to support the center. Full service centers are sponsored by and located as follows. University of Mississippi sponsors North Mississippi (Oxford); Gulf Coast (Biloxi) and South Mississippi (Hattiesburg). East Central Community College MSBDC (Decatur); Hinds Community College MSBDC/International Trade Center (Raymond); Jackson State University MSBDC (Jackson); and, Mississippi State University MSBDC (Starkville).

The program also operates seven (7) Business Assistance Centers (BACs) to supplement our full service centers and reach rural areas of our state. Managed by our service centers, BACs across the state are located in: Tupelo, Southaven, Meridian, Pearl, Philadelphia, Louisville, and Carthage.

PRIMARY FUNCTION

The major function of the MSBDC program is to provide no-cost, or low cost, in-depth, substantive, longer-term, outcome-oriented business counseling and training that results in substantial economic impact for the State of Mississippi and the nation. The program primarily measures its contribution through data collected for economic impact in capital formation, growth in sales, new business starts, and number of jobs created and retained.

MISSION, VISION, VALUES

Mission: Transforming Mississippi one small business at a time

Vision: To provide services and support that will enable the state of Mississippi to become the leading environment for small business success in the nation.

Core Values:

Balance: Challenging ourselves with ambitious goals while treating each other with respect; excelling through risk taking while honoring safety and wellness; valuing and exploring professional development; appreciating tradition and innovation with both pride and humility; and, embracing stewardship in the community in which we live.

Stretching Through Engagement: leaving one's own comfort zone; rejecting apathy or passivity; grappling with intellectual knowledge and demonstrating ethical behavior; embracing a lifelong commitment to learning and to personal growth.

A Community of Excellence: supporting achievement of the MSBDC and opportunities for improvement; building and sustaining meaningful relationships with an emphasis on collaboration; promoting independence, self-advocacy and personal growth; seeking avenues for improvement towards achieving one's personal potential; aspiring towards and rewarding creativity, and, imagination and innovation.

Commitment to Integrity: character and responsibility; honesty and personal accountability, caring and respect; kindness and selflessness,

acceptance and tolerance, wholeness and wellness; and self-awareness and reflection.

The overarching mission of the MSBDC is to perform the functions and duties defined by Mississippi Code, which includes:

1. Develop a system to deliver management assistance to the small business community utilizing the resources of local, state and federal government programs, various segments of the private sector, and universities and colleges throughout the state;
2. Make management and technical assistance available to small businesses in Mississippi by linking together the above resources;
3. Develop small business opportunities for new start-ups and the expansion of existing businesses;
4. Develop the economic area served by MSBDC by providing opportunities for increased productivity through utilization of modern technology as developed by the government, the university and the private sector;
5. Develop a clearinghouse for the collection and dissemination of economic and business data;
6. Assist businesses in developing more efficient marketing and distribution channels, including foreign trade marketing;
7. Increase opportunities for socially and/or economically disadvantaged entrepreneurs to enter the mainstream of our economy through organized outreach programs; and

8. Increase small business viability.

The internal mission of the MSBDC is to provide the services and support that will increase economic impact so the State of Mississippi becomes a leading environment for entrepreneurial activity and small business success in the nation. The MSBDC is committed to providing quality business counseling services to existing small businesses and pre-venture nascent entrepreneurs in the State of Mississippi in the form of one-of one, no cost, confidential counseling and workshops. The MSBDC provides technical support for aspects of management, accounting, finance, strategic planning, marketing, emergency preparedness and resilience, and cybersecurity.

PERSONNEL CHANGES

State Director: Walter D. "Doug" Gurley, Jr., retired on February 28, 2018.

Judy Forester, Associate State Director was selected as Interim State Director beginning March 1, 2018. She continues to act as Associate State Director as well.

North Mississippi MSBDC Center Director and Business Counselor:
Center Director, James Carden, retired from the MSBDC program at the end of

December 2017. After consideration, it was determined that the MSBDC State Office Assistant Director would be appointed as supervisor for this center.

Business Counselor Deon Caldwell decided to open his own business and resigned from the program. In May 2018, two new full time business counselors were hired and are being trained to service clients at this center.

We are in the process of filling the position of Communications Specialist.

NOTEWORTHY ACCOMPLISHMENTS

In preparation for the program's 2019 Accreditation, the State Office management team and all center directors trained in the NIST Malcolm Baldrige Performance Excellence program for a minimum of two (2) years. Each have served as Examiners through the Tennessee Center for Performance Excellence (TNCPE). The Interim State Director has also trained and served for one (1) year as a National Baldrige Examiner.

The State Office management team along with all center directors and business counselors were trained and certified in a business cybersecurity course through the Association of Small Business Development Centers (ASBDC). The MSBDC has begun to improve its service offerings in this vital area.

Economic Impact: During the last reporting period, the MSBDC is reports the following accomplishments in program performance:

| Capital Formation Results | Amount |
|---|---------------------|
| SBA Loans | \$7,891,600 |
| Non-SBA Loans | \$25,999,125 |
| Equity Infusion | \$19,334,671 |
| Total Capital Formation | \$53,225,396 |
| Consulting Hours Committed to Capital Formation | Hours |
| Total Counseling Hours (Contact + Prep) | 8,090 |
| Total Counseling Hours Committed to Capital Formation | 1,210 |
| Percentage of Total Counseling Committed to Capital Formation | 15% |

| Economic Impact | # Loans Obtained | Totals |
|------------------------|-------------------------|---------------|
| Loans: SBA | 28 | \$7,891,600 |
| Loans: Non-SBA | 72 | \$25,999,125 |
| Equity Capital | | \$19,334,671 |
| Jobs Created | | 213 |
| Jobs Retained | | 977 |
| Growth in Sales | | \$8,109,808 |

| Training Events | Event Count | Total Attendees | Events Hours | Seat Hours | Capital Formation |
|------------------------|--------------------|------------------------|---------------------|-------------------|--------------------------|
| Totals | 319 | 2,282 | 821 | 6,067 | \$4,393,475 |

| Counseling and Counseling and Training | |
|---|------|
| Counseling: | |
| Total Clients | 1571 |
| Not in Business | 886 |
| Existing Businesses | 655 |
| Total Counseling Sessions | 5427 |
| Total Client Counseling Hours | 8090 |
| Total Jobs Created | 213 |
| Total Jobs Retained | 997 |
| Training: | |
| Training Events | 319 |
| Number of Attendees | 2282 |

| | |
|---------------------|------|
| Event Hours | 822 |
| Training Seat Hours | 6067 |

1) Service to Minority Populations:

The MSBDC offers its services across a diverse client pool and monitors its service delivery to those willing to self-disclose this information.

| Consulting Committed to Persons Identifying with Disabilities | Clients | Hours |
|---|---------|-------|
| Total Consulting | 1,571 | 8,090 |
| Total Disabled | 99 | 582 |
| Percentage of Total Consulting with People with Disabilities | 6.3% | 7.2% |

MSBDCs continually monitors their service delivery to ensure it is representative of the minority business population in the state to clients self-certifying themselves as belonging to a minority class. The “MSBDC Client Percentage” compared to statewide demographics taken from the United States Census Bureau -

<http://www.census.gov/quickfacts/table/PST045215/28>

| Minority Consulted | Clients | MSBDC Clients | MSBDC Client Percentage | Mississippi Demographics |
|---------------------------|---------|---------------|-------------------------|--------------------------|
| Total Consulting | | 1,571 | | |
| Asian/Asian American | | 34 | 2.20% | 1.1% |
| Black/African American | | 777 | 49.45% | 37.6% |
| Hawaiian/Pacific Islander | | 9 | 0.57% | 0.1% |
| Native American | | 26 | 1.65% | 0.6% |
| Hispanic | | 46 | 2.92% | 3.1% |
| Total Minorities | | 892 | 56.79% | 42.5% |

MSBDCs consider services to veterans an important initiative that we proudly serve. The following table highlights the resources committed by the MSBDC in the delivery of consulting services to clients self-certifying themselves as

being veteran-owned enterprises. The “Percentage of Total Clients and Hours” represents the ratio of total clients consulted and consulting hours delivered during the reporting period.

| ulting Committed to Veterans: | Clients | Hours |
|---|----------------|---------------|
| Total Consulting | 1,571 | 8,090 |
| Service Disabled Veterans | 47 | 195 |
| Veterans (Non-Disabled) | 120 | 567 |
| Reserve/National Guard | 37 | 174 |
| On Active Duty | 15 | 40 |
| Total Veterans, Reservists/NG, and Active Duty | 219 | 976 |
| Percentage of Veterans/Reservists/NG/Active Duty | 13.94% | 12.06% |

FUTURE NEEDS, GOALS AND PROSPECTS

Funding is an essential element in future needs and growth. Inflation continues to erode our statewide budget and MSBDC has identified the following areas where increase in state funding is crucial:

The U.S. Congress continues to fund the SBDC program at higher and higher levels and in 2018 the program was funded at \$130M. The request for 2019 is for a \$135M appropriation. In order to continue to receive our full federal funding portion, major increases are needed in state funds (IHL Line Item and Host Institutions Cash Match). Great strides in training, approach, and service delivery methods have been made over the past several years by the MSBDC, allowing us to increase capacity. Nearly all of our centers are functioning at maximum capacity and yet have not received increases for their centers in

several years. Without additional state funding, there is no opportunity to give our centers any increases in salary, operational expenses, or add additional personnel. Federal regulations require that services be provided primarily through institutions of higher education. Due to the current state of the Mississippi economy we do not anticipate any additional increases from the host Institutions. This poses a significant problem as our program operates on a 50/50 match formula, and MSBDC would have to waive the receipt of any significant federal increases resulting in a loss of availability of federal dollars.

The MSBDC continues to support entrepreneurial activity; however, we can only sustain adequate support with adequate funding. One way we have increased business counselor capacity is by segmenting our service population and deploying pre-venture entrepreneurs into training workshops to the extent possible. This increases business counselor efficiency and allows more time to be devoted to counseling with existing businesses, and start-up ventures about to open.

As the MSBDC continues to innovate and make the most effective use of technology, a modest increase in funding would allow an increase in our presence through offering online courses and online counseling services.

The goal for state funding through 2024 is \$400,000, an increase of approximately \$160,000 from its current state funding level. With this funding, additional counselors would be hired to increase our service capacity in

strained/underserved areas, and service offerings improved for all entrepreneurs in Mississippi.

The MSBDC will continue to increase the professional educational opportunities for all MSBDC staff. The number of people served will increase only as additional resources are made available; however, demand will rise regardless of funding.

To improve its performance for our state, segmentation of our service population is vital. The MSBDC strives to balance delivery of services among all the constituents we serve and continues to improve its service offerings to existing businesses. The MSBDC has outperformed other states our size in job creation and capital formation as published in a recent comparative study done by the Arkansas State SBDC Program.

MSBDC publishes an electronic MSBDC Monthly Stakeholder Newsletter that is e-mailed to stakeholders. A Client newsletter, whose function is to provide content relevant for the day to day operations of Mississippi small businesses, including expert articles, business news and resources, is published monthly.

The prospects for the Mississippi SBDC is excellent. Entrepreneurship is an essential element of our state and national economy. The importance of our organization and its efforts to educate and assist entrepreneurs only serves to further strengthen the economy of our state. The SBDC fills an essential role of statewide community outreach and education for entrepreneurs, including

cybersecurity and disaster preparation/resilience for small businesses. The MSBDC will continue to collaborate with universities, community colleges, and local/state organizations statewide to provide education and resources to small businesses and entrepreneurs across our state.

SCHOOL OF PHARMACY

Office of the Dean

School of Pharmacy

David D. Allen, R.Ph., Ph.D., Dean

2017-2018

MISSION AND VISION STATEMENTS

The following mission and vision statements have been updated and approved by the School of Pharmacy faculty during our five year strategic planning process.

VISION:

We are a highly-respected community of learners, educators, scientists, and practitioners whose innovative achievements position us as leaders in improving health and wellness.

MISSION:

The mission of The University of Mississippi (UM) School of Pharmacy (SOP) is to improve the health, well-being and quality of life of individuals and communities by educating students, pharmacy practitioners and pharmaceutical scientists, conducting research, and engaging in service.

We will accomplish this by providing:

- Innovative models of practice with an emphasis in underserved populations and those with health disparities.
- Quality education for current professional and graduate students.
- Quality post-graduate training opportunities.
- Quality continuing professional development opportunities.

- An environment which promotes the generation and dissemination of new biomedical knowledge and technologies through collaborative and interdisciplinary research.
- Opportunities for discovery and dissemination of knowledge of natural products and novel pharmaceuticals.
- Leadership in the development and implementation of advanced pharmacy practice models.
- Service to internal and external stakeholders.
- Opportunities to conduct practice-based and translational research to address health disparities.

SUCCESSSES IN ACHIEVING THE GOALS OF THE SCHOOL OF PHARMACY

The SOP Annual Report is an executive summary of all Departments and Centers within the SOP (attached). It provides a comprehensive account of the accomplishments of the SOP as it relates to our Teaching, Research and Service goals. Faculty and staff are committed to establishing the SOP as a premier, world-class educational institution. During 2017-2018, the School advanced its mission and national and international recognition through a variety of notable accomplishments. Of particular note are the following:

- A 2017-2022 version of the SOP's five-year Strategic Plan was approved in August, having been developed via broad-based stakeholder input, including administrative, alumni, advisory board, faculty, staff and student voices. The plan employs benchmarks from internal (within the School) and external (from the Flagship Forward Strategic Plan, from accrediting standards, etc.) sources, and

includes a vision to advance the School in each of its mission areas. The objectives from the new plan are rolled into committee charges for the coming period.

- The SOP is a nationally recognized leader for student-centered, active learning within pharmacy education. More than 50% of the professional curriculum continues to be taught using active learning strategies. Significant faculty and administrative effort has been invested in the establishment of a transformed curriculum, to begin Fall 2018 and to include an even higher level of subject integration and learning modalities to address needs of 21st century learners.
- Over the past 10 years our graduates have consistently scored above the national average on the North American Pharmacist Licensure Examination (NAPLEX). Of significant note, in two of the last 10 years 100% of our graduates successfully passed, and in all but one of those years more than 90% of graduates in each class were successful in passing the exam.
- The Accreditation Council for Pharmacy Education (ACPE) Board of Directors in 2012 approved the SOP for the full eight-year accreditation term through June 30, 2020. The recent SOP strategic planning process took into consideration projected needs for the upcoming site visit (Spring 2020). Using that process as a springboard, plans were laid for the initiation of our accreditation self-study in January 2018, well in advance of the anticipated review.
- We continued to enhance worldwide recognition of the National Center for Natural Products Research (NCNPR) as an alliance between academia, government, and the pharmaceutical and agrochemical industries that integrates

research, development, and commercialization of potentially useful natural products. The faculty and staff of NCNPR conducted research in two major areas: discovery and development of new lead compounds and biology and chemistry of medicinal plants. Most of NCNPR's resources continued to be committed to lead compound discovery, in which natural sources from throughout the world are acquired, processed, and evaluated for their potential as pharmaceuticals and agrochemicals. The Center's research program in lead compound discovery was focused on discovering potential new drugs for certain infectious diseases, cancer, and immune/inflammatory disorders. The second major area of research was in understanding the biology and chemistry of medicinal plants.

- The research program of NCNPR continued to be focused on methods to identify and authenticate plant material, pharmacological characterization, chemical analysis and standardization, and studies on the agronomics of quality plant production. This information can be used to enhance the quality and reproducibility of phytomedicines and to provide research-based information for health care professionals, government agencies, and industry. Additionally, information on the characteristics of high-quality medicinal plants will provide the foundation for developing these plants as alternative crops. The Center conducts much of this work in a major collaborative research program with the Center for Food Safety and Applied Nutrition (CFSAN) at the Food and Drug Administration (FDA).

- Over the past few years, the NCNPR has cultivated a significant number of collaborative interactions both nationally and internationally. The highlight of these interactions includes the formation of the Sino-US TCM Research Center Shanghai Institute of Materia Medica within the Chinese Academy of Science (SIMM/CAS); the Indo-US Center for the Research of Indian Systems of Medicine (CRISM) with the Indian Council of Scientific & Industrial Research (CSIR); the National Institute for Complementary Medicine, Western Sydney University, Australia; Tshwane University of Technology, South Africa; the Second Military Medical University, Shanghai, China and the Empresa Brasileira de Pesquisa Agropecua, Brazil.
- The activities at the Center for Pharmaceutical Marketing and Management (CPMM) have become more focused on the Medication Use and Outcomes Research Program. In addition, the Mississippi Division of Medicaid (MDOM) continues to be the major funding source for CPMM through the retrospective drug utilization review contract. The CPMM is in the second year of this three year contract.
- The collaboration with CPMM and the University of Mississippi Medical Center's (UMMC) Jackson Heart Study has continued and has been successful with existing and new collaborative relationships with other state agencies.
- The CPMM has continued to maintain and enhance the CPMM Data Center that houses the restricted access servers for working with large claims data sets containing personal health information. During the last year this facility has provided critical support for various programs, studies and student projects.

- The Department of Pharmaceutics and Drug Delivery (PDD) faculty continued to successfully implement Pharmaceutics course content into the SOP Skills Lab. The Department contributed a significant role in the Oxford-based Skills Lab since the subject content taught by the PDD comprises a significant component of the national licensure examination for pharmacists.
- Several PDD faculty contribute annually to a formal Review Session for the graduating Pharm.D. students prior to taking the NAPLEX.
- In June 2018, the UM SOP's application to the National Institute for Pharmaceutical Technology and Education (NIPTE) was approved. UM is now a member of this stellar institute that comprises of only 17 other universities. PDD's ongoing projects and faculty expertise fit well with the mission of NIPTE to improve the way pharmaceutical products are designed, developed and manufactured as well as to support graduate education. Being a member of NIPTE will enhance the PDD's ability to secure research funding to make significant advancements in pharmaceutical development and manufacturing.
- The Pii Center for Pharmaceutical Technology continues to conduct interdisciplinary drug/polymer research that provides end-stage pharmaceutical products directed at therapeutic conditions, vaccines and wound care. This unique center leverages the existing expertise and resources at UM, including NCNPR and other research units. Utilizing cutting edge thermal processing, the Pii Center collaborates with private industry, government and academia to develop new, improved and expanded drug delivery systems.

- The Hands-on Tableting course has strengthened Graduate Education within PDD and has provided enhanced exposure both nationally and internationally. These courses attracted scientists from the pharmaceutical industry, FDA, the food industry and environmental agencies. Eleven courses have been offered from 2014-2018.
- The UM SOP has partnered with three Mississippi institutions on its Preferred Admission Program. With this program, students from Jackson State University, Alcorn State University and Tougaloo College may be admitted to the pharmacy school after the first semester of their freshman year if they perform well in pre-pharmacy coursework and are involved in service activities. The first student in the program will begin classes on the UM campus in the Fall 2018 semester.

ADDITIONS OR MODIFICATIONS IN PROGRAMS, CURRICULA, DEPARTMENTAL STRUCTURE, SPACE AND FACILITIES

- The NCNPR has been able to expand its research base into other related research areas by collaborating on grants with other institutes to study botanical/medicinal plants of interest. The research facilities at the NCNPR have been extended further by expanding the medicinal plant garden as well as Phase II of the NCNPR facilities with an additional 110,000 square feet of research area to the existing Phase I facility. The creation of the Natural Products Training Center (NPTC) is a direct leverage of FDA's cooperative agreement. The NPTC has been developed through collaboration between the University of Mississippi and Waters Corporation wherein a prestigious, domestic commercial vendor furnished modern analytical instrumentation and the physical lab space was

provided by the state of Mississippi. For this reporting period, hands-on training was provided to more than 30 individuals.

- The Center for Clinical and Translational Science (CCTS) was approved by the UMMC Centers and Institutes Committee to be formally recognized as a Center on the UMMC campus.
- The SOP is beginning to transition to the new integrated and modularized curriculum with the entering 2018 P1 class. Pharmacy Practice courses in the curriculum continue to be adapted to bridge to the new curriculum and continue the current vertical and horizontal integration through our problem-based learning and pharmacy practice skills development in the second and third professional years.
- In addition, the “Scholarship Groups” have continued as a platform to foster faculty collaboration among the pharmacy practice specializations.
- The Departments of Pharmacy Administration and Pharmacy Practice initiated a monthly faculty forum to foster interdepartmental collaborations. These meetings have resulted in a number of new collaborative relationships as well as a conference presentation, manuscript and grant submissions.
- Pharmacy Practice faculty are responsible for over 60 percent of the School’s professional program curriculum. The faculty facilitate Problem Based Learning (PBL), and other active learning activities, administer Skills Laboratories, precept experiential instruction (early and advanced practice), and offer elective courses over the span of the four-year professional program.

- The Department of Pharmacy Practice continues involvement in post-graduate residency training. Since 2009, the School of Pharmacy has administered a Post Graduate Year 1 (PGY1) Community Pharmacy Residency Program and has offered a PGY2 Ambulatory Care Residency Program since 2015.
- The Skills Lab space on the second floor of Faser Hall is now complete. This fulfills an immediate and critical need for the SOP as identified by the 2012 ACPE Accreditation team.
- Graduate Scholar mentoring has become a priority at PDD as the unit now has over 50 graduate student scholars. Also, in the Fall of 2018, PDD will implement a new Professional Masters' program to align with pharmaceutical industry's needs, spearheaded by Dr. Walt Chambliss.

NOTEWORTHY ACCOMPLISHMENTS OF DEPARTMENTS, FACULTY, AND STUDENTS

- According to the FY 2017 Faculty Research Grant Institutional Rankings published by the American Association of Colleges of Pharmacy (AACCP), the UMSOP moved up to the 13th position (from 14th) among all colleges of pharmacy in overall extramural research funding. In regard to total federal grant funding, the UMSOP ranks 10th, moving up from the 2016 rank of 11th.
- The School of Pharmacy has 14 U.S. patent applications pending. During 2017-2018, it had four research disclosures and two U.S. patents issued.
- The CCTS received \$744,682 in funding for four projects.

- The NCNPR's marijuana research program has been continuously funded via a competitive contract with the National Institute on Drug Abuse for 50 years, the longest running contract in NIH history.
- The NCNPR hosted the 18th annual FDA-sponsored International Conference on the Science of Botanicals.
- Dr. Ikhlas Khan received the University of Mississippi's Distinguished Professor Appointment, The Wiley Award (Association of Official Agricultural Chemists International), Qihuang International Prize of China Association of Chinese Medicine, and the award for Outstanding Contributions in TCM Analysis and Quality Standards.
- Dr. Suman Chandra received the Outstanding Scientist Award from The Society of Tropical Agriculture in New Delhi, India.
- Dr. Mahmoud ElSohly was acknowledged as a Senior Fellow by The Institute of Emerging Health Professionals (IHEP) at Thomas Jefferson University.
- Twelve NCNPR research grants were funded by agencies and industry, totaling \$6,676,955 in requested funding.
- CPMM obtained more than \$718,000 in external support.
- The Department of BioMolecular Sciences received \$1.7 million in extramural funding, including awards from AACP, DOD and NIH.
- Dr. Robert Doerksen served as the SOP AACP Faculty Delegate and Dr. Jamie Wagner served as the Alternate Faculty Delegate.
- Dr. Scott Malinowski received the UMMC Norman C. Nelson Order of Teaching Excellence Inductee Award.

- Dr. Kayla Stover was recognized as a Fellow of the American College of Clinical Pharmacy and the Infectious Diseases Society of America.
- Dr. Seena Haines was recognized as a Fellow of the American College of Clinical Pharmacy and Fellow and Distinguished Practitioner of the National Academies of Practice.
- Dr. Jamie Wagner received the Mississippi Society of Health-System Pharmacists (MSHP) Outstanding Young Health-Systems Pharmacist of the Year Award.
- Dr. Laurie Fleming received the MSHP Health-Systems Pharmacist of the Year Award.
- Dr. Leigh Ann Ross received the AACP Pharmacy Practice Section Outstanding Service Award.
- Dr. Kristen Pate received the American Pharmacists Association (APhA) – Academy of Student Pharmacists Outstanding Faculty Member of the Year Award.
- Dr. Erin Holmes was inducted as an APhA Fellow in March, 2018.
- Dr. Marie Barnard was a member of a team that received the 2018 Governor's Award for Exemplary Partnerships for her collaboration with Good Food for Oxford Schools (GFOS).
- Dr. Meagen Rosenthal was recognized as one of the Top Reviewers of 2017 for *Research in Social and Administrative Pharmacy*.
- Mr. Chukwuebuka Dibia, Pharmacy Administration graduate student received the Teaching Assistant Award from the PY1 class.

- Dr. Ashley Crumby, Pharmacy Administration graduate student received an American Foundation for Pharmaceutical Education (AFPE) Pre-Doctoral Fellowship.
- Dr. Marc Slattery received the UM Distinguished Research and Creative Achievement Award.
- Dr. Ikhlas Khan received the UM Distinguished Professor Award.
- Dr. Kristie Willett received the UM Faculty Achievement Award.
- Dr. Kris Harrell serves as the new Associate Dean for Academic Affairs.
- Dr. David D. Allen was installed as President of AACP.
- Recipients of the School of Pharmacy Awards were:
 - PY1 Teacher of the Year Award – Dr. John Rimoldi
 - PY2 Teacher of the Year Award – Dr. Erin Holmes
 - PY3 Teacher of the Year Award – Dr. Katie Barber
 - Introductory Pharmacy Practice Experience (IPPE) Preceptor of the Year – Dr. Bridgett Chisolm
 - Advanced Pharmacy Practice Experience (APPE) Preceptor of the Year – Dr. Danny Riche
 - Faculty Service Award – Dr. David Colby
 - Cumberland Pharmaceuticals Researcher of the Year – Dr. Marc Slattery
 - Faculty Instructional Innovation Award – Dr. Jamie Wagner
 - New Investigator Research Award – Dr. Josh Sharp
- Drs. Erin Holmes, John Rimoldi and Kim Adcock continue to serve as the 2017-2020 UM SOP's Distinguished Teaching Scholars.

QUANTITATIVE DATA

- Between September 1, 2017 and August 31, 2018, the School of Pharmacy graduated 116 students with the B.S. in Pharmaceutical Sciences, 100 students with the Doctor of Pharmacy, 23 students with the Master of Science in Pharmaceutical Sciences, and 12 with the Doctor of Philosophy.
- The School of Pharmacy disbursed approximately \$742,606 in scholarships to students during 2017-2018. This includes the non-resident waivers that are provided by the Provost's Office.
- This year the Student Health Center Pharmacy filled 25,341 prescriptions and provided 1,229 vaccines.
- Over the past five years, the Department of BioMolecular Sciences increased the financial support that it provides to graduate students to stay on par with the NIH recommended stipend which is currently \$23,376.
- In 2017-2018, 999 IPPE's and 1015 APPE's were offered. We rely on dedicated faculty and volunteer preceptors to administer these practice experiences and we currently have approximately 355 preceptors in 190 practice sites.
- The combined total of published papers and professional/scientific presentations from all departments and centers within the SOP was 237 and 440 respectively.
- The Department of Pharmacy Practice has 11 faculty who hold elected or appointed offices in state and national pharmacy organizations and four faculty who provided leadership or service on committees at a state and national level. The faculty remain committed to excellence in clinical practice and this is evident as eight faculty renewed their Board of Pharmaceutical Specialties credentials.

- In 2017-2018, the Department of Pharmacy Practice provided 497 contact hours of continuing education programs for approximately 3,500 pharmacists and pharmacy technicians in Mississippi and the U.S. Over the last year, the Division of Pharmacy Professional Development provided training opportunities for 78 pharmacists in the APhA certificate training programs.
- The NCNPR has brought over 100 new jobs to Oxford and UM, over \$175 million in external research funds, and approximately \$72 million in construction funds since 1996. It has been instrumental in several companies forming or locating to Oxford. These benefits are poised to grow with the completed West Wing, a \$40 million facility dedicated to natural products research. The Thad Cochran Research Center (TCRC) West more than doubles the laboratory research capacity of the Center. The additional capabilities now available will enable our development of pharmaceuticals and botanical products toward commercialization, and will increase the value and impact of our technologies. Importantly, the opening of the clinical center marks a new milestone and a new frontier for pharmaceutical/natural products research on the Oxford campus.

PERSONNEL CHANGES

New Faculty Hires Include:

- Eman Ashour, Research Assistant Professor, Pharmaceutics and Drug Delivery
- Philip Mosier, Assistant Professor of Medicinal Chemistry and Research Assistant Professor in the Research Institute of Pharmaceutical Sciences.
- Vitor Pomin, Assistant Professor of Pharmacognosy and Research Assistant Professor in the Research Institute of Pharmaceutical Sciences.

- Melissa Reilly, Clinical Assistant Professor of Pharmacy Practice
- Whitney White, Assistant Professor of Pharmacy Practice

Additional Personnel Changes Include:

- Karin Ballering, Accountant I
- Tanga Bryant, Administrative Assistant
- Sarah Campbell, Instructional Design and Training Specialist
- Jacqueline Michelle Coleman, Administrative Assistant
- Jessica Crawley, Materials Assistant II
- Sarah Jones, Administrative Secretary
- Fakhri Mahdi, Sr. R&D Biologist
- Fatima Pomin, Sr. R&D Chemist
- Patrice Penfornis, Sr. R&D Biologist
- Meredith Pyle, Admissions Counselor
- Gail Schmidt, Accountant II
- Whitney Tarpy, Public Relations Assistant
- Julia Woods, Clinical Pharmacist

FUTURE NEEDS AND GOALS

- A faculty salary marketplace adjustment proposal was submitted to and approved by the Provost Office in 2012. Since its inception, the SOP has awarded 78 marketplace adjustments to high performing faculty, many of whom are now at, or near the 50th percentile for comparable institutions across the country and compared to peer institutions. This will continue to be a focus when revenues

become available to the school as retention of our productive, highly valued faculty continues to be an extremely high priority.

- The plan discussed with the Chancellor and Provost to allow for the recruitment of new research scientists who hold R01 grants is a pivotal need. This would greatly enhance research productivity and allow us to realize the full potential of our personnel and facilities. The Dean is fully supportive of this proposal and will continue to work aggressively with NCNPR to implement it to fruition.
- It is essential to increase the School of Pharmacy endowments, including those supporting student scholarships and faculty, as this will continue to be a critical objective for years to come. A key priority of the Dean is to focus efforts on Endowed Chairs and Distinguished Professorships. These Chairs and Professorships are imperative to attracting mid- and senior-level NIH-funded faculty to open lines in the School.
- While the NCNPR has experienced growth in strengthened relationships with federal agencies, the base stable funding derived from the state has drastically declined. The marked reduction of 30% during 2000-2016 has not been recovered. This makes it difficult to maintain the critical stable infrastructure needed to generate and maintain other external funding. The goal is to have a base funding of about \$5 million that will be leveraged by four-five fold in external funds.
- A strategic opportunity exists now for NCNPR and the UM SOP, in concert with the Cancer Institute and other UMMC units to develop a botanical drugs initiative. With recent developments in regulatory guidelines for botanical drugs, better

understanding of targets in cancer and cardiometabolic diseases, and a growing recognition that natural products can impact many of these targets, we are poised to become leaders on this frontier.

- The Department of BioMolecular Sciences faculty are involved in each of the four new UM Constellation Initiatives and plan to leverage this involvement into new collaborations and engagement opportunities.
- It is necessary for CPMM to have a stable base funding of about 50% in order to recruit additional faculty and research scientists and further build the program. CPMM hopes to develop sufficient support by obtaining an increase in state funding.
- The Department of Pharmacy Practice continues to assess resources that may be needed for the hiring of more positions as well as the expansion of interprofessional initiatives, preceptor numbers and residency training.
- Departmental operational budgets (e.g., commodities, contractual services, travel, and equipment) need to be supplemented, as they have remained unchanged over an extended period of time while expenses have soared.
- Due to the Faculty's expanded teaching obligations and increased enrollments of pharmacy and graduate students in PDD, an additional support position is imperative.

CHANCELLOR

Department of Intercollegiate
Athletics

DEPARTMENT OF INTERCOLLEGIATE ATHLETICS

Ross Bjork, Vice Chancellor – Intercollegiate Athletics
2017-18

1. Primary functions, missions, or goals of the department or program:

The department of athletics strives to be the number one academic and athletic program through the strong emphasis of core values and the opportunity to experience athletics pursuits at the highest level. The ultimate purpose of Ole Miss athletics is to develop students to their full potential through athletics.

2. Success in achieving goals during fiscal year July 1, 2017, through June 30, 2018:

Ole Miss athletics had 10 athletic teams compete or eligible to compete in post-season competition (football was bowl eligible with 6-6 record). Men's and Women's tennis made the round of 16, women's golf made the round of 24, Men's golf made the NCAA tournament for the 3rd consecutive year. Overall, the program finished ranked 38th in the country in the overall sports rankings – the highest finish in the history of the program.

Ole Miss athletics continues to perform well academically. Student-athletes continue to have a cumulative 3.0 GPA, graduation rates are at an all-time high at 84% and the average APR is 989 – the highest in program history.

3. Addition of or modifications in programs, departmental structure, space and facilities, etc.

New facilities continue to be developed for athletics. In 2017-18, athletics opened a brand new indoor tennis facility, a new bell tower structure, and the Gillom Center for women's sports. The Baseball Performance Center will be completed in the fall of 2018.

Athletics also promoted three executive leaders to Deputy Athletics Director for their respective areas. Lynnettee Johnson to Deputy AD for Sports & Administration, Keith Carter to Deputy AD for Development and Resource Acquisition, and Michael Thompson to Deputy AD for External Relations & Business Development.

4. Noteworthy accomplishments of department (include such qualitative features as major publications, exhibits, performances, successful grant applications, papers presented, offices held, special awards, etc.)

Ari Hartono is the Women's Tennis Honda Award winner for 2017-18. The Honda award is the highest award for a female collegiate athlete. Ari was the NCAA singles champion in tennis and was the SEC player of the year.

In addition to Ari Hartono, Jeaneah Stewart won the NCAA hammer throw national championship in Eugene, OR. Jeaneah was also SEC champion in the hammer throw.

Overall, athletics had a very good year compared to the history of the program. In 2017-18, athletics finished in 38th place in the Learfield Director's Cup standings. It is the highest finish ever for athletics and the second year in a row to finish in the top 45. Those feats have never happened in the history of the athletics program.

Baseball won the SEC post-season tournament and finished as SEC West champions while also earning the number four national seed in the NCAA Tournament. All seven spring sports made the NCAA post-season which is also the first time to happen in the history of the program.

5. Personnel changes (retirements, resignations, promotions, etc.)

Three major coaching changes occurred during the 2017-18 year with a transition in football, men's basketball, and women's basketball. Matt Luke, Kermit Davis, Yolette McPhee-McCuin have all hit the ground running and are charting a new course for our athletics program. They have provided the necessary energy and they are changing the culture of each program.

Athletics and the University also lost a key member of the administration in Derek Cowherd. Derek served as Sr. Associate Athletics Director for Student-Athlete Development and took a position at Ohio State University. Derek's work allowed our academic performance to soar to new heights.

6. Future needs, goals, and prospects.

Athletics will need to continue to overcome some recent challenges with the NCAA case and the associated aftermath. We have a financial plan in place to weather the storm and recover appropriately. Building confidence among the fan base will be paramount to moving forward and regaining public trust and confidence. We must work hard to sell more football season tickets so that we can have a great environment and also protect our financial future.

Future Goals include:

Academics:

- Maintain 3.0 GPA, 85% GSR, 990 APR for student-athletes

Competitiveness:

- 80% of teams compete in NCAA postseason with at least one team winning an SEC Championship

Trust, Confidence, Integrity:

- Continued NCAA rules education for boosters & broader community
- Generate \$23,000,000 in ticket revenue
- Complete Forward Together campaign

Student-Athlete Experience:

Real Recruit Metrics

- Average 4.2 in "Overall Experience"
- Average 4.3 in "School" category
- Average 4.0 in "Team" category

Office of the Ombuds

OFFICE OF THE OMBUDS
Paul J. Caffera, University Ombuds
2017-2018

PRIMARY FUNCTION

The Office of the Ombuds serves two primary and interrelated functions:

- Providing faculty, staff, and graduate students with a confidential resource for addressing a wide range of issues that affect either their satisfaction with the University or the effective performance of their duties, through various means including dispute resolution activities; and,
- Via upward feedback to the appropriate levels of University Leadership, providing a mechanism for the University's leaders to become aware of issues that have not surfaced through formal reporting procedures, thus allowing policies, procedures, management actions – or other aspects of the campus climate that adversely affect employee or graduate student performance or satisfaction – to be examined and addressed in a systemic manner, with the goal of improving overall University effectiveness.

The Office of the Ombuds acts in pursuit of fairness, equity, inclusion, and a healthy campus environment. The Office of the Ombuds strives to help the Campus Community live up to the ideals set forth in the University of Mississippi Creed in order to protect and promote the wellbeing of the University Community.

The following issues are typical of those that visitors¹ bring forward to the Office of the Ombuds:

- | | | |
|------------------------------|---------------------------|----------------------------|
| • Interpersonal Difficulties | • Departmental Conflict | • Disciplinary Actions |
| • Promotional Issues | • Academic Freedom | • Workplace Health/Safety |
| • Harassment | • Discrimination | • Unprofessional Conduct |
| • Ethical Dilemmas | • Incivility and Bullying | • Whistleblower Protection |

By providing the University of Mississippi Community with a means to confidentially raise issues, concerns, and suggestions, and to obtain confidential assistance with addressing disputes, the University dramatically improves the likelihood that issues that do or will ultimately adversely affect recruiting, retention, and the University's functioning and effectiveness will be addressed at

¹ Those who seek assistance from an ombuds office are referred to as "visitors."

the earliest-possible time, at the lowest-possible level, and at the lowest possible cost. With respect to all issues that visitors bring to the Office of the Ombuds, the University Ombuds serves to identify options that are available to allow each visitor to address the issue presented. In some instances, the visitor asks the University Ombuds to take an active role in mediating a dispute or working with other University departments in order to address the issue presented. In other instances, the visitor discusses the available options with the University Ombuds and then takes action on his or her own. In still other instances, visitors choose not to have the Ombuds intervene on their behalf and also choose not to take action themselves; some of these interactions may be described as “venting” sessions, where the visitor is able to be heard and thus remove the issue from the forefront of his or her mind. A common refrain from such visitors is, “I just thought that someone should know about this.”

Regardless of the path any individual employee chooses, every visitor interaction with the Office of the Ombuds provides the University Ombuds with data that is useful for identifying systemic issues that affect a given department, an individual college, school, or campus, or affect the University as a whole. Although any given employee may choose not to be identified or to have the University Ombuds intervene on his or her behalf, the University Ombuds has the ability, consistent with professional ethics and standards, to provide University Leadership with anonymous and aggregate information concerning issues affecting campus so that systems, policies, or behaviors may be adjusted in order to improve the functioning of the University.

During the 2017-18 Fiscal Year, the Ombuds Office served visitors from every College and School, and from four campuses. The visitors served also include employees from outside the academic units, including, but not limited to: Athletics, University Relations, Alumni Affairs, the University of Mississippi Foundation, and numerous offices and departments falling under the control of the Vice Chancellor for Administration and Finance. The visitors served ranged from first-level employees to those at the Dean level and above. Although the majority of interactions with visitors involve fewer than three meetings, issues involving supervisor-subordinate relations often required many meetings, over the course of weeks or months.

One noteworthy leadership issue, involving approximately 300 employees, prompted 49 separate employees to come forward to the Ombuds Office seeking assistance; this issue resulted in over 100 individual and group meetings with employees throughout the chain of command, from first-level employees to the highest levels of University Leadership. Ultimately, the issue was resolved in a manner that left both the employees who came forward and University Leadership satisfied that the issue has been resolved in a manner that will benefit the employees and the University.

PRINCIPLES

The terms Ombudsman, Ombudsperson, and Ombuds are interchangeable and which title is used by a given institution is a matter of choice. The International Ombudsman Association (IOA) is the premier professional organization for organizational ombuds. The University Ombuds is a member of the IOA and serves on the IOA's governance committee. Both the University Ombuds as a person and the Office of the Ombuds as a Department operate in accordance with the IOA's Standards of Practice and Code of Conduct – to the fullest extent allowed by University Policy and regulations. The Office of the Ombuds strives to adhere to IOA Best Practices. Further, the Office of the Ombuds operates in accordance with the Vision, Mission, and Core Values of the University. The University Ombuds participates in training and development activities through IOA and other ombuds organizations.

At present, and contrary to the practices at numerous other well-known and respected colleges and universities, the University has not designated the University Ombuds or the Office of the Ombuds as a "Confidential Resource" for the purpose of Title IX reporting. As a consequence, neither the University Ombuds nor the Office of the Ombuds are able to fully adhere to the IOA standards for confidentiality, set forth in both the IOA Standards of Practice and Code of Conduct. These professional standards require that ombuds maintain strict confidentiality of visitors who contact an ombuds' office and that visitor identity not be revealed to anybody without the visitor's express permission or unless "there appears to be imminent risk of serious harm, and where there is no other reasonable option."

HISTORY

As early as 2012, the Faculty Senate began advocating for the establishment of an ombuds to serve the University. In early 2014, then-Chancellor Dan Jones established a task force to examine this issue. After meeting for several months, and researching the various roles and structures of university ombuds programs in existence at other institutions, the task force recommended that the University establish an ombuds program. At the time of the position's inception the University Ombuds was titled University Ombudsperson and the Office of the Ombuds was titled Office of the Ombudsperson. In May of 2017, the Chancellor changed the original name and title to Office of the Ombuds and University Ombuds, respectively. Throughout this report the current name and title are used, regardless of whether it was in use at the time.

In December of 2104, the University opened a national search for its inaugural University Ombuds. In July of 2015, Brett Harris, the University's Inaugural Ombuds began the work of opening the Office of the Ombuds, a single-room office on the third floor of the centrally-located Trent Lott Leadership Institute.

A few months later, the Inaugural Ombuds applied for work at another institution and, in August of 2016, the Office of the Ombuds closed. The University again opened a national search and, on February 27, 2017, the Incumbent, Paul J. Caffera, began serving as University Ombuds.

SCOPE OF THIS REPORT

Inasmuch as the Incumbent did not staff the Office of the Ombuds until the penultimate day of February of 2017, the report for the 2017 Fiscal Year covered a period of just four months – February 27, through June 30, 2017. As a consequence, this report constitutes the first full-year report of the activities of the Office of the Ombuds since it reopened in February of 2017. Given the purpose and space limitations of this report, this report does not include a detailed statistical examination of the number and nature of cases that presented themselves to the Office of the Ombuds during the 2016-17 Fiscal Year. As appropriate, detailed information about the activities of the Ombuds Office is reported in a confidential manner to University Leadership.

2017-18 CHALLENGES AND GOALS:

Challenges:

- Physical office space has been, and remains, a challenge for the Ombuds Office. The current office space allocated to the Ombuds Office is not suited to that function. The University Ombuds' Office's door opens into a well-traveled corridor, instead of into a reception area. The Ombuds office is also in a location that makes it difficult for many visitors to locate. The lack of a second exit presents a safety threat to the University Ombuds and a confidentiality threat to visitors. Ideally, an ombuds office will have at least two exits that open into different hallways, or directly outside. Ombuds Office deficiencies have been reported since the time of the Inaugural Ombuds' 2015-16 Fiscal Year Report.
- The University Ombuds works in isolation, behind closed doors, often with emotionally-distraught or angry people whose identities are only known to the Ombuds, and often outside of normal business hours. This, combined with an office that does not allow for confidential support staff to be

present in a reception area and to call for assistance in the event of violence directed at the Ombuds, and the absence of a system for notifying the University Police Department of the need for assistance to quell a disturbance or provide medical assistance to the Ombuds, places the Ombuds at a higher degree of risk than most offices on campus.

- The Ombuds Office services are still relatively new to the University Community. Making all members of the University Community aware that the service exists is a challenge with a limited budget and single employee.
- Designation of the Ombuds Office as a Mandatory Reporter for purposes of Title IX and as a Campus Security Authority pursuant to the Clery Act adversely affects the ability of Ombuds Office employees to serve all members of the University Community and makes Ombuds Office employees ineligible to achieve the highest ombuds certification; additionally, any future ombuds who already possesses this certification will lose his or her certification upon beginning employment with the University.
- Lack of “brand identity” for the Office
- Insufficient office technology

2017-18 GOALS:

- Make Facilities Planning aware of physical limitations of Ombuds Office and work with Facilities Planning to identify alternative space on campus that may be suitable for relocating the Ombuds Office, as space becomes available over time.
- Work with the University Police Department (UPD) to implement a “duress” system for notifying UPD of disturbances occurring within the Ombuds Office.
- Conduct outreach to constituent groups
- Work with the University Counsel, and other appropriate offices, to designate the Ombuds Office, and all of its personnel, as a Confidential Resource – for the purpose of sexual misconduct reports – and to exclude the Ombuds Office, and all of its personnel, from the list of Campus Security Authorities – for the purpose of Clery Act compliance.

- Develop “branding” for the Ombuds Office
- Upgrade office technology used in the Ombuds Office

2017-18 GOAL ACHIEVEMENT

Office Limitations

The University Ombuds has met with Facilities Planning to discuss the limitations of the current Ombuds Office, and, in conjunction with the University Architect, created an architectural “bubble diagram” as part of the process of identifying alternate space within the central campus where the Office of the Ombuds might be relocated as space becomes available in the central core of campus. As a stopgap measure, the Ombuds has identified, and utilizes, alternative meeting locations, both on and off campus, in order to accommodate groups of visitors, facilitate discussions, conduct mediations, and to address confidentiality concerns of visitors who have concerns about being seen visiting the current Ombuds Office.

Emergency Notification

After collaborating with the UPD and Contractual Services, the University Ombuds has acquired a “duress button,” which links directly to the UPD dispatcher.

Outreach

The University Ombuds continues to engage in active and innovative outreach to the University Community. The overarching goal of improving campus-wide knowledge of the Ombuds function has been achieved via a number of activities:

- Transformed a moribund website into a useful resource, including training materials, downloads, and link to Ombuds Office resources housed in the university’s libraries
- Collaborated with the University’s communication staff, the academic Art Department, and Integrated Marketing Communications faculty to create an “Ombuds brand.”
- Created public relations campaign to reintroduce ombuds service to the Campus Community
 - Using the Ombuds brand, produced high-quality branded marketing/outreach materials, including flyers, brochures, and posters

- Developed direct-mail campaign to constituent groups and an online contest to drive up website traffic and improve knowledge of the ombuds office
 - Over 1/3rd of all University employees voluntarily completed an interactive “Ombuds Quiz” that educated constituent groups about the Ombuds Office
 - Dramatically increased Ombuds Office website pageviews year over year from approximately 50 per month to over 7,000 during peak of outreach efforts, with over 2,500 unique visitors

- A hardcopy letter from the Chancellor introducing the University Ombuds and the Office of the Ombuds was mailed to all employees and encouraged the recipients to display in their workspace the Ombuds flyer that was enclosed with the letter. The flyer, which summarized the services provided by the Ombuds, was distributed to every faculty and staff member on the Oxford and regional campuses in August of 2017. This flyer is now widely displayed in workspaces across campus. Additionally, in order to ensure that new employees become aware of the Ombuds Office’s services, the University Ombuds established a system in which Human Resources provides the Ombuds Office with the names and contact information for all new employees; the Ombuds Office uses this to send a welcome e-mail to all new employees. This e-mail is an adaptation of the letter that the Chancellor sent to existing employees in August of 2017.

The University Ombuds regularly speaks at and attends orientations, faculty and staff meetings, and other events across campus during the day and in the evening, including Faculty Senate meetings. The Ombuds Office sponsored an event for graduate students during finals week of the Fall 2017 Semester and underwrote a forum concerning female faculty advancement – including a hard-copy promotional mailing sent to every female faculty member at each of the campuses to promote a panel discussion concerning female faculty tenure and promotion issues. The University Ombuds has guest lectured for professors in multiple Schools and Departments.

Additional results of outreach and service to the Campus Community was the inclusion of the University Ombuds in: a NSF grant proposal; the Books and Bears project; and an invitation to assist with reviewing and submitting additional documents for use in the University’s reaccreditation process.

The University Ombuds actively solicits invitations to address faculty, staff, and graduate student groups, and accepts every offer to speak about the Ombuds Office, to provide service, or provide training. During the Fall 2017 Semester, at

the invitation of the Provost's Office, the University Ombuds conducted a training session for Chairs and Directors on the topic of negotiating and provided a resource text to all participants.

The University Ombuds regularly visits each building in the core of campus, and ventures to the more-far-flung buildings as able, in order to meet members of the campus community and to post Ombuds Office literature.

LENDING LIBRARY

In order to extend the reach of the Ombuds Office beyond traditional working hours and to provide resources to members of the University Community when the University Ombuds is meeting with other members of the University Community, the University Ombuds has created an innovative lending library. Working with the Dean of Libraries and her staff, the Ombuds Office established a large Ombuds Lending Library funded and owned by the Ombuds Office but housed at and managed by the university library's reserve desk. This library provides constituents with convenient access to physical and electronic self-help resources. The library currently consists of approximately 200 titles. This library, which is believed to be the largest such lending library in the country, was highlighted in a prominent ombuds blog.

BRANDING

Working in concert with University Communications staff and faculty from both the Art Department and Integrated Marketing Communications, the Ombuds Office has adopted logos that create a "brand" that is now used in all promotional activities, Ombuds Office literature, and Ombuds Office presentations.

Upgrading Office Equipment

The Incumbent has brought the Ombuds' Office's equipment up to the standards of a professional office.

Mitigation of Litigation Against the University

The Office of the Ombuds continues to provide employees with an effective means for addressing concerns without having to resort to legal action against the University. During the 2017-18 Fiscal Year, at least three employees stated that they were dissuaded from filing lawsuits against the University after working with the University Ombuds to address their concerns.

PERSONNEL CHANGES

There were no personnel changes during the 2017-18 Fiscal Year. At present, the Office of the Ombuds is staffed by a single individual – Paul J. Caffera – without a graduate assistant or other form of support staff. The lack of support

staff is necessitated by both budget and space constraints

GOALS, FUTURE NEEDS, AND PROSPECTS

The primary objective of the Ombuds' Office for the 2018-19 Fiscal Year is to continue to provide effective ombuds services to the faculty, staff, and graduate students at the University of Mississippi. Beyond this essential continuing function, and in consultation with the Chancellor, the Incumbent has established a number of goals for allowing the Office of the Ombuds to continue to provide valuable ombuds services to the Campus Community, to help improve the campus climate, to assist the University in achieving the goals set forth in the strategic plan, and to mitigate risks highlighted in the University's risk analysis. These include:

- Improve campus-wide knowledge of and visibility of Ombuds function
- Improve data collection and data reporting tools
- Expand Ombuds Library with additional resources specifically aimed at providing training and guidance to chairs of academic departments and other supervisory employees
- Expand Ombuds Office services to undergraduate students
- Revise the Ombuds Office Charter, which was originally approved under Interim Chancellor Stocks
- Achieve the goals of having the University designate the Ombuds Office, and all of its personnel, as a Confidential Resource – for the purpose of sexual misconduct reports – and to exclude the Ombuds Office, and all of its personnel, from the list of Campus Security Authorities – for the purpose of Clery Act compliance

ACADEMIC SUPPORT UNITS

McDonnell-Barksdale Honors College

SALLY McDONNELL BARKSDALE HONORS COLLEGE

Douglass C. Sullivan-González, Dean

2017-2018

COLLEGE MISSION

The SMBHC prepares citizen scholars who are fired by the life of the mind, committed to the public good, driven to find solutions.

PROGRAM ACCOMPLISHMENTS

The school year began with the admission of 429 freshmen in August 2017. This was fewer than the previous fall intentionally, as we want to ensure that we provide the opportunities that we promise. The average ACT of this class was 31.0, and the average HS GPA was 3.97. Fifty-seven percent of the freshmen were Mississippi residents, continuing our commitment to have the majority of the students be in-state.

The semester began with our Welcome Week for the freshmen. Honors students moved into Pittman Hall on Saturday, August 12th, and spent Monday through Thursday attending optional sessions on anything from study skills to rock-climbing to belly-dancing. We also held three evening events that all honors freshmen attended: a performance by Bruce Levingston on Sunday, August 13th; an evening with Honors College alumna and SPLC Law Fellow Chelsea Caveny

on Tuesday; and a Taylor Grocery dinner in the Honors College (due to the threat of rain) to conclude Welcome Week on Thursday, the 17th.

Other highlights of the year were the Fall and Spring Convocations. On September 11th, the Honors College hosted Fred Smith and Jim Barksdale, as we celebrated our Twentieth Anniversary. Our guests dined with history professor Darren Grem and the students in his honors course “Wealth and the Republic.” At our Spring Convocation February 20th, our Chancellor’s Honors College Artist-in-Residence Bruce Levingston hosted Katie Ford, founder of Freedom for All, and Shandra Woworuntu, a former victim of human trafficking and a leading figure in the fight against that problem. In conjunction with the convocation, law professor Michele Alexandre taught an Honors Special Topics course on “Human Trafficking—Law and Society.”

In addition to the Fall and Spring Convocations, the Honors College co-sponsored several visiting speakers during the academic year, including the Phi Beta Kappa visiting scholar Judith Carney, professor of geography at UCLA, in September; Seth Lerer, Distinguished Professor of Literature at the University of California at San Diego; and Rakesh Bhatt, professor of linguistics at the University of Illinois. We also supported the Hispanic Heritage Film Series coordinated by Diane Marting; the visit by the Malpaso Dance Company from Cuba in November; and the History of the Past Symposium: Nostalgia, Myth, and

Contemporary American Politics. We continue to proudly support Black History Month and the Annual Isom Student Gender Conference.

With the completion of our renovations, the Honors College began exhibiting art shows in the Great Room. The first of the year was Laura Elkins' *American Selfie*, which ran from the beginning of the fall semester until the end of September. The second exhibit were photos by recent awardees of the DocumentaryProjectFund, including Dustin Chambers, Andre Malerba, and Jenn Ackerman. Our final exhibit was "Mai 68," a collection of 43 never-before-exhibited photos provided by the Cultural Services branch of the Consulate General of France.

We continued our tradition of offering special topics courses related to issues of the day. In addition to Darren Grem's Wealth and the Republic course and Michele Alexandre's Human Trafficking course, our offerings included "Issues in World Politics: Water Conflict" taught by Tim Nordstrom (Political Science); Affordable Housing in Oxford taught by James Thomas (Sociology). We also offered a 1-hour course in the fall "The First Amendment in 2017," taught by alumna Alysson Mills, now a First Amendment lawyer in New Orleans. Two special offerings in the spring were Curtis Wilkie's course on the changing nature of political debate, which featured guest professor Janet Brown, the Executive Director of the Commission on Presidential Debates; and "Fake News and How

to Fight It” taught by Greg Brock, the recently retired senior editor of the *New York Times*.

The Honors College reinstated its call for course proposals. Our theme is “20/20 in 2020.” Because of the number of strong applications, nine faculty received awards to create courses that will be offered beginning in Spring 2019 or in the next academic year. The faculty are Susan Allen (Political Science), Robert Brown (Political Science), James Cizdziel (Chemistry), Brian Foster (Sociology), Naeemul Hassan (Computer Science), Alexandra Lindgren-Gibson (History), Deborah Mower (Philosophy), J.T. Thomas (Sociology), and Timothy Yenter (Philosophy).

May 2018 saw the Third Mississippi Water Security Institute sponsored by the grant from the Robert M. Hearin Support Foundation. Seventeen students from five Mississippi universities engaged with leading experts to explore the Mississippi Gulf Coast.

Field experiences continue to play a major role in the life of Honors College students. The Honors College again sponsored Freshman Ventures, with this year’s theme being “How Do We Know What is True?” Thirty-eight groups with a total of 166 students ventured around the country. This was a much higher participation than we have had in recent years. Two groups were chosen as co-

winners and will travel to New York to see a Broadway show: Council for Relationships in Philadelphia and Concealed Campus Organization in Austin, Texas. Our other field experience is Junior Quest, and 81 students went to Boston the week after final exams in December to explore individual questions related to their majors or career aspirations. As part of the application process, the students arranged interviews with experts in their fields.

STUDENT ACCOMPLISHMENTS

The academic year concluded with the commissioning of the eighteenth class of Honors College graduates. A record 232 students received their medallions and stoles on Friday, May 11th. Out of a class that began with 379 freshmen in August 2014, 182 completed the requirements this year or in 2017, with another fifteen going into a fifth year in 2018-19. The completion rate for this cohort is 52%, down three points from last year's 55%. Thirty-five Junior-Entry students also graduated in 2018, which makes this the third largest group of Junior-Entry graduates. The remaining graduates consisted of fifth-year students from the Fall 2013 cohort.

Among the graduates, nineteen are attending medical school (nine at UMMC); four are attending dental school; and twenty are pursuing a law degree, nine at the University with others going to Vanderbilt, SMU, Tulane, and NYU, among other schools. Twenty-four graduates in accountancy are continuing with the

Master's in Accountancy at the University. Another forty-eight students are pursuing graduate degrees in various academic areas. Many graduates have jobs in their career choices, while others are employed in other fields before pursuing graduate school. Seven students were hired to teach, with two more in the Mississippi Teacher Corps, and three teaching abroad.

Honors students also explored the world on their own. Thirty-four students studied abroad with assistance from the Honors College in places as diverse as Spain, Jordan, Morocco, Japan, and China. Student internships included Will Sistrunk in bioethics at Georgetown, Lauren Newman with the Carter Center in Atlanta, and Claire Dutreix with Free the Slaves. The Honors College also saw its seventh cohort of students participate in the Clinical Shadowing Program at UMMC. Eight students spent from two to four weeks in Summer 2018 participating with rising third-year medical students in this program.

This school year saw some success with national scholarship competitions. Of thirty-two applications that required a nomination from the University, three students—Jarvis Benson (International Studies and Spanish), Jaz Brisack (General Studies), and Allen Coon (Public Policy Leadership and African American studies)—were chosen as finalists for the Truman Scholarship, and Jaz received this prestigious award, becoming the fifteenth Truman Scholar from the University. Three students were named Fulbright Scholars, including Andrew

Hayes (2018, International Studies and Economics), who will be an English Teaching Assistant in Spain; Eric Rexroat, a doctoral student in history, who will do research in Belgium; and Maria Mulrooney (M.A. in Higher Education) who will be an English Teaching Assistant in South Africa. In addition, Ainsley Ash (2021, Public Policy Leadership) was selected for the Fulbright Summer UK Institute, a program opened only to freshman and sophomore students. Ainsley spent Summer 2018 at Queens University Belfast to study “education as transformation.”

Numerous students presented at conferences around the country. Paul Lee presented at the MERCURY Conference in Greenville, South Carolina, in July 2017. Sarah Fischer (2018, Communication Sciences and Disorders) presented at the American Speech-Language Hearing Convention in Los Angeles in November. Also in November, five students, all advised by Greg Tschumper, presented at the Current Trends in Computational Chemistry conference in Jackson, and Caroline Rader and Katarina Pittman placed second and third in the undergraduate student poster event. Nine students in chemistry, advised by Nathan Hammer and Greg Tschumper, presented at the American Chemical Society conference in New Orleans. They are Leah Alexandra Wallace, Andrew Kamischke, Allyson Henke, Cameron Smith, Yasmeen Abdo, Carly Rock, Katarina Pittman, Leigh Sumner, and Paul Lee. Emily Gawlik (2019, Psychology) presented at the Southeastern Psychological Association Meeting in

Charleston, South Carolina; and Pace Ward (2018, English) presented at the Southern Sociological Society in New Orleans. Other students presented at the Mississippi Academy of Sciences, the Mississippi Speech-Language Hearing Association, and the Mississippi Public Health Association Conference.

Other students saw their work accepted for publication. James Roland Markos (2017, Biology, Biochemistry and Public Policy Leadership) is co-author on “Effects of Cannabidiol on Morphine Conditioned Place Preference in Mice” published in *Planta Medica*. Jesse Webb (2017, Marketing) placed third in the City and Regional Magazine Association portion of the Association for Education in Journalism and Mass Communication Student Magazine Contest. And Caitlin Kennedy (2018, History) had her honors thesis selected for the Gray Award, the best undergraduate paper in Southern Studies.

The Honors College awarded two Barksdale Awards this year. Gabrielle Schust (2020, International Studies and Spanish) will travel to England to collect oral histories of women in religious orders who worked in health care for the poor in the 1960s and 1970s. She will later do similar research with women in Peru during a year-long study abroad experience. Bethany Fitts (2019, English) will travel to the states of Washington and Hawaii to study both ecology and poetry, specifically the work of W.S. Merwin, a poet who founded the Merwin Conservancy.

Honors student organizations continued to shape the discussion on campus, publishing another issue of *Populi* and organizing the fourth annual Student Art Showcase, which was held on April 12th.

The Honors College received 1,252 applications by our regular deadline of January 5, and 1,361 by May 1, when the on-line application was closed. While the number of applications was down about five percent, our incoming class is very strong. We anticipate 417 freshmen in August 2018, 55% from Mississippi. The average ACT increased to 31.4 and the average high school GPA remained a 3.97 for the third year in a row. The Honors College was able to admit such a large class thanks to the Provost's support for additional courses and the continued salary support for our Barksdale Fellow Ashleen Williams.

PERSONNEL CHANGES

The Honors College saw many personnel changes in Fiscal Year 2018. Most significantly, Associate Dean Debra Brown Young retired at the end of June, after eighteen years helping to shape the Honors College, particularly many of our signature courses, and working with students on national scholarship applications. We also saw the departure of Fred Caraway, our Accountant for eleven years, and Connor Phillips, our Coordinator of Recruitment and Admissions this past year, became the coordinator of admissions for the Croft

Institute in June. Through successful searches, we hired Linda Whitten as our new Accountant, now a full-time position; and William Teer as our Coordinator of Recruitment and Admissions. We also filled a new position of Academic Counselor and Records Coordinator; Rachel Coleman, who formally was our secretary, returned to the fold from her stint in the Center for Student Success and First Year Experience. Also, Jennifer Parsons was promoted to Interim Associate Dean. Finally, Scotty Polston's position as Telecommunications Analyst II became full-time in the Honors College (formally his position was shared with Croft). Funds to make the accountant and analyst positions full-time and to increase Ms. Parsons' salary came from the lapsed salary of Debra Young's position.

FUTURE NEEDS AND PROSPECTS

Our significant need is to increase the number of honors courses, both at the typical general education level and also at the upper level, to serve our various majors. We also need to develop funding for other opportunities, such as summer research grants, course development awards for faculty, and scholarships. Provost Wilkin continues to provide additional support to pay for courses, but the Honors College will partner with the University Foundation to hire a development officer dedicated to the needs of the Honors College.

Division of Outreach and Continuing
Education

THE UNIVERSITY OF MISSISSIPPI
DIVISION OF OUTREACH AND CONTINUING EDUCATION
Tony Ammeter, Associate Provost for Outreach and Continuing Education
2017-2018

Vision

To enrich lives through exploration, engagement, and transformation.

Mission

The mission of the Division of Outreach is to create innovative and unique pathways to academic, personal, and professional enhancement for a diverse body of students through collaboration with and between university and community partners.

About Outreach

The Division of Outreach and Continuing Education is comprised of six program offices (Academic Outreach, College Programs, General Studies, Pre-College Programs, Professional Development and Lifelong Learning, and Regional Campuses) and four support offices (Business and Finance, Creative Services and Marketing, Operations, and Technology and Interactive Video). Emily Ferris, Program Manager for Planning and Assessment; Alissa Evans, Accessibility Specialist; Nadine Ramsey, Coordinator; and Anne Klingen, currently assigned to State Authorization compliance, provide support to the administrative unit and Outreach.

Office of Academic Outreach

OFFICE OF ACADEMIC OUTREACH
April Thompson, Director

Mission

The University of Mississippi's Office of Academic Outreach works closely with the academic departments in course planning, design support, and offerings of Summer, Intersession, and Online courses and degree programs.

Success Achieving Goals in 2017-2018

- Academic Outreach worked closely with academic departments to create several new online programs that will begin in Fall 2018. The new programs include: online Masters of Integrated Marketing Communications in the School of Journalism; online Masters of Hospitality Management in the School of Applied Sciences; and online Masters of Education Leadership in the School of Education.
- Academic Outreach worked closely with the College of Liberal Arts to support the funding of three new full-time online Economics faculty.
- The unit finalized new Academic Outreach Policy and Procedures Manual for Deans, Chairs, and Administrative Assistants, to be delivered August 2018.

Personnel Changes

- Jake McNichols was hired as a new Manager of Summer, Winter and Online Sessions. He began in Spring 2018.

Noteworthy Accomplishments in 2017-2018

- The following table summarizes the distribution of profits from revenues generated by summer, intersession and online classes. Distributions from the previous annual report period are included for comparison purposes.

Summer, Intersession and Online Course Distribution of Profits

| | Summer 2016 - Spring 2017 | Summer 2017 - Spring 2018 | % Change |
|---------------------------|---------------------------|---------------------------|----------------|
| Online | | | |
| Credit Hours Taken | 47,159 | 64,786 | 37.38% |
| Distribution | | | |
| to Deans | \$3,407,479 | \$4,537,490 | 33.16% |
| to General Fund | \$2,510,378 | \$3,943,017 | 57.07% |
| to Provost | \$5,265,568 | \$5,914,526 | 12.32% |
| to Outreach** | \$6,275,946 | \$9,857,543 | 57.07% |
| Total Online | \$17,459,371 | \$24,252,576 | 38.91% |
| Face to Face | | | |
| Credit Hours Taken | 45,219 | 42,272 | -6.52% |
| Distribution | | | |
| to Deans | \$7,143,226 | \$6,258,347 | -12.39% |
| to General Fund* | \$1,673,461 | \$1,195,329 | -28.57% |
| to Provost | \$4,188,992 | \$3,192,387 | -23.79% |
| to Outreach | \$4,188,990 | \$3,192,387 | -23.79% |
| Total Face to Face | \$17,194,669 | \$13,838,450 | -19.52% |

*Includes Additional Library Support Distribution of \$50,000 in Summer 2016

**Includes Funding for Academic Outreach - Online Operating Budget

These revenues were generated from the following:

- Traditional (non-online Intersession courses):
 - Winter 2018 course enrollment was 2,806 bookings, a decrease of 11.3% from Winter 2017.
 - Winter 2018 Credit Hours Taken was 8,228, a decrease of 10.2% from Winter 2017.
 - Summer 2017 traditional course enrollment was 11,554 bookings, a decrease of 6.2% from Summer 2016.¹

¹ 2017-2018 Summer enrollment and revenue to be finalized in October 2018.

- Summer 2017 traditional credit hours taken was 34,044, a decrease of 5.6% from Summer 2016².
- Online courses:
 - Fall 2017 online course enrollment was 8,059 bookings, an increase of 44.9% from Fall 2016.
 - Spring 2018 online course enrollments was 10,548 bookings, an increase of 39.3% from Spring 2016.
 - Summer 2017 online course enrollment was 3,080 bookings, an increase of 17.6% from Summer 2016.⁶

Online Faculty Support and Development in 2017-2018

- Six sessions of the eLearning Training Course (eTC), including a special cohort for Counselor Education Graduate students, were offered, resulting in 85 individuals certified to teach online at the University of Mississippi.
- The pilot of Online Course Enrichment ran Fall 2017 – Spring 2018. During the pilot, 27 courses were reviewed and 13 revision files were closed. The full Online Course Enrichment program will launch Fall 2018 with the goal of reviewing 54 courses.
- The Faculty Travel Grant program was revamped in summer 2017 to focus on the online faculty at the University of Mississippi and to provide more opportunities for conference travel for all online faculty. Six Online Faculty Travel Grants were awarded (three completed travel and received their grant, two did

² 2017-2018 Summer credit hours to be finalized in October 2018.

not claim their grant, and one returned the grant). Of the three completing travel, two presented at their respective conferences about their online teaching experiences/practices at UM.

- Academic Outreach also awarded five travel grants for on-campus travel to online faculty to attend mandatory annual faculty workshops within their department.
- The WOW! Grant was awarded to two online faculty members. One of the two recipients was also awarded a 2018 Blackboard Catalyst Award for Teaching and Learning.
- Eight workshops (seven hands-on and one virtual covering five topics) were presented by the Instructional Design & Training team with a combined attendance of 46 individuals.

Goals and Plans for 2018-2019

- Continue to work with departments to structure an online course offering schedule which would allow the Bachelor of General Studies to offer an official online degree option.
- Continue to grow enrollment and revenue of online, summer, and intersession courses.
- Continue to work with Department Chairs to structure course offerings and curriculum maps that meet the needs of students.
- Continue to work with Department Chairs and Program Coordinators to develop strategic online course and program options, especially online Master's programs.

- Continue creating new in-person and virtual online instruction and technology workshops meeting the need of beginner to advanced online instructors.
- Develop a partnership with the Center for Excellence in Teaching and Learning in regards to continuing education workshops and speakers for online pedagogy and educational technology.
- Begin mapping an Online Student Support program, including orientation, online resource database, and online specific study-skills and time-management training.
- Develop a Summer Practicum Policy for faculty oversight salary support.
- Create internal Summer, Winter, and Online Course Management Policy and Procedure Manual.
- Create an internal Instructional Designer Manual.
- Create an Academic Outreach shared calendar.
- Hire additional Instructional Designers.
- Create an Academic Outreach Production Studio for online faculty use with instructional designer support.
- Implement an end-of-semester evaluation questionnaire for instructional designers to be completed by eTC participants and established online faculty.
- Create a chair report of Summer, Intersession and Online enrollment trends.

Office of Business and Finance

OFFICE OF BUSINESS AND FINANCE
Beth Sanders, Business Manager

Mission

The mission of the Office of Business and Finance is to provide timely and accurate accounting/administrative support to meet the needs of each unit in the Division of Outreach.

Noteworthy Accomplishments of 2017-2018

- The revenue generated by the Division of Outreach for Fiscal Year 2017-2018 was approximately \$77.6 million (up 14% from the previous year). This revenue was generated as follows:

| | <u>FY 2016-2017</u> | <u>FY 2017-2018</u> | |
|---------------------------------------|----------------------|----------------------|-----------------|
| | <u>Gross Revenue</u> | <u>Gross Revenue</u> | <u>% Change</u> |
| Academic Outreach | | | |
| Face to Face Net Revenue ¹ | \$ 25.2 M | \$ 23.3 M | -7% |
| Online Net Revenue | \$ 19.2 M | \$ 27.9 M | 45% |
| Scholarships Awarded ² | \$ 8.1 M | \$ 10.5 M | 29% |
| Total | \$ 52.5 M | \$ 61.8 M | 18% |
| Regional Campus | | | |
| Regional Campus Revenue | \$ 9.3 M | \$ 8.3 M | -10% |
| State Appropriations | \$ 1.9 M | \$ 1.8 M | -5% |
| Total | \$ 11.2 M | \$ 10.1 M | -9% |
| Other Outreach Programming | \$ 4.4 M | \$ 5.7 M | 29% |
| Gross Revenue | <u>\$ 68.1 M</u> | <u>\$ 77.6 M</u> | 14% |

¹Total includes Winter, May and August Intersessions and all Summer terms (first, full and second).

²Scholarship total includes Winter, May and August Intersessions and all Summer terms (first, full and second) for 2016 (FY 2016-2017) and 2017 (FY 2017-2018) and online for the fiscal year indicated.

- As a result of last year's internal audit, we have implemented several changes to our processes and procedures to better serve the Division of Outreach.
- We have continued to move many of our events into the TouchNet Marketplace online payment system to help streamline our processes while ensuring the best security for our customers.
- We procured four new vehicles for Outreach units. These will join fleets in Oxford (2), Desoto and Tupelo.

Office of College Programs

OFFICE OF COLLEGE PROGRAMS
Laura Antonow, Director
Kristina Phillips, Assistant Director

Mission

The Division of Outreach Office of College Programs provides innovative academic opportunities for University of Mississippi students. Study USA, the UM Internship Experiences, iStudy, the UM Testing Center, and the Distance Education Testing Lab (DETL) comprise the Office, which supports student participation in unique off-campus educational experiences, as well as professional and academic advancement.

Success Achieving Goals in 2017-2018

iStudy

- iStudy continued expanding and improving course offerings, with a campus-wide call for proposals to be issued for Fall 2018.
 - Revised courses: HP 191, HP 203, CINE 201, CINE 203, ACCY 201, ACCY 202, AH 101, AH 201, MATH 115, MATH 123, PORT 102, CSCI 191, GERM 101, GERM 102, GERM 201, GERM 202, SPAN 202
 - New courses: SRA 371, SRA 375, JOUR 101, TESL/IE 542, TESL/IE 547, ENG/TESL 592, CJ 300, GEOL 105, G ST 201, G ST 301, G ST 391
- iStudy had 1,709 enrollments this year – a 66.89% increase from last year's enrollment of 1,024.

UM Testing Center

- The Testing Center had a 7.39% increase in testers served since 2016-2017. Overall the Testing Center served 2,890 testers by administering the following tests: ETS tests, LSAT, CLEP, Multistate Professional Responsibility Exam

(MPRE), Castle Worldwide Pharmacy Test, Certified Health Education Specialist Exam (CHES), ACT/ACT Residual, SAT, and CPA.

Distance Education Testing Lab (DETL)

- The Distance Education Testing Lab, consisting of 32 computers and used by Ole Miss Online, iStudy, University of Mississippi High School, as well as testing for other institutions, saw a 45.56% increase in the number of tests given in 2017-2018 over the previous year. Below are the number of tests given in DETL:

| DETL 2016-17 | | DETL 2017-2018 | |
|---------------------|-------------------------|-----------------------|-------------------------|
| Semester | Total # of Tests | Semester | Total # of Tests |
| Fall 2016 | 4,623 | Fall 2017 | 6,135 |
| Spring 2017 | 5,488 | Spring 2018 | 8,719 |
| Summer 2017 | 1,536 | *Summer 2018 | 2,100 |

**Summer 2018 is projection*

UM Internship Experiences

- The inaugural cohort of the Atlanta Internship Experience included six summer interns.
- The New York Internship Experience had a significant decrease in summer participation. NYIE has two summer interns, a 75% decrease in participation from 2016-2017 enrollment. WIE has four summer interns, which is the same as 2016-2017. The WIE spring program had two participants, where there were no spring participants in 2016-2017.
- The program implemented Insightly, a customer relationship management software to track engagement with former program participants, employers, and friends of the program. 402 total contacts are recorded in the program.

- The Internship Experience awarded its first Outstanding Internship Experience Partner to Richard A. Burke, Esq., a UM law school alumnus, long-time intern employer, and friend of the New York Internship Experience.

Study USA

- Twenty-three courses were offered during 2017-2018. Fifteen of the courses offered made with adequate enrollments. Three of the successful offerings were new courses: BISC 380/EDUC 555/ ENVS 399 in California; IMC 580 in Atlanta, GA; and GSt 396/WRIT 398 in New Orleans, LA.
- A Study USA faculty information session was held for current and prospective faculty, with eight new faculty members proposing courses through Study USA in 2017-2018.
- Study USA served 182 students in 2017-2018, a 18.75% decrease from 2016-2017. The 18.75 % enrollment decrease experienced in 2017-2018 was a result of an enrollment decline in GE 401, a mandatory field school for geological engineering students. Enrollment went from 69 students in 2016-2017 to 37 students in 2017-2018.

Noteworthy Accomplishments in 2017-2018

iStudy

- iStudy continued making tuition distributions to the Dean's Offices based on \$25 per credit hour of completed iStudy coursework. The 2016-2017 distribution paid a total of \$34,650.00 to the Schools and Colleges. In 2017-2018 we paid a biannual distribution of \$43,875 (07/01/2017 through 01/01/2018) and \$36,075 (01/01/2018-06/30/2018). The total was \$79,950.

- iStudy facilitated college credit for four incarcerated students at the Mississippi State Penitentiary (Parchman Farm). They completed ENG 365 Literature in Prison, which was taught in person by Dr. Patrick Alexander.
- iStudy added a midpoint deadline for semester students, increasing successful completion rates by almost 10%.

UM Testing Center

- The UM Testing Center increased testing capacity in spite of the ETS software specification delay that prohibited the use of additional computers after the move to the Jackson Avenue Center in August. The issue has been resolved by ETS, and now nine computers are operational in the ETS lab.
- The Testing Center is in discussions with Pearson to facilitate a testing site in the second testing lab.

Distance Education Testing Lab (DETL)

- DETL successfully managed 45.56% growth with the assistance of a coordinator, two additional staff members, streamlined processes and technology, and additional testing space and temporary staff during midterms and finals.
- Catherine Hultman and Callie Everett Anglin were chosen to present at the National College Testing Association (NCTA) annual conference in September 2018.
- NCTA certification materials for Linda Chitwood Testing Center (LCTC) were submitted in May 2018. Certification will be finalized during the 2018-2019 Academic Year.

- DETL implemented a fee structure for late scheduling, make-up, and non-UM exams. As a result, \$9,524.50 in revenue was generated.
- DETL staff hosted regional campus proctors to discuss policies, procedures, and best testing practices.
- Catherine Hultman successfully coordinated and directed a proctor pool for the General Business program.

UM Internship Experiences

- The UM Internship Experience program participated in the AAC&U High Impact Practices and Student Success Institute and shared findings with UM administrators.
- The program launched the UM Atlanta Internship Experience with six students.

Study USA

- IMC 580, Corporate Applications of IMC, was a new Study USA course for May Intersession 2018. The course was hosted at The Coca-Cola Company's corporate offices, and the instructor secured a 2019 invitation to the corporate offices of Chick-Fil-A.
- Study USA Orientation moved to a learning module format to better facilitate student progress through the orientation.

Personnel Changes in 2017-2018

- Angela Burns was hired as an Operations Assistant and is working with all of College Programs.
- Austin Carter was hired as an additional Program Coordinator and is working with DETL.

- Devyn Cima was hired as the Graduate Assistant for the Office of College Programs and will begin in August.
- Gabrielle Coggin was hired as an additional Coordinator of Outreach to work with the Internship Experience program.
- Adrienne Edney was hired as an additional Program Coordinator and is working with ETS Testing.
- Kevin Gates was promoted to Coordinator II of College Programs and continues working with Study USA.

Professional Development in 2017-2018

- Kristina Phillips and Kevin Gates attended the National Society of Experiential Education (NSEE) conference in St. Petersburg, Florida. Kevin took courses towards EEA (Experiential Education Academy) Certification and will complete in September 2018.
- Kristina Phillips served as UM's Team Leader for the 2017 AAC&U High Impact Practices and Student Success Institute and presented findings to UM Provost and Vice Chancellor for Student Affairs in February 2018.
- Kristina Phillips graduated with an Ed.D. in Higher Education. She will present her dissertation research on internships at the 2018 NSEE Conference.
- Kevin Gates, Renee Jacobi, and Kristina Phillips attended TerraDotta Bootcamp in Dallas, TX for training on effective implementation of the software for electronic application management.
- Gerry Kane and Kerry O'Donoghue attended the Association for Distance Education and Independent Learning (ADEIL) Conference in Toronto, Canada,

which was organized in conjunction with the World Conference on Online Learning: Teaching in the Digital Age – Re-Thinking Teaching & Learning.

- Callie Everett Anglin and Casandra Jenkins were accepted into the Master's program in Higher Education and Student Personnel.
- Renee Jacobi was accepted into the Ed.D. program for Higher Education.
- Catherine Hultman and Lisa Holben attended the National College Testing Association Conference in Cincinnati, Ohio.
- Catherine Hultman, Austin Carter, Casandra Jenkins and online instructor, Lynn Carlisle, visited the ProctorU headquarters in Birmingham, Alabama.
- Catherine Hultman completed the UM HR Lead series (leadership training) and was a member of a panel discussion on Academic Integrity for CETL.

Goals and Plans for 2018-2019

iStudy

- Further develop and implement a Correctional Education plan for iStudy, including working with a contract designer to help generate high-quality paper-based courses for students without internet access.
- Pursue funding for Correctional Education scholarships.
- Submit a presentation proposal to the Association for Distance Education and Independent Learning (ADEIL) annual conference.
- Continue to develop more iStudy courses.
- All of College Programs, including iStudy, is implementing a new enrollment and student management system using TerraDotta. We are finishing the set up phase, with plans to launch for flex applications August 31, 2018 and semester

applications Spring Semester 2019. We hope this will help manage our steep increase in enrollments.

- Improve and streamline all enrollment procedures involving semester-based enrollments.
- Improve and streamline all testing procedures for both flex and semester courses.
- Continue to find ways to increase completion rates.

UM Testing Center

- Meet with academic departments to discuss professional testing needs.
- Pursue an additional testing provider (i.e. Pearson, etc.).
- Establish an Assistant Director of Testing position to oversee both parts of the LCTC.

Distance Education Testing Lab (DETL)

- Achieve National College Testing Association (NCTA) Certification for DETL.
- Pursue the creation of a statewide university testing association.
- Install kiosks for iStudy and UM walk-in appointments.
- Implement a “rolling schedule” for fall and spring semesters.
- Establish an Assistant Director of Testing position to oversee both parts of the LCTC.

UM Internship Experience

- Develop and implement Internship Experience endowment campaigns.

- Increase UM alumni involvement in the Internship Experience Programs, including an annual communication plan and the creation of a structured mentorship.
- Significantly increase awareness of the Internship Experience programs, including targeted marketing and invitations to apply to high-achieving students.
- Continue improving EDHE 301, Career and Life Planning, by implementing more structured on-line learning content in Blackboard.

Study USA

- Successfully launch fully-online application process using TerraDotta.
- Develop and distribute awareness/ instructional videos for TerraDotta.
- Develop a faculty newsletter for College Programs.
- Integrate new Study USA Graduate Assistant into marketing and awareness campaigns, student outreach, and application process.
- Develop an advisor newsletter to be distributed before advising.

Office of Creative Services & Marketing

OFFICE OF CREATIVE SERVICES & MARKETING
Janey Ginn, Director

Mission

The Office of Creative Services and Marketing helps Outreach units achieve their most ambitious marketing goals and strategic communications objectives; delivers the highest levels of professionalism and experience; and provides strategic counsel, creative solutions, and timely, responsive services.

Success Achieving Goals in 2017-2018

Efficiency

- We are all in one office as a unit at our new location at the Jackson Avenue Center. Immediate access to each other has notably improved team/Division communication and efficiency.
- Efficiency was significantly improved when we implemented the project management software Basecamp. Basecamp has allowed us to schedule, coordinate, process, and track individual jobs with a greater degree of communication and accuracy at each stage of project development.

Effectiveness

- Effectiveness was also significantly improved when we implemented the project management software Basecamp. It has allowed us to provide more detailed pre-project information in a single location accessible to all team members and to provide a greater degree of real-time communication thereby effecting project accuracy at every stage of development.
- Consistency in creative, dynamic content on our 50+ social accounts continues to improve through our trained UM student team of IMC undergraduates. Through

student evaluation and supervisor observation/supervision, initial and ongoing training for the student team has been enhanced and tailored to the real-time needs and experience students have.

Expectations

- Increase unit satisfaction by giving clients access to their projects in Basecamp currently in development enabling them to check the progress, give input, etc.
- Build stronger, more meaningful relationships with Freshman Studies students while in the Freshman Studies funnel through Salesforce, a customer relations management system. Implementation and start-up are currently under way with most of the training to be completed by the end of August 2018.
- Add a Marketing Specialist to our team who will essentially be responsible for the CRM management for the Division of Outreach.
- Continue to build a digital marketing arm of our marketing unit under the direction and supervision of the Assistant Director of Marketing for Digital Strategy and Analytics.

Noteworthy Accomplishments in 2017-2018

- Implemented Basecamp, a project management software, to facilitate effective and efficient oversight of client projects from inception to fruition.
- Coordinated over \$100,000 in paid advertising campaigns for various departments within the Division.
- Expanded marketing efforts through several new advertising mediums this year including digital radio, YouTube, and OUT bus advertising to reach our varied constituents.

- Wrote and distributed 21 press releases through local media outlets promoting significant Outreach announcements, events, program updates, and student accomplishments.
- Participated in the strategizing, designing, messaging, and data reporting for a new, complex integrated communications plan for admitted Freshman Studies students
- Produced another year of award-winning publications and multimedia marketing pieces to promote over 50 academic and non-credit programs administered through the division. The team's work was honored during the 2018 College Public Relations Association of Mississippi's (CPRAM) annual conference and marketing competition held in May.

Personnel Changes in 2017-2018

- Deborah Freeland, Senior Graphic Designer, retired on September 29, 2017.

Goals for 2018-2019

- Change our name to Office of Marketing and Communications.
- Add a Marketing Specialist to our team who will essentially be responsible for the CRM management for the Division of Outreach.
- Successfully implement Salesforce CRM systems for Freshman Studies and Pre-College Programs to facilitate relationships with prospective and admitted students.
- Reclassify Vanessa Cook's position from Project Manager to an appropriate title reflecting her work on digital strategies and analytics.
- Implement a website for the Office of Marketing and Communications.

- Continue to become more proficient at Google Analytics and other assessment tools so that we can accurately measure the effectiveness of marketing and communications efforts and assist the Division's units/programs in making the best decisions in regard to the allocation of their marketing dollars.

Office of General Studies

OFFICE OF GENERAL STUDIES
Tony Ammeter, Dean of General Studies

Mission

The Office of General Studies serves as the dean's office for three important groups of The University of Mississippi's students:

- This office recruits, advises, and awards degrees for students in the Bachelor of General Studies degree program, the cross-disciplinary degree program offered to maximize opportunities for individuals to reach personal goals, meet job requirements, and advance their careers.
- As of August 2017, this office facilitates our institution's administration of the state-wide Complete to Compete initiative, designed to bring adult students who stopped out of college enrollment without completing a degree back to school. As part of the C2C program, the Office of General Studies recruits, advises and awards degrees for the new Bachelor of University Studies degree program.
- This office also serves as the dean's office for the large UM population of Freshman Studies students, working closely with the Center for Student Success and First Year Experience, who advises those students.

Success in Achieving Goals in 2017-2018

- The Bachelor of General Studies degree program saw a decrease in enrollment of 8% and a decrease of 11.9% of degrees awarded over the last year
- BGS staff has been diligently working with applicants to the Complete to Compete initiative to help recruit students back to UM to complete their original degree or to obtain the new Bachelor of University Studies degree. This new degree program was approved to be offered as of August 2018, and our staff has

already identified close to 150 former UM students who qualify for the degree with no further course work necessary.

- The number of C2C applicants has grown to over 1,100 since last August, when the program first opened for enrollment statewide. Of those, 170 former students have been identified as being eligible for the new Bachelor of University Studies degree with anywhere between 1 and 30 credit hours remaining. As our staff reaches out to these students, we hope to increase enrollment on our regional campuses as many of these are adult students who would prefer the smaller size of our regional campuses.

Noteworthy Accomplishments in 2017-2018

- New initiatives were developed for assisting with improvement of retention rates for freshman students who had not yet decided on a major:
 - A change in title was made for this group of students from Undeclared to Freshman Studies.
 - A small task force was formed within the Office of General Studies to create an extensive e-mail communications plan to reach out to students admitted to Freshman Studies prior to their attending an orientation session.
 - Our office facilitated a lunch meeting with all of the faculty who advise Freshman Studies students for orientation sessions to share best practice information and to ensure that we are all communicating the same positive and encouraging messages to new freshmen who are still uncertain about a major.

- We collaborated with the Center for Student Success and First Year Experience and the Career Center to enhance our Academic Dean's Meeting portion of freshman orientation for Freshman Studies students and their parents. We worked with our Marketing and Creative Services group to create a Freshman Studies brochure and magnets with contact information to give to the students and their parents who attended our academic school meetings.
- Our office created a new portion of the General Studies website just for students in Freshman Studies with important contact information as well as resources and tips for making decisions about careers and majors.
- The Office of General Studies moved into newly renovated office space in the Jackson Avenue Center in August 2017, offering better work space for staff as well as additional office space for new staff. The new offices also offer an increased professional appearance for our prospective and current students and their parents.

Personnel Changes in 2017-2018

- Susan Morton, formerly a Sr. Records Coordinator with the School of Applied Sciences, joined our staff on the Oxford campus in a new full-time Sr. Records Coordinator position. Susan brings 15 years of experience working with UM student records and strong organization skills that have already made a significant impact on the processing of applications, forms, degree audits, and record retention in our office. This new position has also helped to facilitate the tremendous increase in paperwork and reporting for the Complete to Compete initiative.

Goals for 2018-2019

- As the numbers of applicants to the Complete to Compete program continue to increase, the staff of the Office of General Studies has worked hard to take on the heavier work load that comes with C2C and IHL's reporting/monitoring requirements for these students and advising for the new Bachelor of University Studies degree program. If the program numbers continue to increase, it is possible that we will need to add additional staff to help manage the increase in work load.
- A self-study was begun by a subcommittee of the BGS Faculty Advisory Committee this past spring semester, and some excellent proposals for enhancing the BGS degree program were made by the subcommittee. In fall of 2018, we will bring the report before the full advisory committee for approval of the proposals. The two main proposals are to change the title of the degree from General Studies to Interdisciplinary Studies and to add a capstone course requirement as well as to promote internship opportunities for students in the degree program.

Office of Outreach Operations

OFFICE OF OUTREACH OPERATIONS
Beth Sanders, Interim Director of Outreach Operations

Mission

The Office of Outreach Operations sponsors, coordinates, and supports events, seminars, and credit/non-credit activities supporting the university's needs.

Noteworthy Accomplishments in 2017-2018

- During 2017-2018, the Office of Outreach Operations conducted or coordinated over 217 programs and provided support for numerous other Division of Outreach programs that were held in the E.F. Yerby Conference Center, the Ole Miss-Oxford Depot, the Jackson Avenue Center (including the newly renovated Phase II), or at other locations throughout the campus or local community.
- During 2017-2018 the Jackson Avenue Center held 183 events for Student Organizations and UM departments including Accounting, Business, and Center for Mathematics and Science Education (CMSE) classes.
- The Office of Outreach Operations Department coordinated with the University of Mississippi School of Pharmacy to help provide transportation support from and to the Memphis International Airport.
- The Office of Outreach Operations coordinated the annual Faulkner and Yoknapatawpha Conference with the University's English Department with a total of 122 participants from around the world.
- Outreach hosted the annual Mississippi Law Enforcement Command College where 104 law enforcement officers and leaders of the FBI, various police and sheriff departments, as well as the University of Mississippi's Department of

Legal Studies were represented. The subjects of leadership and management were the focus of these training sessions.

- The department staff conducted property accountability inventories during the year and accounted for 100% of Outreach property.
- The Office of Outreach Operations Transportation area continues to manage a transportation fleet of 23 vehicles. During the past year, 531 Memphis International Airport shuttle trips were made. Additionally, 650 faculty shuttles were run between the main campus and the regional campuses (Southaven, Grenada, Tupelo and Booneville).
- A total of 198,890 miles were logged in for the Outreach Operations vehicle fleet during the 2017-2018.

Goals and Plans for 2018-2019

- To operate the vehicle fleet in a safe manner and procure three additional mini-vans and two twelve-passenger vans in FY 2019.
- To support the University of Mississippi and Division of Outreach by continuing to seek new events and seminars. We strive to provide effective and efficient logistics and oversight.
- To maintain and improve the facilities operated by the Division of Outreach to foster a consistently pleasant environment for staff, visitors and customers.
- To utilize the Division of Outreach Creative Services and Marketing Department to update the unit website, create promotional materials and effectively market the Outreach facilities to target audiences.

- To continue our attention to the area of assessment for the unit with a goal of improving internal processes as well as customer service.
- To create an integrated booking and event management process for our event spaces, staff, and locations.

Office of Pre-College Programs

OFFICE OF PRE-COLLEGE PROGRAMS
Ellen Shelton, Director

Mission

The Office of Pre-College Programs provides programs that challenge, enrich, and further the educational experiences of K-12 students. With the Ole Miss standard of excellence as our foundation, we offer students the opportunity for both academic and personal development, while bridging the gap between secondary and post-secondary education.

Success Achieving Goals in 2017-2018

- All 2018 Summer Programs and Academic Competitions have online registrations on Web6 or Marketplace.
- The Annual Mississippi Region VII Science and Engineering Fair brought approximately 700 students from 38 schools in first-twelfth grades to the campus over a two-day period.
- The Speech and Debate Tournament drew 181 students from 17 schools.
- Academic Quizbowl Competitions, Brain Brawl and UMAIT (UM Academic Invitational Tournament), drew 133 students from 30 school and 192 students from 29 schools, respectively.
- The Mississippi Scholastic Press Association Convention, a partnership program with the School of Journalism, supported 506 students from 37 schools.
- Other annual academic tournaments such as Chess Tournament, Math Tournament, Writing Competition, Catapult Competition, and Science Olympiad

drew a total of 347 students. Many of these competitions are part of our partnerships with UM academic departments.

- JumpStart partnered with the Center for Student Success & First Year Experience for AugustPLUS Sessions for each day of the program, serving 179 rising freshmen.
- Summer Programs supported 109 students in the Summer College for High School Students, 52 students in the Lott Leadership Institute, and 32 students in StarTalk, for UM credit programs
- Summer Programs partnered with UM departments to offer new noncredit programs to students: Computer Science – Gaming Development and ABC++ Coding Camps; McLean Institute – Start-Up Camp; Lott Leadership – Junior Leadership; and Admissions – College 101. We continued our relationship with several UM departments to offer Summer Programs: UM Field Station – Ecology Day Camp; School of Engineering – STEM Camps for Girls, STEM Camp for Boys, and Engineering Camps; Forensic Chemistry – CSI Camp; McLean Institute – McLean Entrepreneurial Leadership Program; UM Writing Center - Writing for College Success Workshop; Master's in Fine Arts Program – Creative Writing Workshop; Institute of Child Nutrition – Rebel Chefs. Summer Programs also supported nine young researchers working with the Rebel Research Program.
- Summer Programs partnered with Toyota WellSpring/CREATE Foundation to support thirty-three students in our summer programming with scholarships totaling \$25,000.

- During 2017-2018, 387 high school students enrolled in 530 courses, and 10 students graduated from the program with a diploma.
- The UM High School partnered with Oxford High School to offer 15 dedicated OHS classes for the 2017-2018 academic year serving 711 students.
- The UMHS's enrollment process shifted from enrolling students directly into Blackboard to enrolling students via SAP to help ensure that our grade reporting is in line with FERPA regulations. The UMHS also worked with IT to create on-demand progress reports for parents.

Noteworthy Accomplishments in 2017-2018

- In total for summer 2018, Summer Programs served 340 students in UM credit summer programs and 843 students in noncredit programs.
- The UMHS began our first year for a National Honor Society Chapter beginning in the 2017-2018 academic year.
- Students and teachers had a cumulative total of 2126 students on the UM campus via competitions, conferences, and workshops during the academic year.

Personnel Changes in 2017-2018

- Cass Dodgen, Program Manager, left UM in the fall of 2017 to pursue a business opportunity in the private sector.
- Wendy Pfrenger joined our team as the Assistant Director for Summer Programs and Academic Competitions. Wendy came to Pre-College Programs from Kent State after a national search.

- Dakota Robertson was hired in June 2018 as a Project Administrator to replace a departing staff member.

Goals and Plans for 2017-2018

UM High School

- Create an instructor training course that covers the pedagogy and best practices in building a course for an asynchronous online learning environment and in teaching such a course after it's open for enrollment.
- Develop a marketing plan to reach more schools and to capitalize on the potential audiences for UM High School.
- Develop more partnerships with schools across the state to increase academic offerings.

Summer Programs

- Continue developing partnerships on campus to offer more summer programs for students, especially middle school programs.
- Partner with the UM Foundation to find funding to recruit more low-income, first generation students to attend our programs.
- Track outcomes of students who attend our programs.
- Increase the number of international students and the country representation.
- Work with Outreach Marketing Services to update and brand Pre-College Programs via new web design, digital marketing, and print marketing.

Pre-College Programs: UM WRITING PROJECT - Ellen Shelton, Director

Mission

The University of Mississippi Writing Project seeks to empower teachers to improve thinking, writing, teaching, and learning through access, diversity, and equity; through relevant and current teaching practices; and through teacher expertise, leadership, and reflection.

Success Achieving Goals in 2017-2018

- The UM Writing Project received two-years of funding from the Hearin Foundation for the College Ready Literacy Program to serve two D or F-rated schools in the Mississippi Delta. The funding will allow us to conduct a two-year, 90-hour professional development program that will increase teacher practice in teaching academic writing, increase student academic writing success, and increase the reading and writing skills that enhance to critical thinking skills.
- The UM Writing Project worked with 148 teachers in on campus workshops for a total of 894 contact hours.
- The UM Writing Project continues to work with Quitman County Middle School's School Improvement Grant with the College Ready Writers Program for 2018-2019 with the \$15,500 award.
- The UM Writing Project completed Year Two of SEED CRWP High-Need School Grant working in South Panola and North Bolivar School Districts with 7 official Co-Researchers and 12 teachers total in grades 7 and 8 for a total contact time of 466 hours. This work is supported by two \$15,000 grants from the National Writing Project. We completed the work this year and the results are documented in the SRI research brief that can be found here:

<https://www.sri.com/work/publications/impacts-students-short-cycle-implementation-national-writing-projects-college>

- The UM Writing Project hosted three online book studies this year as a part of our Teaching Students in Poverty series, serving over 39 teachers. The books were Stevenson's *Just Mercy*, Emdin's *For the While Folks Who Teach in the Hood...And the Rest of Y'All Too: Reality Pedagogy and Urban Education*, and Alexander and West's *The New Jim Crow: Mass Incarceration in the Age of Colorblindness*
- The UM Writing Project completed its first year of a program entitled *Green Is the New Pink: Young Women Environmentalists in Action* for 2017-2018. Funding is provided by the National Writing Project, John Legend's Show Me Campaign, the John D. and Catherine T. MacArthur Foundation, and Collective Shift. Twelve young women in grades 8-11 participated in four Saturdays of environmental research-based field experiences. Funding has been secured for year two of the program from the Mississippi Wildlife and Fisheries.
- The UM Writing Project was awarded a \$15,000 grant from the National Writing Project for year two of a two-week summer Young Writers as Social Activists program in Quitman County Schools.

New and Noteworthy for 2017-2018

- Director Ellen Shelton was asked by Governor Phil Bryant's office to spearhead the Queen's Commonwealth Essay Competition for Mississippi for 2018. She will continue that work in 2019 by engaging the sister writing project sites in the

state and work in collaboration with the Mississippi Department of Education to reach more students for the 2019 competition.

- Director Ellen Shelton had one conference proposal accepted to the National Rural Educators Association Annual Meeting for October 2018.
- Three presentations from the UMWP were accepted for the National Teachers of English Annual Conference in November 2018.

Goals and Plans for 2018-2019

- Expand the outreach of our programs to include schools that are not currently being served, especially in the Mississippi Delta.
- Partner with the South Mississippi Writing Project to develop content area literacy programs and search for funding to support schools designated as achievement districts.
- Redevelop our Invitational Institute into a hybrid program to attract more veteran teachers who cannot attend two-weeks of programming in the summer.

Office of Professional Development and
Lifelong Learning

OFFICE OF PROFESSIONAL DEVELOPMENT AND LIFELONG LEARNING
Mary W. Leach, Director

Mission

The mission of the Office of Professional Development and Lifelong Learning is to enhance, promote and provide high quality training sessions and educational programs in order to increase the level of continuing education in our community and region.

Success Achieving Goals 2017-2018

- Teach Mississippi Institute (TMI) certified 201 new teachers (three-year, non-renewable TMI 1 licenses) for Mississippi during the 2017-2018 fiscal year. Included in this number is the certification of 109 new teachers in critical needs subject areas: 14 biology teachers, 5 chemistry teachers, 1 physics teacher, 6 math teachers, 5 modern foreign language teachers, and 78 special education teachers.
- Additionally, TMI assisted 149 teachers holding non-renewable licenses to upgrade to the five-year standard, renewable license. From the total of 273 licenses granted, 142 licensees graduated from the University of Mississippi; 48 of these 142 licensees were graduates of the Bachelor of General Studies Program at UM.
- Our office successfully administered the University of Mississippi Bank Hour program, which consisted of collecting data, performing financial calculations, distributing information to partner agencies, and assisting Financial Aid with scholarships information. In 2017-2018, the Bank Hour program was able to provide scholarships to 185 different institutions (school district, law enforcement, human services organizations, and court districts) resulting in scholarship awards

totaling over \$275,000. These institutions provided internship and field experience to approximately 2,000 UM students during 2017-2018.

- Our office successfully managed a grant from the IHL by providing funds to Teach Mississippi Institute program completers during 2017-2018. We provided 133 completers with a total of \$63,600. These funds represent a portion of the completers' out-of-pocket expenses for the TMI program. This is an increase of 8% as compared to 2016-2017 disbursements.

Noteworthy Accomplishments in 2017-2018

- PDLL saw another significant increase in enrollments through our online partnership with Ed2go. We had 214 enrollments, a 68% increase in enrollments since 2016-2017.
- The Office of Professional Development and Lifelong Learning successfully provided SHRM certification courses throughout the year. Ten people finished the 13-week course on campus this spring, and four out of the five people who took the certification exam passed. Each person surveyed stated that the class was a tremendous help to them in preparing them to sit for the exam to become a certified human resource manager.
- PDLL continued our working relationship with the Institute for Child Nutrition by assisting with the professional development training to USDA state agencies. There were 298 participants served at the USDA/ICN Conference in Washington, D.C.
- Our office expanded our online-based offerings by partnering with Customized Professional Development (CPD) to offer more continuing education class that

target our certified Mississippi teachers. CPD's 45-hour web-based instruction and training is in a wide variety of subjects which are beneficial to teachers, students, and parents.

- Our office underwent an internal audit by UM's Internal Audit beginning in July, 2017. We received our final report on May 16, 2018. Our office is currently implementing our management corrective action plans to address the findings and improve internal processes and procedures.
- PDLL took over the management of several professional development programs that were once managed by Outreach Operations. We have successfully completed most of these programs and working on other programs from the planning phase through the closing phase.

Goals and Plans for 2018-2019

- Continue to build and strengthen relationships across campus through collaborations with various departments to provide logistical support, more personal enrichment and professional development opportunities. We are working with various departments, such as the Department of Chemical Engineering and the Department of Human Resources in regard to offering professional development programs.
- Increase annual professional development programs and online offerings by adding more staff in order to manage these specific areas of the office.
- Develop programs that will be beneficial to our regional campuses. We plan to work with the different area Chambers of Commerce to provide programs to meet the needs of those in the community.

Office of Regional Campuses

OFFICE OF REGIONAL CAMPUSES
Rick Gregory, Assistant Provost for Regional Education

Mission

The mission of the University of Mississippi regional campuses is to extend to the citizens of Mississippi the academic and public service resources of the University of Mississippi and thereby enhance the academic, social, financial and cultural well-being of those citizens. The campuses provide place-bound adult, traditional, and non-traditional students the opportunity to obtain university degrees and invest in their respective north Mississippi communities.

THE UNIVERSITY OF MISSISSIPPI-DESOTO
THE UNIVERSITY OF MISSISSIPPI-GRENADA
Rick Gregory, Executive Director of UM-DeSoto and UM-Grenada

Regional Campus Enrollment

- The DeSoto and Grenada campuses contributed to the university-wide goals of increasing student diversity and increasing Mississippi resident enrollment. In the Fall of 2017, 94% of UM-DeSoto students were Mississippi residents and 35% were minority students. UM-Grenada students in the Fall of 2017 were 96% Mississippi residents and 56% minority students.
- With 89% of UM-DeSoto's new transfer students coming from Mississippi community colleges and 83% of UM-Grenada's new transfer students coming from Mississippi community colleges, regional campuses are heavily dependent upon partner community college enrollment. UM-DeSoto and UM-Grenada continue to work on stabilizing their enrollments in an environment where the community college enrollments are significantly declining.

- The UM-DeSoto and UM-Grenada campuses continue to serve nontraditional, placebound students in north Mississippi. The average undergraduate student age at UM-DeSoto is 29 years old and 30 years old at UM-Grenada. Oxford's average undergraduate student age is 20.

Measures of Student Success

- Two-year retention rates are stable for transfer students at the regional campuses, with 75% retention at DeSoto and 50% at Grenada (compared to Oxford's 78%). UM-Grenada numbers can fluctuate from year to year due to their relatively small enrollment number. Unlike typical residential students that drop out, transfer students will "stop out" and often re-enroll at a later date.
- The four-year graduation rate remains strong at the regional campuses. The most recent data shows UM-DeSoto's graduation rate at 63% and UM-Grenada's at 64%, compared to Oxford's rate of 58%.
- UM-Grenada alumna Debra Harris was the first C2C graduate for the entire state of Mississippi.
- One May 2018 UM-DeSoto graduate was awarded the Taylor Medal.
- UM-Grenada student Mary Courtney Self was awarded the Robert Plants Student Teaching Award - Elementary given by the School of Education.
- Nearly all elementary education graduates from UM-DeSoto and UM-Grenada were placed in teaching jobs or enrolled in graduate school.
- UM-Grenada alumna and Winona School District teacher Terry Peoples will receive the Outstanding Professional Educator Award for 2017-2018.

Recruitment Strategies

- UM-DeSoto and NWCC-DeSoto partnered on a number of 2+2 marketing efforts, including community events and awareness strategies. These efforts and new initiatives will be developed this summer with NWCC.
- UM-DeSoto and UM-Grenada began the process of updating their respective community college partner MOUs.
- UM-Grenada and Holmes CC-Grenada developed and implemented a 2+2 marketing plan for the Grenada region.
- UM-DeSoto and Southwest Tennessee Community College met to update their articulation agreement and recruitment plans for the 2018-19 academic year.
- UM-DeSoto implemented campaigns that featured geofenced, mobile advertisements to reach Memphis residents who attended or completed their degrees at Southwest Tennessee Community College.
- UM-DeSoto created a new recruitment tool in the form of a viewbook. The publication specifically highlights DeSoto's programs, scholarships, and benefits. This was a change from relying on the regional transfer guide which includes information for all regional campuses.

Retention Efforts

- The UM-DeSoto Writing Center partnered with NWCC-DeSoto to open a new, joint facility in the DeSoto Center. The facility, which provides a variety of writing consulting services, promotes continuity as students transfer from NWCC to UM.
- A number of student organizations have been revitalized on the regional campuses. For example, UM-DeSoto's Phi Beta Lambda business organization was revamped in the Fall of 2017. Six students in the organization competed at

the Mississippi PBL State Leadership Conference in February and won various awards.

- The testing centers for UM-DeSoto and UM-Grenada continue to expand services for regional students taking online courses and General Business web classes. The testing centers proctor tests for these programs and others at the regional campuses.

Technology Updates

- UM-DeSoto and UM-Grenada continued to update the distance learning (DL) equipment for all of the DL classrooms at both campuses.
- Computer equipment for staff offices and the computer lab at the UM-DeSoto and UM-Grenada campuses continue to be updated.

Goals and Plans for 2018-2019

- Expand graduate degree programs and undergraduate programs, majors and minors that are marketable and fully offered at the DeSoto Center and in Grenada. UM-Grenada is adding the Master of Criminal Justice program in the fall. UM-DeSoto will continue to develop their new psychology bachelor's degree program.
- Stabilize UM-DeSoto and UM-Grenada enrollments through new targeted recruiting efforts that focus on the 2+2 degree program with the partner community colleges. The current challenges in enrollment are due to the decline in Northwest Mississippi Community College – DeSoto enrollment, and the continued decline in Holmes Community College-Grenada enrollment.

- Continue to broaden recruiting efforts in the business community of the Memphis Metro area and Grenada.
- Continue to improve orientation for new transfer students to include more time for students to interact with their respective faculty and advisors.

Personnel Changes in 2017-2018

- At the UM-DeSoto campus, Casey King was hired as an Administrator I, Maila Rogers was hired as a Distance Learning Technician, Mary Chapman was hired as a Technical Specialist I, and Amanda Carper was hired as an Academic Counselor for Accountancy and tentatively IMC. Kevin Wilson, formerly a Technical Specialist I, assumed the role of Distance Learning Technician.
- At the UM-Grenada campus, LaTonya Pittman received a title change from Administrative Coordinator I to Coordinator of Student Services.

**THE UNIVERSITY OF MISSISSIPPI-TUPELO
THE UNIVERSITY OF MISSISSIPPI-BOONEVILLE
Derek Markley, Executive Director of UM-Tupelo and UM-Booneville**

Regional Campus Enrollment

- The Tupelo and Booneville campuses contributed to the university-wide goals of increasing student diversity and increasing Mississippi resident enrollment. In the Fall of 2017, 98% of UM-Tupelo students were Mississippi residents and 26% were minority students. UM-Booneville students in the Fall of 2017 were 99% Mississippi residents and 14% minority students.
- With 94% of UM-Tupelo's new transfer students coming from Mississippi community colleges and 94% of UM-Booneville's new transfer students coming from Mississippi community colleges, regional campuses are heavily dependent

upon partner community college enrollment. UM-Tupelo and UM-Booneville continue to work on stabilizing their enrollments in an environment where the community college enrollments are significantly declining.

- The UM-Tupelo and UM-Booneville campuses continue to serve nontraditional, place-bound students in north Mississippi. The average undergraduate student age at UM-Tupelo is 27 years old and 26 years old at UM-Booneville. Oxford's average undergraduate student age is 20.

Measures of Student Success

- Two-year retention rates are stable for transfer students at the regional campuses, with 81% retention at Tupelo and 72% at Booneville (compared to Oxford's 78 percent). UM-Booneville numbers can fluctuate from year to year due to their relatively small enrollment number. Unlike typical residential students that drop out, transfer students will "stop out" and often re-enroll at a later date.
- The four-year graduation rate remains strong at the regional campuses. The most recent data shows UM-Tupelo's graduation rate at 67% and UM-Booneville's at 60%, compared to Oxford's rate of 58%.
- Two UM-Tupelo students and one UM-Booneville student graduating in May 2018 received the Taylor Medal.
- There were 41 students enrolled in graduate programs at UM-Tupelo in Fall 2017, a significant increase from a graduate enrollment of 15 in Fall 2015.
- A total of 14 students from UM-Tupelo were inducted into Alpha Sigma Lambda, a national honor society highlighting the scholarship and leadership of adult students.

- Three UM-Tupelo Phi Beta Lambda students qualified for the national competition and finished in the top 10 in their respective categories.

Recruitment Strategies

- UM-Tupelo and UM-Booneville partnered with ICC and NEMCC, respectively, on a number of 2+2 marketing efforts including visit days and pre-transfer events.
- UM-Tupelo and UM-Booneville began the process of updating their respective community college partner MOUs.
- UM-Tupelo announced that, with support from the College of Liberal Arts, the Psychology degree would be fully offered in Tupelo starting Fall 2018.
- UM-Tupelo and UM-Booneville have begun work to complete a full revision of the current regional transfer guide to create a smaller more user-friendly document that provides prospective students with highly valuable information.
- Implemented changes in marketing imagery and messaging to be more fully inclusive of hybrid and fully online programs and courses available to students;
- UM-Tupelo will begin the use of individual and group text messaging for the first time in Fall 2018 as a part of the recruitment communications strategy.

Retention Efforts

- In conjunction with the Department of Writing and Rhetoric, the UM-Tupelo Writing Center was provided with new furniture and storage equipment. This supported the relocation of the WC to a larger, more student friendly space.
- Student Services hosted the first fall cookout for students, faculty, and staff. It is estimated that over 100 attended, in addition to participation by multiple student organizations.

- UM-Booneville opened a new student lounge in space provided by NEMCC. The space offers comfortable seating for individuals or groups and will soon offer internet-ready student computers.
- UM-Tupelo partnered with the Writing Center to fund a pilot program for embedded writing tutors. The program placed two writing tutors in separate courses to provide real time assistance to students during select class meetings.

Technology Updates

- UM-Tupelo and UM-Booneville continued to update the distance learning (DL) equipment for all of the DL classrooms at both campuses.
- Computer equipment for staff offices at the UM-Tupelo continued to be updated.
- Planning is underway for completion of a new DL classroom at UM-Booneville.

Goals and Plans for 2018-2019

- Expand graduate degree programs and undergraduate programs, majors and minors that are marketable and fully offered at UM-Tupelo and UM-Booneville. In Fall 2018, indications are that UM-Booneville will have its first Master's in K-12 Leadership cohort via DL connection with UM-Tupelo. Efforts will be made to market and grow the new undergraduate Psychology degree at UM-Tupelo.
- Stabilize UM-Tupelo and UM-Booneville enrollments through new targeted recruiting efforts that focus on the 2+2 degree program with the partner community colleges. The current challenges in enrollment are due to significant, multi-year declines at ICC and NEMCC.

- More fully integrate online degrees, such as General Business, and online courses available into the overall marketing strategy to communicate with a larger pool of prospective students.
- Continue to improve orientation for new transfer students to include more time for students to interact with their respective faculty and advisors.

Personnel Changes in 2017-2018

- At the UM-Tupelo campus, Kendra Posovich and Marty Davis were hired as Distance Learning Technicians. Lindsey Sanford was hired as a Regional Admissions Counselor. Gessika Fennell was hired as Senior Secretary.
- At the UM-Booneville campus, Kim Gray received a title change from Administrative Coordinator I to Coordinator of Student Services.

Office of Technology and Interactive
Video

OFFICE OF TECHNOLOGY AND INTERACTIVE VIDEO
Brian W. Hopkins, Deputy CIO for Academic Technology

Mission

The Office of Technology and Interactive Video seeks to provide innovative technology, and support of that technology throughout the department. We strive to minimize the technology burden on faculty, reduce the cost by utilizing commodity hardware solutions, and maintain continuity across all campuses.

Noteworthy Accomplishments for 2017-2018

- Set up two new Distance Learning classrooms at the Jackson Avenue Center.
- Set up one new Distance Learning classroom at the Booneville Campus.
- Set up a new Student Lounge at the Booneville Campus.
- Installed four new instructor computers in classrooms at the Booneville Campus.
- Upgraded a wireless Distance Learning classroom to LAN connection with new computers at the Tupelo Campus.
- Collaborated with the Center for Manufacturing Excellence to create four Distance Learning-capable rooms in the CME facility, including two classrooms and two conference rooms.
- Collaborated with instructors in the Department of Psychology to implement the Echo 360 lecture capture and analytics technology in the UM classroom.
- Implemented a technical integration between the Office of College Programs new TerraDotta cloud service and the University's main single-sign-on and student information systems.

- Implemented a new online Summer College System including customer facing forms, a management utility, and data reporting features.
- Implemented an online Parents' Module for the University of Mississippi High School, giving parents of UMHS students a web-based system that interfaces with Blackboard to view the student's grades and track progress throughout the year.
- Integrated Box file storage and upload into Outreach web services for more secure file transfer between the Division of Outreach and its public customers.

Personnel Changes in 2017-218

- Lee Dean, Manager of Interactive Video and Technology Services, retired in June 2018 after a long career at the University of Mississippi.

Goals and Plans for 2018-2109

- Upgrade classroom technology in room 257 at the DeSoto Campus.
- Install security cameras at the DeSoto Campus Testing Center.
- Launch Zoom Meeting Rooms for all Distance Learning classes.
- Incorporate Chat at all of the Regional Campuses.
- Upgrade classroom projectors in the CME Distance Learning rooms.
- Implement a new, web-based application and management system for the Teach Mississippi Institute.

Outreach Administration

OUTREACH ADMINISTRATION
Tony Ammeter, Director of Outreach

Noteworthy Accomplishments in 2017-2018

- Total gross revenue for the Division of Outreach was \$77.6 M, up 14% from the previous Annual Report period. Details of our revenue sources can be found in the section for the Office of Business and Finance.
- The Division of Outreach continued to make improvements following an internal audit by UM's Internal Audit that began in September 2016. The Departments of Business and Finance, Marketing, Operations, IT, and Planning and Assessment received their final report on May 22, 2017. These units have implemented management corrective action plans to address the findings and improve internal processes and procedures.
- The Division of Outreach moved to new offices at the Jackson Avenue Center on August 7, 2017. We hosted a campus-wide Open House in our new facility on November 6, 2017.
- The Division of Outreach hosted a day of professional development training for all Outreach staff on June 22, 2018. Speakers included Provost Noel Wilkin (“Focus: Reflections on Perspective, Roles, and Balance”), Dr. Katrina Caldwell and Dr. Tanya Nichols (“Inclusive Excellence: Building Community Self-Awareness”), Michael Meurrier (“Breaking Your Patterns: How to Stimulate Creativity and Health”), and Andrea Jekabsons (“Inspire Your People”).
- Accessibility & Technology Solutions (ATS), in partnership with the Office of Student Disability Services and Information Technology, continued to use the

successful real-time captioning and post-production captioning projects to serve students with hearing impairments.

- ATS provided group workshops for faculty on Universal Design for Learning, accessible course materials, and using captions in the classroom. ATS also provided one-on-one course consultation with faculty on accessibility of courses when requested.
- Alissa Evans and Drew Chiles (IT) spoke at six faculty orientations and graduate instructor trainings on the importance of accessibility in teaching and pedagogy.
- Emily Ferris served as the chair of the Chancellor's Standing Committee on Accessibility to promote accessibility, equal access, and inclusion across all areas of the university. Alissa Evans and Drew Chiles served as committee members.
- ATS started developing a repository of Voluntary Product Accessibility Templates for software and technology used for ADA compliance.
- 2018 saw real-time captioning used at Freshman Convocation, Fall and Spring Honors College Convocations, Live the Creed Speech, and May Commencement, setting captioning as a continued service on campus.
- ATS continues to use the "flagging" system for notifying professors of students with accommodations in advance of class start date, and consults with professors on the accessibility of those flagged courses.
- ATS finished the assessment and improvement of all MyOleMiss applications.

- ATS also presented to the Chamber of Commerce's Business Leaders of Oxford training on the importance of accessibility for all individuals and minimizing barriers for people with disabilities.

UNIVERSITY STANDING
COMMITTEES

Accessibility Committee

Chancellor's Standing Committee on Accessibility
Ms. Stacey Reycraft, Co-Chair
Ms. Emily Ferris, Co-Chair
2017-2018

Membership

| | | |
|------------------|------------------|--------------------|
| Alicia Stapp | Mark Garneau | Derek Cowherd |
| Denise Soares | Denny Buchannon | Debra Riley-Huff |
| Marvin King | Anne Barrett | Shannon Singletary |
| Linda Christian | Richard Forgette | Leslie Banahan |
| Ian Banner | Aileen Ajootian | Robin Yekatis |
| Lionel Maten | Paul Caffera | Edward Miller |
| Rebecca Bressler | Alissa Evans | Meghan Edwards |
| Rebecca Phillips | Andrew Chiles | |
| Katrina Caldwell | Brian Hopkins | |

The Standing Committee on Accessibility held three full committee meetings during the 2017-2018 academic year. After surveying the committee membership on topics to focus on this academic year, the committee identified the following action items:

1. Create subcommittees to review the following issues as they relate to accessibility: Procurement as it relates to technology and the accessibility of UM websites.
2. Conduct a campus survey to get campus input regarding accessibility issues noticed by the community at large.

Action Item 1

The Committee formed two subcommittees around the following key areas: Procurement policies as they related to technology (VPAT, etc.) and electronic purchases (i.e., Learning Management Systems and other software/electronic products) and the accessibility of UM departmental websites. The charge of the subcommittees was to examine the legal requirements, identify practices at other colleges and universities, conduct a review of UM's current policies/procedures, and report back to the full committee with recommendations for UM.

Work on this front is ongoing and will continue into the next academic year. Possible outputs that have been discussed include the creation of a checklist for departments making a technology or electronic purchase, involving IT earlier in the process so they

can help departments make decisions regarding accessibility, and helping the Webmaster identify important websites that need to be retrofit for accessibility purposes.

Due to the high level nature of these policies, the need of an Accessibility Task Force to review and enact recommendations was discussed, and, in the view of the Committee, may be needed in order to enact change.

Action Item 2

The Committee did not conduct this survey in 2018-2019. We will move forward with this survey in the next academic year.

Moving into 2018-2019, the Committee will continue to work on a formal recommendation regarding the need for an Accessibility Task Force and is committed to continuing the work it began this academic year.

Artist Series Committee

Artist Series Committee
Julia Aubrey, Chair
2017-2018

Committee Members: Julia Aubrey (Chair-Non-Voting), Jennifer Mizenko, Alicia Bouldin, Matthew Wilson, Michael Barnett, Bradley Baker, Rory Ledbetter, Christy Isom, Jon Scott, Robert Riggs, Joe Cantu, Jennifer Pardoe, Sarah Sproles, Ashley Hershey, and Megan Leoni.

The committee met on Friday, February 9; there were seven members in attendance (Bouldin, Scott, Riggs, Pardoe, Cantú, Sproles, and Hurssey) along with the Chair and secretary, Janie Chambers. The Chair outlined the charge to the committee and stated that each committee member receives two tickets to every Artist Series event. The current season features a total of fifteen events, four of which are Artist Series.

A breakdown of the financial picture for the four shows:

| | | <u>Fees</u> | <u>Tkts</u> | <u>Income</u> |
|----------|-----------------------------------|-------------|-------------|---------------|
| Sept. 21 | Artrageous | \$11,000 | 372 = \$ | 6,049 |
| Nov. 9 | *Bodytraffic (6 Masterclasses) | \$18,000 | 410 = \$ | 5,108 |
| Feb. 13 | Sense and Sensibility (Aquila-MC) | \$15,500 | 390 = \$ | 13,387 |
| March 25 | Symphony & Pianist (MC) | \$15,700 | 214 = \$ | 4,708 |
| | | \$60,200 | 1579 = | \$29,252 |

* \$6,000 South Arts Grant

The amount available for the Artist Series for 2017/18 was \$72,425. After fees, the balance of \$12,225 (plus the \$6,000 grant and ticket revenue) was used for housing, production expenses, hospitality, and advertising.

Next was a discussion regarding the possibilities for the 2018 – 2019 season of Artist Series shows. Committee members reviewed electronic information put forward for consideration prior to the meeting and were also provided paper copies for each selection, other than dance, at this meeting. Dance recommendations were received too late to provide hard copies of the specifics.

Discussion of all suggested event possibilities was completed and the decisions of the shows the committee members would like Julia Aubrey to pursue were selected:

Ensemble 4.1 (Piano and four winds)
St. Lawrence String Quartet
Brentano String Quartet
We Shall Overcome for Black History Month
Robert Frost: This Verse Business

Other Suggestions: Six Guitars, Ritz Chamber Players, Minette Quartet, Russian Renaissance Quartet, American Shakespeare Center, Sarasota Ballet, Complexions, Dance Theatre of Harlem, and San Francisco Ballet.

Julia explained that routing is key and early vetting make shows more probable to book due to their travel schedules. The committee expressed a desire for varied presentations and only one string quartet, depending on availability. St. Lawrence String Quartet was booked as were the other three shows selected by the committee. Due consideration was given to modern dance companies, but since the Artist Series presented modern dance six years in a row (with significant financial loss and sparse attendance) it was decided classical ballet should be substituted. The Nutcracker by the Moscow Ballet and the Trio Dance Concert (sponsored by the Honor's College) have been booked under the Ford Center Series and Special Appearance, respectively.

The Artist Series Committee is a group of individuals with specific expertise and preferences for a variety of performing arts presentations. The mission of the Artist Series is to provide performances that the students and community would not ordinarily have the opportunity to experience or performances that provide a higher level of performance that the university or community cannot produce. Because schedules for this many individuals rarely allow the entire group to meet, they should continue to use email communication to keep ideas flowing and assure the group that their voices are heard when considering show selection each season.

Athletics Compliance Committee

Athletics Compliance Committee
Laurel Lambert, Chair
2017-2018

Listed below are the committee members:

Chair, Faculty Member – Laurel Lambert (lambertl@olemiss.edu)
(member from 1/15/2016 to 1/15/2019)

Committee Secretary-Lisa Roberts (lrobert1@olemiss.edu)

Associate Director of Admissions – Martina Brewer (mbrewer@olemiss.edu)

Vice Chancellor for Intercollegiate Athletics – Ross Bjork (rbjork@olemiss.edu)

Director of Financial Aid – Laura Diven-Brown (ldivenbr@olemiss.edu)

Interim Provost – Noel Wilkin (nwilkin@olemiss.edu)

Registrar – Charlotte Fant Pegues (cfant@olemiss.edu)

Vice Chancellor for Student Affairs – Brandi Hephner LaBanc (bhl@olemiss.edu)

Faculty Athletics Representative – Ron Rychlak (rrychlak@olemiss.edu)

Senior Associate Athletics Director for Compliance – Matt Ball
(mfball@olemiss.edu)

Athletic Eligibility Certification Analyst (1) – Leah Miller (leahr@olemiss.edu)

Athletic Eligibility Certification Analyst (2) – Kyle Baggerly
(baggerly@olemiss.edu)

Senior Associate AD for Student Athlete Development – Derek Cowherd
(cowherd@olemiss.edu)

The Sports Supervisors – Lynnette Johnson, Michael Thompson, Shannon Singletary, Keith Carter
(lys@olemiss.edu; mtjr@olemiss.edu; shannon@olemiss.edu;
jkcarter@olemiss.edu)

Director, Conflict Resolution and Student Conduct – Tracy Murry
(temurry@olemiss.edu)

General Counsel – Perry Sansing (psansing@olemiss.edu)
Representative from Athletics Business office – Angela Robinson
(atrobin@olemiss.edu)

Representative from Title IX office – Honey Ussery (hbusser@olemiss.edu)

Representative from Bursar's Office – Cavett Ratliff (cavett@olemiss.edu)

Representative from Office of Procurement – Rachel Bost (rbost@olemiss.edu)

Representative from Housing Office – Danielle Meyer (dimeyer@olemiss.edu)

Representative from Office of Global Engagement – Whitney Sarver
(wasarver@olemiss.edu)

Faculty Senate Representative – Timothy Nordstrom (tnordstr@olemiss.edu)
(member from 1/15/2018 to 8/15/2018)

Representative from Student disability Service – Corey Blount
(jcblount@olemiss.edu)

The purpose of the Athletics Compliance Committee is to regularly review the policies and procedures that the University has put in place to comply with the rules and regulations of the National Collegiate Athletics Association (NCAA) and the Southeastern Conference (SEC), in order to determine that these policies and procedures are sufficient to accomplish that purpose.

Meeting: September 22, 2017

Accomplishments:

- 1) The Athletic Director updated the committee on the NCAA infractions and allowed for Q&A from the members.
- 2) The Director for Compliance presented an update on Compliance Audit recommendations. Ten of the 15 recommendations are fully implemented and logged as complete. The goal is by the end of next summer (2018) to have all 15 will be completed.
- 3) A subcommittee was formed to procure an outside audit of the athletic academic standards. Three proposals were reviewed and The Compliance Group organization was awarded the audit. The review was completed during summer 2017. A copy of the report was electronically sent to members. The subcommittee has reviewed and accepted all the recommendations.

- 4) Implementation of the audit was presented by the Director for Student Athlete Development. Areas to be addressed are summarized:
 - a. Conduct annual analysis of the level of academic support services (i) to be offered by the athletics department through the FedEx staff; and (ii) whether those services are being provided.
 - b. Develop a means for FedEx staff to identify specific courses taken off campus by student athletes – There are “athletic” advisor holds on student files that prevents them from adding/dropping or changing their class schedules.
 - c. Develop and implement a set of guidelines to help academic counselors identify the situations that either: (i) endanger the academic progress/eligibility of a student athlete, or (ii) are concerning behaviors identified by the head coach for which a special or highlighted communication to the head coach and sport administrator should be initiated.
 - d. Ensure that the athletics department, in conjunction with FedEx and other academic units of the University, discusses possible policies regarding student athletes enrolling in non-traditional courses. In addition to the broader, University wide policies for monitoring online courses. This may be approved but closely monitored because of the scheduled events that the athlete may be required to participate in.
 - e. Develop an alert system or signal that will inform other student athletes and the FedEx staff of student athletes who are working on graded assignments while on a computer in the lab.
- 5) The Representative from Title IX office addressed the committee in reference to the NCAA Board of Governors Policy on Campus Sexual Violence. A new policy was created and handed down on August 8, 2017. Presently a training/education program is being developed to address the policy.

Meeting: December 7, 2017

Accomplishments:

- 1) The Athletic Director updated the committee on the NCAA infractions and allowed for Q&A from the members.
- 2) Update on compliance audit recommendations and other compliance issues
 - a. Of the 15 recommendations, 11 are complete with the four remaining recommendations to be complete by fall 2018.

- b. Violation report summary: The time frame defined for the report was mid-May to mid-May and included 16 violations revolving around phone calls and recruiting.
 - c. Waiver summary: There were 13 waivers filed. Two were regarding initial eligibility and were approved.
- 3) Director for Student Athlete Development provided an update on academic standards review and new policies.
 - a. Academic Discipline Committee: There were two individuals that were dismissed from the tutoring program and 10 cases of academic dishonesty for this report
 - b. Students with Disability Services update: A new system is in place that decreases the time frame for athletes with learning differences to receive assistance.
- 4) Bylaws change: Article II Membership: Motions were carried to add a representative from Student Disabilities Services and a second Eligibility Specialist representative from the Registrar's Office.

Meeting: March 23, 2018

Accomplishments

- 1) The Athletic Director updated the committee on the NCAA infractions and allowed for Q&A from the members.
- 2) Athletics distributed a Title IX information handout to student-athletes. A Title IX Compliance letter was sent to NCAA. Athletics held a mandatory event for student athletes that included a motivational speaker and distribution of information.
- 3) The Director for Compliance updated the committee on recent NCAA changes in academic misconduct rules and provided real life case studies.
- 4) Director for Student Athlete Development provided a student athlete development update.

Meeting: April 27, 2018

Accomplishments

- 1) The Athletic Director updated the committee on the NCAA infractions and allowed for Q&A from the members
- 2) A Compliance Office representative presented to the committee information regarding camps and clinics hosted through the athletic department. A process is being developed to streamline operations in managing camp offerings, student enrollment, and logistics.
- 3) A Compliance Office representative informed the committee that a new "time management legislation" for student athletes begins in August. This

was a student athlete driven piece of legislation from across the country. Each sport must have a time management plan, so each student athlete will know when they are expected to be in practice or other athletics related activities. Examples of other activities are surveys, recruiting, and promotional activities. There are notification requirements in place. A week's notice is required if there is a need to change time blocks for any reason. The process also includes an annual review which requires the head coach, student athlete, faculty rep, and athletic director to meet and discuss how the process worked, whether the plans were adhered to, and if there needs to be changes. The report from the annual reviews is submitted to the Chancellor.

- 4) Director for Student Athlete Development presented academic updates including information on number and types of tutor trainings and obtainment of 98% fill rate for tutor request. Excessive absences among students and their tutoring sessions is being monitored and addressed.
- 5) The Representative from Office of Global Engagement provided a review of the English proficiency requirement for admissions for international students. An explanation was given on the possible changes in evaluation measures may be forthcoming and how this change may impact student athletes.
- 6) A sexual violence statement stating that athletics is fully integrated into campus in regards to policies and procedures was signed by the Athletic Director, Chancellor, and Title IX representative and uploaded on May 15, 2018. Information cards were developed and distributed across campus. One card is for faculty and staff and one is for students. Athletics produced a video with campus students from ASB to use as an educational tool.

Faculty and Staff Appeals Committee

Faculty and Staff Appeals Committee

George M. Harris, Chair

2017-2018

Faculty and Staff Appeals Standing Committee Members

Mr. George M. Harris-Chair: Director of Parking and Transportation Services

Dr. Charles Smith-Faculty: Member

Mr. Brian W. Young-Faculty: Member

Dr. Yacoub M. Najjar-Faculty: Member

Dr. Linda G. Spargo-At Large: Member

Mrs. Pamela K. Smith-Staff: Member

Ms. Letosha J. James- Staff: Member

Dr. Lei Cao-Representative: Faculty Senate

Mr. Tim Potts-Representative: University Police Department

Mr. Richard M. Harden-(Non-Voting): Bursars Office

This year we seem to have stabilized the number of appeals to a very manageable level. We continue to listen to the various reasons behind the appeal and try and correct any and all areas that we can from better signage and parking lot striping to policy modifications.

These are the numbers:

| | |
|----------------|--|
| July 2017 | Fine Assessed - 9: Reduced - 0: Dismissed - 17 |
| August 2017 | Fine Assessed - 8: Reduced - 2: Dismissed - 14 |
| September 2017 | Fine Assessed - 5: Reduced - 2: Dismissed - 25 |
| October 2017 | Fine Assessed - 4: Reduced - 8: Dismissed - 21 |
| November 2017 | Fine Assessed - 3: Reduced - 1: Dismissed - 18 |
| December 2017 | Committee did not meet |
| January 2018 | Fine Assessed - 5: Reduced - 1: Dismissed - 24 |
| February 2018 | Fine Assessed - 2: Reduced - 3: Dismissed - 7 |
| March 2018 | Fine Assessed - 4: Reduced - 2: Dismissed - 4 |
| April 2018 | Fine Assessed - 4: Reduced - 0: Dismissed - 15 |
| May 2018 | Fine Assessed - 2: Reduced - 0: Dismissed - 8 |

| | |
|--------------------------------|---|
| Total 2018: Fine Assessed - 46 | (compared to 2017 (66) 2016 (46) 2015 (76) |
| Reduced - 19 | (compared to 2017 (8) 2016 (2) 2015 (15) |
| Dismissed - 153 | (compared to 2017(144)2016 (207) 2015 (145) |

We issued 654 total citations compared to last year with 1,133 to faculty/staff during this time frame not counting warnings.

Going forward it is our hope that the number of citations issued and appeals will continue to be reduced. This will mean we are striping, signing, and otherwise communicating in a better way and providing a much more pleasant parking experience.

Instructional Technology Standing Committee

INSTRUCTIONAL TECHNOLOGY STANDING COMMITTEE

Penny Rice, Chair

2017-2018

Membership

- Dr. Anthony Ammeter, Provost/VC for Academic Affairs (non-voting)
- Mrs. Evana Barrett, College of Liberal Arts Project Coordinator, Staff Council Representative (term ends August 2018)
- Ms. Crystal Gregory, Undergraduate Student Council Representative
- Mr. Brian Hopkins, Deputy CIO for Academic Technology, Office of Information Technology (non-voting)
- Dr. Toshikazu Ikuta, Assistant Professor, Communication Sciences and Disorders (term ends August 2018)
- Dr. Timothy Nordstrom, Professor, Political Science (term ends August 2018)
- Ms. Penny Rice, Manager of Instructional Technologies and the FTDC, Office of Information Technology (chair) (non-voting)
- Mr. Purnendu Sharma, Graduate Student Council Representative
- Mr. Wayne Shaw, Assistant to the Dean, College of Liberal Arts (non-voting)
- Mr. Ben Smith, Instructor and Assistant Lab Manager, Chemistry and Biochemistry (term ends August 2018)
- Dr. Nicolas Trepanier, Associate Professor, History (term ends August 2019)
- Dr. Timothy P. Yenter, Assistant Professor, Philosophy (term ends August 2020)

The Instructional Technology Standing Committee provided guidance on a number of important technology projects during the 2017-2018 Academic Year. This report describes these projects and summarizes the involvement of the committee.

Classroom Technology

Each summer the Office of the Provost charges the Instructional Technology Standing Committee with the task of identifying candidate classrooms for technology enhancements and overseeing their implementation. Funding for this project is provided by the Provost's Office. In 2017, instead of soliciting departments for room/upgrade requests as has been done in previous years, it

was decided that the Classroom Technology funds would be used to upgrade projectors and control systems in existing Classroom Technology rooms. This was necessary due to the fact that many of the older projectors have reached end-of-life and also do not have HDMI ports to allow connection to newer laptops. The following rooms received updates this year.

| Room | Technology |
|----------------|--|
| Bishop 101 | Updated controller and added HDMI capability |
| Bishop 102 | Installed new projector, updated controller, and added HDMI capability |
| Bishop 103 | Updated controller and added HDMI capability |
| Bondurant 107E | Installed new projector, updated controller, and added HDMI capability |
| Bryant 209 | Installed new projector, lectern, and audio system; updated controller and added HDMI capability |
| Hume 101 | Installed new projector, updated controller, and added HDMI capability |
| Hume 107 | Installed new projector, updated controller, and added HDMI capability |
| Hume 109 | Installed new projector, updated controller, and added HDMI capability |
| Hume 111 | Installed new projector, updated controller, and added HDMI capability |
| Hume 113 | Installed new projector, updated controller, and added HDMI capability |
| Hume 201 | Installed new projector |
| Lott 113 | Installed new projector, updated controller, and added HDMI capability |
| Music 123 | Installed new projector |
| Peabody 202 | Installed new projector, lectern, and audio system; updated controller and added HDMI capability |
| Peabody 206 | Installed new projector, lectern, and audio system; updated controller and added HDMI capability |
| Peabody 209 | Installed new projector, lectern, and audio system; updated controller and added HDMI capability |
| Turner 239 | Updated controller and added HDMI capability |
| Turner 241 | Installed new projectors, updated controller, and added HDMI capability |

Feedback from faculty who regularly use this classroom technology has been very positive, and there is much interest in continuing the program.

Blackboard

The Instructional Technology Standing Committee continues to provide valuable insight into the management and operation of Blackboard on the University of Mississippi campus. Blackboard is a Web-based, course management tool that has been in use by UM faculty for over twenty years.

The Blackboard servers were updated to the latest stable release of Blackboard 9.1 in December 2017 in order to provide new and improved features that benefited both instructors and students. Among the new features added were the ability to drag and drop files into content areas, assignment submission receipts for students, needs grading improvements for instructors, the ability to quickly and easily send email reminders directly from the grade center, updated activity reports, and an improved self and peer assessment tool. Inline grading was also migrated from Crocodoc to Box View during the upgrade. Another change that took place was that the legacy Blackboard Chat and Virtual Classroom environment, which relied on Java, was deprecated by Blackboard due to the fact that most web browsers no longer support Java. As an alternative to the Blackboard chat environment, FTDC is recommending that instructors use Google Hangouts.

Several new building blocks and LTI integrations were installed in Blackboard this year to facilitate the exchange of information between third party systems and Blackboard, among these were Echo360, Smart Sparrow: Adaptive Learning Technology, Ayamel, Lumen Waymaker, Peregrine Academic Services, and Redshelf.

TACIT

The Provost's Office continued TACIT, the program to replace faculty desktops, for the nineteenth year. The move of TACIT computer delivery and training from the fall to spring semester, as recommended by this committee in 2014, continues to receive positive faculty feedback. In the spring of 2018, seventy-two faculty computers were replaced as part of the TACIT program and thirty-one training workshops were held.

Other

Based on the success of the previous year's Technology Enhancement Week, offered during the fall semester, the Instructional Technology Standing Committee recommended that the Faculty Technology Development Center (FTDC) continue to sponsor these workshops each year. During September 2017, twenty-eight workshops were offered, including: Accessible Course Materials; Accessible Forms; Accessibility: The 10¢ Tour of the \$1,000,000 Issue; All About the iPad; ATS (Accessibility & Technology Solutions) Web Resources; Automated Attendance Training; Basic Web Accessibility; Blackboard Accessibility; Blackboard Adaptive Release; Blackboard Blogs, Wikis, and Journals; Blackboard Grade Center; Blackboard Portfolios; Creating Blackboard Tests, Assessments, and Surveys; Detecting Plagiarism in Assignments via SafeAssign; Inline Grading for Assignments in Blackboard; Introduction to Accessibility; Introduction to Blackboard; Learn About the Cloud with UM Box, Google Drive, and Microsoft Office; Managing Your Blackboard Content: Purging, Recycling, and Updating; Online Meetings: Adobe Connect; Photoshop Basics; Read My Voice: You Need Captions; Self and Peer Assessment in Blackboard; Using Multimedia Classrooms; Using the Blackboard Retention Center; and Using Rubrics in Blackboard.

Lecture Series Committee

Lecture Series Committee
Julia Aubrey, Chair
2017-2018

Committee Members: Heather Allen, Marc Lerner, Carey Hanson, Brooke White, Neil Mandon, T.B. Baker, Jonathan Scott, Meagen Rosenthal, Jacqueline Vinson, Allison Hanby, Jacob Thrasher, Genevieve Halington-Vervi, and Megan Leoni.

The committee met on Monday, October 9, 2017 and reviewed the Annual Report submitted for 2016-17 and the Disbursements for 2016-17. The Chair noted the goal of the Lecture Series is a “program aimed at broadening and enriching the education provided in the classroom by bringing speakers of intellectual distinction to campus.”

The committee discussed the process of approving requests and the suggested changes for the Request for Funding Form. The committee was provided four reports that were received from applicants. It was explained to new members that the majority of the committee’s activity is handled through email communication. There are 13 voting members and seven affirmatives constitute approval. The Chair archives all email votes and the electronic folder is available for review for any committee member. The Chair noted that the committee is very responsive and timely in their voting. As was requested, a fund balance is included with every new request sent for approval to keep the members apprised of the remaining funds available for distribution.

An Excel spreadsheet was provided at the first meeting reflecting a new process in tracking the requests and awards with dollar amounts and dates, plus a balance of the account. As of May 9, 2018, there were 13 awards for a total amount of \$28,600 encumbered; the balance was \$1,721.22.

There was an increase in the number of responses regarding the submission of Final Reports from the faculty sponsors; a total of nine compared to only four the previous year. The creation of a fillable form and a published timeline for submission (8 weeks after the event), requiring a signature from the department chair, and the notice that if this report was not submitted, the department would not be eligible for future funding, may have resulted in this increased activity. Reports received: Jennifer Mizenko (Malpaso), Mary Hayes (Kaplan), Shawnboda Mead (Smith and Tarana Burke), Brooke White (Jill Fran), George Dor (Fisk Singers), Nancy Wicker (Lindquist), Kirsten Dillenger (Wingfield), and Amy McDowell (Kelsy Burke). The Ford Center staff will notify the committee at the end of the funding cycle, which individuals/departments are not in compliance.

The Lecture Series Committee is a valuable advocate for the university faculty. The funding resource available through the application process has infused

varied lectures from several different departments to enrich the educational environment. With the new structure in place and a guided process for application, faculty will enjoy a more accessible and practical experience for funding lecturers. The accounting method will provide accountability to help guide future funding considerations by the university and transparency on how the monies were distributed. The Chair finds this committee to be responsible, proactive, and cooperative regarding the mission of the Lecture Series.

Library Council

LIBRARY COUNCIL
Cecilia Botero, Chair
2017-2018

Committee Members: Ms. Julia A. Aubrey, Ms. Krisey K. Belden-Adams, Dr. Premalatha Balachandran, Ms. Cecilia E. Botero, Mr. Christopher Brandt, Dr. Walter E. Cleland, Dr. Lester Field, Dr. Dale L. Flesher, Dr. Ryan C. Garrick, Ms. Kristy L. Gilliland, Dr. Maria B. Gondo, Ms. Genevieve Halingten-Verville, Dr. Paul D. Loprinzi, Dr. Kristen A. Swain, Dr. Gary D. Theilman, Ms. Amanda Winburn, and Dr. Louis G. Zachos

The Library Council Standing Committee met on September 12, 2017. The Committee reviewed the Libraries' Vision statement. The group also reviewed and discussed the goals and tactics for the 2017-2018 Fiscal Year. The UM Libraries requested and received \$450,000 of onetime funding to cover the projected gap in funding for Library resources in 2018. This funding allowed the library to proceed without any substantive cuts in the collection for the 2017-2018 Fiscal Year.

The spring meeting of the Library Council Standing Committee met on April 27, 2018. The council reviewed and finalized the draft of the completed goals and tactics for the 2017-2018 Fiscal Year. The ensuing discussion included some thoughts about the goals and tactics for 2018-2019.

Following is a summary of the completed goals for Fiscal Year 2017-2018:

- a. The IdeaLab is up and running. This space is focused on student-centered access to experiential learning resources and new technologies such as: 3D printing, 3D scanner, virtual reality station, large format printer, Adobe Creative Suite, etc.
- b. Space Updates:
 - i. Removed 2,076 linear feet of shelving adding 560 square feet of floor space for an additional 48 seats. The Libraries is in the process of furnishing the new spaces that have been created
 - ii. Added one additional group study room and instituted online reservation system for all group study rooms
 - iii. Mezzanine C will be converted into a Graduate Floor. Renovations include painting and new furniture and will take place over the summer

- c. Services:
 - i. The Libraries will be working on implementing a new Institutional Repository (IR) over the next year
 - 1. A new Digital Assets Librarian was hired to facilitate this process
 - ii. The Law Library and the University Libraries will be working on upgrading and merging the current Integrated Library System, i.e. library catalog
- d. Collections:
 - i. The Libraries has created a "Collection Strategist" position
 - 1. The goals of this position are to help us rethink how we provide required information, while at the same time, strategically growing in areas of the collection
 - 2. The Library Assessment Group is working on helping identify our current collections' strengths
 - 3. The Libraries is experimenting with new business models for journal acquisitions
 - a. 90% of the Libraries budget goes to recurring journal costs
 - 4. The Libraries is excited to have purchased the following electronic collections:
 - + *The New York Times* (1851-1937/2014): the preeminent American newspaper
 - + *The Chicago Defender* (1910-1975): the nation's foremost African-American newspaper of its day
 - + *Wiley Journal Backfiles* (263 title package) Outreach
 - ii. A goal of the Libraries is to continue to make and strengthen outreach efforts to the UM community
 - 1. New partnership with the Center for the Study of Southern Culture, "Study the South Research Fellowship"
 - 2. University Museum and Special Collections have a yearlong exhibit entitled, "No Two Alike." This will be up until December 2018
 - 3. Ford Center and Libraries faculty partnered to create the Gingerbread Village
 - 4. The UM Art Department has added student art to the J.D. Williams Library
 - 5. The UM Libraries have also received grant funding from:
 - + The Mississippi Hill Heritage Alliance
 - + The Mississippi Humanities Council
 - + The National Endowment for the Humanities

Following are some of the suggested goals and tactics for 2018-2019:

1. Becoming a member of the OSF (Open Science Framework)
2. Taking an active role in implementing the QEP of Critical Thinking
3. The Libraries continues to work toward establishing a 24/5 space in the J.D. Williams Library
4. Multiple councilmembers mentioned Open Access memberships as a possible way to curtail costs of journal subscriptions. This will be added to the goals for next fiscal year

Recreational Facilities Committee

Recreational Facilities Committee
Dr. Peter J. Tulchinsky, Chair
2017-18

Membership: Dr. Peter Tulchinsky (Chair), Dr. Susan Allen, Dr. Nathan Hammer, Mr. Jacob Keenan, Dr. KoFan Lee, Dr. Neil Manson, Dr. Marcos Mendoza, Mr. Jason Shirkey, Mrs. Precious Thompson

Report:

The Recreational Facilities Committee met on February 7, 2018 and was updated on several new developments concerning the Department of Campus Recreation.

I. Mission, Vision, Values

Campus Recreation provides outstanding services, inclusive programs, and educational opportunities to empower the University of Mississippi community in the pursuit of lifelong well-being.

II. Staffing

Dr. Tulchinsky reported multiple staff changes for the 2017-18 academic year. Mark Garneau transitioned to a new role as Assistant Director – Facility Operations. Carey Greenwood was hired as the Assistant Director – Fitness. Three new coordinators also became part of the Campus Recreation team, as Taja Hereford (Coordinator of Student Wellness), Jaclyn Falzarano (Coordinator of Marketing), and Olivia Raxter (Coordinator of Aquatics) began in July 2017. Six new graduate assistants began working with the department in August 2017. Over 180 student employees are on the Campus Recreation payroll.

III. Facility projects - updates from academic year

The committee was updated on facility projects that were completed in the past year. Turner Center tennis courts were resurfaced in August 2017 and tennis court lighting was installed in December 2017. LED lights were installed over the basketball courts in October 2017. The natatorium received a new HVAC system in December 2017. Two racquetball courts were repurposed in March 2018 to serve as fitness training spaces. One court now serves as a cardio training space while the other court serves as a strength training area.

At the Outdoor Sports Complex, an outdoor fitness station was installed in September 2017 and several field lights were replaced.

Construction on the South Campus Recreation Center and Transportation Hub progressed throughout the year. There were several pre-existing conditions at the site which were addressed during the summer of 2017, causing the project to

be delayed from the original projected completion date of August 2018 to a new projected completion date of February 2019.

The 100,000 square foot recreation facility is being constructed at the former Whirlpool site. The facility will include 25,000 square feet of fitness/functional training space, a climbing wall with bouldering area, three fitness studios, three courts (one multi-purpose court), a jogging track, indoor/outdoor training space, outdoor equipment rental, staff offices, a classroom with demonstration kitchen, and a food service venue. There will also be two fields for intramural sports and sport clubs, an outdoor plaza space, and a sidewalk connection to the South Campus Rail Trail. The project budget for the facility and adjoining spaces is \$32 million.

IV. Future facility projects

Dr. Tulchinsky updated the committee on future facility projects. Construction on the new recreation center will continue through at least January 2019. A new flooring surface will be installed in the third floor lobby area at the Turner Center during the upcoming academic year. The pool will be closed for several weeks during the summer of 2018 so that the main water line for the Turner Center can be reinsulated and several new ceiling tiles over the pool can be installed.

Committee members communicated their desire to see a pedestrian bridge constructed over Highway 6 to connect the South Campus Recreation Center to the main campus, with the hope that the overpass could extend the Molly Bar Trail to the South Campus Rail Trail and be utilized by walkers, joggers, and cyclists.

At the Outdoor Sports Complex, a hydration station will be installed by August 2018. Disc golf course upgrades will also be completed by August 2018.

V. New programming

The committee learned of new programming options coordinated by Campus Recreation, including wellness programs and collaboration with RebelWell. Grant funding from the Blue Cross Blue Shield Foundation of Mississippi will be utilized to purchase equipment for the development of wellness pods in multiple academic buildings across campus, as well as a health fair to coincide with the opening of the new facility.

The William Magee Center for Wellness Education will open during the spring of 2019, with a focus on holistic student wellness and educational initiatives focused on the misuse of alcohol and other drugs. Over \$1 million of the \$1.5 million goal for naming the center has been raised.

VI. Revenue generation

The committee was updated on revenue generation projects. Campus Recreation coordinated RV parking for home football weekends at the outdoor sports complex parking lot. Revenue from participation fees for group fitness and aquatics programming, as well as external sponsorships, increased from FY 17 to FY 18. Total departmental revenue generation increased over \$100,000 from FY 14 to FY 18.

The committee was informed that Campus Recreation would keep faculty/staff membership fees at the current rates through FY 19. Community membership rates may be adjusted to include campus parking pass fees.

VII. Future focus

Campus Recreation future priorities include the opening of the South Campus Recreation Center and the William Magee Center for Wellness Education, holistic wellness programming, and funding for the operation of two facilities. Institutional allocations will need to be addressed with the operation of both the new facility and the Turner Center. Student development programs will be established for student employees to assist with curricular and co-curricular learning.

VIII. Discussion

The committee discussed funding and staffing for the new facility. Committee members asked about hours of operation and potential closure of the Turner Center if funding was not able to support two facilities. The committee felt that keeping faculty/staff membership rates at current levels through FY 19 was a wise approach, and that fees could be adjusted pending review of usage patterns.

The need for a pedestrian bridge to the new facility was addressed by committee members, who felt that pedestrian safety would be an issue for individuals crossing the bridge on Chucky Mullins Drive. The pedestrian bridge would be helpful in connecting the South Campus Recreation Center to the main campus and would be extremely beneficial for football game day parking.

Retirement and Insurance

RETIREMENT AND INSURANCE COMMITTEE

Clayton H. Jones, Chair

2017-2018

Members: Mr. Clayton H. Jones, Dr. Andre P. Liebenberg, Ms. Nina J. Jones, Mr. James A. Ling, Dr. Gregory J. Love, Dr. Andrew A. Lynch, Ms. Je'Lisa H. McGee, Ms. Shelia E. Goolsby

The University of Mississippi Retirement and Insurance Committee convened on Monday, March 19, 2018. The agenda consisted of the following items.

The first topic of discussion addressed 2018 Plan Year changes to the State and School Employees' Health Insurance Plan. Changes included an increase to the 30-day supply co-pay for non-preferred and specialty drugs and 100% coverage for the generic statin (Lovastatin) as recommended by the United States Preventive Services Task Force. A benefit enhancement was made to dietician services by removing limits to the number of nutritional counseling sessions available in a calendar year. It was also announced by the Office of Insurance that premiums were scheduled to increase by 5% effective July 1, 2018.

The University offers employees the opportunity to participate in a cancer/dreaded disease and intensive policy with American Heritage, which is underwritten by Allstate. The CP10 plan which has been offered since January 1, 1997, was discontinued at the end of calendar year 2017. Effective January 1, 2018, the plan was replaced with a CP12 option that provides enhanced benefits. Existing participants were allowed to maintain CP10 policies.

In October 2017, the IRS announced a \$50.00 increase in Flexible Spending Account limits for Plan Year 2018. In accordance with this announcement, the University's Medical Reimbursement Plan annual election limit was increased from \$2,600 to \$2,650.

In October 2017, the IRS also announced an increase to the 403(b) and 457 elective deferral limit for calendar year 2018. With this regulatory action, the annual contribution limit to the 403(b) supplemental retirement plan and the Deferred Compensation Plan increased from \$18,000 to \$18,500. The age 50+ catch-up limit remained unchanged at \$6,000.

The final topic on the agenda referenced no legislative changes to the Public Employees' Retirement System of Mississippi nor the Optional Retirement Plan for fiscal year 2019.

During the March 29, 2017 meeting, committee members inquired about employees being charged \$40 for office visits at the University Health Center

instead of the \$25 co-pay provided with the State and School Employees' Health Plan. As an update, the committee was informed that employees participating in the State and School Employees' Health Plan are now being charged \$25 for office visits. Through conversation with Dr. Yates, it was determined that physicians at the Health Center were categorized with the Plan under their area of specialty. Upon written request to and approval by the State Health Plan, physicians of the center are now also categorized as internal medicine and general practitioners which affords patients the lower co-pay.

Prior to closing the meeting, Clay Jones spoke about the quality of health insurance coverage available with the State and School Employees' Health Insurance Plan and how benefits and premium rates are more comparable with the market. He spoke to the addition of office visit co-pays, telemedicine, a nationwide list of in-network providers, and enhanced mental health and nutrition benefits. In addition, there has been a national trend in which group plans and private policies have experienced premium rate increases, some up to 40%, and larger deductibles, while these factors have remained more stable with the State Health Plan. He reminded the committee that the last premium rate increase with the Plan was in 2011 at 4.2%.

The floor was opened for questions but none were posed so the meeting was closed.

The committee will convene in the fall 2018.

Student Affairs Standing Committee

STUDENT AFFAIRS STANDING COMMITTEE

Brandi Hephner LaBanc, Chair

2017-2018

Committee Members: Brandi Hephner LaBanc, Daniel Riche, Mika Jekabsons, Cecelia Parks, Quinton Edwards, Leslie Banahan, Mohamed A. Ibrahim, Sara Wellman, Suhwan Pau Lee, Gabrielle Toppin, Reagan Moody, Dio Kevin, III and George McDaniel.

Committee charge: The purpose of the Student Affairs committee is to serve as a diverse campus advisory group for the Vice Chancellor for Student Affairs and his/her staff. The committee provides counsel regarding programs, services, facilities, and policies pertaining to Student Affairs at The University of Mississippi.

The Student Affairs Standing Committee met three times this year: October 3, February 5 and April 5. Direct reports to the Vice Chancellor for Student Affairs presented at each meeting.

On October 3, committee members were introduced and an overview of the committee was provided. Mr. Lionel Maten, Assistant Vice Chancellor for Enrollment and Director of Housing addressed the group on his areas of supervision: Admissions, Financial Aid, Luckyday Program and Student Housing. A Q&A session was held immediately following his presentation for members to ask specific questions.

Assistant Vice Chancellor and Dean of Students, Dr. Melinda Sutton Noss, provided a summary of her areas of supervision: Conflict Resolution and Student Conduct, Fraternal Leadership and Learning, Leadership and Advocacy and Ole Miss Union on February 2. Her presentation was followed by a Q&A session.

The final meeting of the academic year was held on April 5. Ms. Leslie Banahan, Assistant Vice Chancellor for Wellness was the guest speaker. She provided an overview of her areas of supervision: Campus Recreation, Career Center, Center for Student Success and First Year Experience, Counseling Center, Health Services and Student Disability Services. A Q&A session was held immediately following her presentation.

Tenure and Promotion Review

Tenure and Promotion Review

Felice A. Coles, Chair

2017-2018

Dr. Felice A. Coles, College of Liberal Arts
Dr. Ahmed Al-Ostaz, School of Engineering
Dr. Victoria Bush, School of Business Administration
Dr. John M. Czarnetzky, School of Law
Dr. Nancy M. Dupont, School of Journalism & New Media
Dr. Cecille A. Labuda, College of Liberal Arts
Dr. Linda D. Keena, School of Applied Sciences
Dr. Kerry B. Melear, School of Education
Dr. Dave L. Nichols, School of Accountancy
Dr. Daniel Riche, School of Pharmacy
Ms. Christina A. Torbert, Libraries
Dr. Mark Van Boening, Liberal Arts

Final report revised and updated February 12, 2018

Printed for archiving June 4, 2018

Committee members completed reviews of 53 tenure and/or promotion dossiers (Appendix B) between January 23 and February 2, 2018 (Appendix A). Appendix B identifies the distribution of Committee reviewers for this year's candidates. The Committee convened in two groups to discuss its findings on February 6 and February 8. This report summarizes the Committee's findings: dossiers (arranged in alphabetical order) may be noted as "no problems" (complete and accurate information); others may be identified as missing elements, late, inaccurate or irregular, with descriptions of the items that need to be addressed. A final section called "Miscellanea" describes general issues and suggestions from the Committee.

Tenure and Promotion Review Committee

Notes on dossiers
February 6-8, 2018

I. These dossiers contained no problems, judged complete and accurate.

Adams, Mikaela
Burkhead, Ricky
Cheng, Qiang
Curtis, Patrick
Dang, Xin
Garrick, Ryan
Gladden, Joshua
Gussow, Adam
Jackson, Jeff
Long, Matt
Miller, Stephanie
Moses, Sarah
Peattie, Thomas
White, Brooke
Wishon, Donovan

II. These dossiers had missing elements, but were otherwise judged accurate.

Alexander, Patrick

Missing letter from Chair to candidate about the Chair's recommendation.

Allen, Heather

Missing checked box on department tenure form.

Missing signature on dean's advisory council form.

Dugger, Suzanne

Missing annual performance evaluations; only FARs are included.

Missing confirmation of the tenured status of voting members.

Haines, Seema

Missing Form 25.

Missing School of Pharmacy T&P guidelines.

Missing narrative about selection procedure for external evaluators. No idea of relationships of evaluators to candidate.

Missing check mark on the "successful" box at the end of the annual review section.

Haines, Stuart

Missing Form 25.

Missing letter from Chair to Candidate about the department meeting. The letter was sent to the committee, not to the candidate.

Hutchens, Neal

Missing from routing sheet: two dates: chair notification to faculty member, submission of dossier and signature of faculty member (line 2)

Missing annual performance evaluations; only FARs are included.

Young, Brian

Missing chair's signature and date and dean's recommendation date on routing sheet.

Missing letter to candidate about upcoming faculty meeting. Unclear: as there is no chair, who was supposed to write the letter?

Missing letter to candidate about dean's decision.

III. These dossiers contained late documents but were otherwise judged accurate and complete.

Beach, Kevin

Late: The Dean's recommendation was late due to bad weather and school closing.

Cromwell, Jesse

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Grem, Darren

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Harriell, Derrick

Late: Harriell submitted the dossier on September 8, 2017. The deadline was September 1, 2017.

Late: Dean's recommendation was late due to bad weather and school closing.

Iepuri, Valentina

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Kneupper, Frances

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Kocic, Sasa

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Maack, Danielle

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Sang, Hailin

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

Yenter, Timothy

Late: Graduate Dean's recommendation was late due to bad weather and school closing.

III. These dossiers contained irregularities and unclear items, as well as missing or late elements.

Alkhateb, Hunaine

Missing Dean's letter to candidate about results of vote.

Missing signature on letter from advisory committee.

Late: Dean's recommendation was late due to bad weather and school closing.

Bellman, Allan

Unclear: Is the faculty member being considered for tenure of Associate because newly-arrived? Was he only on a probationary period?

Unclear: For external evaluators: when indicated "chosen by faculty" does that mean the candidate or any faculty member?

Bos, James

Irregularity: Dean of the Graduate School noted in the letter that the Chair of the department was present in the meeting and also voted in the meeting. The Dean also mentioned that absentee ballots should be in sealed envelope; e-mail ballots are not valid.

Del Arco, Alberto

Missing Form 25.

Missing letters to external evaluators.

Missing notification of faculty meeting to candidate. There is a letter saying that a meeting happened (after the fact) but there is no cc to candidate.

Missing notification of Chair's recommendation to candidate. There is a letter notifying the Dean of the Chair's recommendation, but there is no cc to candidate.

Missing notification of Dean's recommendation to candidate. There is a letter notifying the provost of the Dean's recommendation, but there is no cc to candidate.

Irregularity: Tenure and promotion guidelines don't say anything about selecting external evaluators, so unclear how to check whether procedure was followed. Selection seems consistent with the general university policy.

Fiene, Scott

Missing checked box of outside evaluators form.

Missing letter notifying candidate of departmental meeting.

Missing letter notifying candidate of dean's decision.

Irregularity: Routing sheet does not indicate time in current rank or if application is early.

Irregularity: Departmental guidelines appear to be a "red lined" or editing copy.

Irregularity: Chair's letter to candidate after faculty vote does not indicate Chair's decision.

Fionda, Maria

Irregularity: The dept. guidelines say "two external reviewers chosen by the candidate" but only one was included. "I had trouble getting reviewers," is not a valid excuse for violating the protocol. The outside reviewers were generally positive. The Dean and Graduate Dean corrected a problem that occurred at the department level: arbitrary and capricious decisions by the faculty clearly explained in detail and at length.

Fisher, Amy

Missing Chair's letter notifying the candidate of faculty meeting.

Missing Dean's letter to candidate about Dean's decision.

Late: Fisher's recommendation from the Dean's Advisory Council was submitted December 5, 2017, with a stated deadline of December 3, 2017. The Dean's advisory council form notes that the meeting took place on December 4, 2017.

Holm, April

Irregularity: Chair did not address the 6 years in rank of candidate, rather than the usual 5.

Jackson, Colin

Irregularity: five external evaluations are included; Department of Biology guidelines call for four.

Jang, Byunghun

Missing annual reviews for two years: 2012 and 2013.

Missing Dean's letter to candidate about decision.

Late: Dean's recommendation to Graduate DDean three days late.

Johnson, Paul

Missing letters to external evaluators.

Missing Chair's letter to candidate about decision.

Unclear: Routing sheet indicates that this application is not early, but the documentation only indicates two years at current rank.

Candidate did not list his application materials using the university memo. Instead he used tabs numerically.

Late: Memo informing candidate of the department meeting was sent after the meeting occurred.

Kashmiri, Saim

Missing letter from the chair to the candidate about decision.

Irregularity: The Academic Tenure Report and the Academic Promotion Report both indicate three "yes" votes and two abstentions, but Dr. Alidaee, interim chair of Marketing, indicated that there were five "yes" votes.

Lan, Fei

Dean's recommendation was late due to bad weather and school closing.

Irregularity: Dean of the Graduate School noted in the letter that the Chair of the department was present in the meeting and also voted in the meeting. The Dean also mentioned that absentee ballots should be in sealed envelope; e-mail voting is not valid.

Newman, Christopher

Missing interim chair's letter to candidate; Dean Ken Cyree informed candidate.

Irregularity: Chair of the department was present in the meeting but did not vote in the meeting. The guideline state that absentee ballots should be in sealed envelope; e-mail voting is not valid.

Perryman, Mandy

Missing date of application on routing sheet.

Missing annual performance evaluations; only FARs included.

Irregularity: Even though the routing sheet indicates early tenure and promotion and Form 25 is attached, the Chair and the Dean did not address the matter in their letters.

Sanefski, Darren

Missing annual reviews in proper tab. The Annual Review section was empty.

Buried in the material submitted by the candidate were the annual Faculty Activity Reports and some letters, signed by his Dean and printed on UM letterhead, that appeared to be annual assessments about what was expected of the candidate in the upcoming year. Why there were no SAP generated Annual Reviews is unclear. Whether or not the letters were supposed to substitute for the Annual Reviews is unclear. If so, then they should have appeared in the Annual Reviews section along with an explanation as to why there were no SAP reports.

Missing letter from Chair to candidate of Chair's recommendation.

Irregularity: not organized properly according to university memo.

Irregularity: outside reviews were not checked correctly.

Irregularity: inconsistent record of number of votes (Dean's letter vs. the department forms).

Smith, Adam

Missing: departmental guidelines for promotion.

Missing notification of faculty meeting to candidate.

Missing notification of Chair's recommendation to candidate.

Missing notification of Dean's recommendation to candidate.

Late: Dean's recommendation was late due to bad weather and school closing.

Thompson, Durant

Irregularity: According to the Chair's letter, the original department vote was against promotion (0 to 3). The following day, one of the committee members changed her vote. The final committee vote was 1 to 2 against promotion. The Chair recommended promotion. These seemingly capricious changes were explained in the Dean's letter.

Wang, Feng

Missing letter from Dean notifying candidate of Dean's decision.

Late: Dean's recommendation was late due to bad weather and school closing.

Yang, Yi

Irregularity: Performance evaluations were in reverse chronological order.

Miscellanea: Comments and general recommendations of the committee

1. The committee would like to thank the Provost and the Associate Provost for removing the Research faculty, instructional faculty, and Distinguished Professor Award candidates to other committees. The committee members expressed their improved ability to review dossiers without these unfamiliar entities.
2. The two cases of conflicting recommendations (Fionda and Thompson) were explained in detail in lengthy letters. Therefore, the committee finds that the irregularities were resolved properly.
3. Chairs and Deans (especially interim administrators) need better oversight as they take on duties of preparing dossiers for which they may not have advised procedurally (see Del Arco, Sanefski, and Smith).
4. Deadlines should not be scheduled for weekends or holidays. The committee recommends that either the forms be updated every year or that university guidelines contain provisions for weekends or holidays.
5. The Academic Tenure form should contain check boxes to ascertain the tenured status of faculty members voting in the process. Departmental guidelines should state clearly the voting rights for tenure only (see Stuart Haines).
6. Departmental guidelines should state clearly the procedures for the chair's participation in faculty meetings and the procedures for absentee ballots (see Bos, Lan and Newman). These guidelines should be reviewed and followed.

Appendix A: Schedule of conference room availability for dossier review



2018 Tenure and Promotion Review Committee Dossier Review Schedule Provost Conference Room

| | |
|-----------------------------|---------------------|
| Tuesday, January 23, 2018 | 8 a.m. – 3 p.m. |
| Wednesday, January 24, 2018 | 12 p.m. – 3 p.m. |
| Thursday, January 25, 2018 | 8 a.m. – 2 p.m. |
| Friday, January 26, 2018 | 8 a.m. – 3 p.m. |
| Monday, January 29, 2018 | 8 a.m. – 2:30 p.m. |
| Tuesday, January 30, 2018 | 8 a.m. – 2 p.m. |
| Thursday, February 1, 2018 | 12 p.m. – 4:30 p.m. |
| Friday, February 2, 2018 | 8 a.m. – 2 p.m. |

Appendix B: Committee member assignments to candidate dossiers

| First Name | Middle | Last Name | Reviewer 1 | Reviewer 2 |
|-----------------|---------|-----------|--------------------|--------------------|
| Mikaela | Morgane | Adams | Al-Ostaz | Bush |
| Patrick | E. | Alexander | Labuda | Torbert |
| Hunaine | Said | Alkhateb | Riche | Dupont |
| Heather | J. | Allen | Keena | Van Boening |
| Kevin | S. D. | Beach | Melear | Nichols |
| Allan | | Bellman | Coles | Labuda |
| James | M. | Bos | Bush | Al-Ostaz |
| Ricky | | Burkhead | Torbert | Riche |
| Qiang "Andy" | | Cheng | Dupont | Coles |
| Jesse | Levis | Cromwell | Van Boening | Czarnetzky |
| Patrick | D. | Curtis | Al-Ostaz | Keena |
| Xin | | Dang | Labuda | Melear |
| Alberto | | del Arco | Labuda | Coles |
| Suzanne | M. | Dugger | Riche | Bush |
| Scott | A. | Fiene | Czarnetzky | Torbert |
| Maria | Ida | Fionda | Keena | Dupont |
| Amy | K. | Fisher | Melear | Van Boening |

| | | | | |
|-----------|--------------|-------------|--------------------|--------------------|
| Ryan | Christian | Garrick | Bush | Al-Ostaz |
| Josh | | Gladden | Torbert | Nichols |
| Darren | E. | Grem | Dupont | Labuda |
| Adam | | Gussow | Van Boening | Riche |
| Seena | L. | Haines | Coles | Czarnetzky |
| Stuart | T. | Haines | Al-Ostaz | Keena |
| Derrick | Avin | Harriell | Nichols | Melear |
| April | | Holm | Riche | Bush |
| Neal | | Hutchens | Czarnetzky | Coles |
| Valentina | Boris | Iepuri | Keena | Torbert |
| Colin | R. | Jackson | Melear | Dupont |
| Jeff | T. | Jackson | Bush | Van Boening |
| Byunghyun | | Jang | Coles | Al-Ostaz |
| Paul | D. | Johnson | Torbert | Labuda |
| Saim | | Kashmiri | Dupont | Nichols |
| Frances | Courtney | Kneupper | Van Boening | Riche |
| Sasa | | Kocic | Al-Ostaz | Keena |
| Natalia | Alexandrovna | Kolesnikova | Labuda | Melear |

| | | | | |
|-------------|-----------|----------|--------------------|-------------------|
| Fei | | Lan | Nichols | Bush |
| Matt | | Long | Riche | Torbert |
| Danielle | Jeannette | Maack | Czarnetzky | Dupont |
| Stephanie | Elisabeth | Miller | Keena | Al-Ostaz |
| Sarah | M. | Moses | Melear | Labuda |
| Christopher | L. | Newman | Coles | Riche |
| Thomas | Allan | Peattie | Bush | Nichols |
| Mandy | L. | Perryman | Torbert | Coles |
| Darren | A. | Sanefski | Van Boening | Al-Ostaz |
| Hailin | | Sang | Dupont | Labuda |
| Adam | E. | Smith | Labuda | Coles |
| Durant | B. | Thompson | Al-Ostaz | Keena |
| Feng | | Wang | Nichols | Riche |
| Brooke | C. | White | Bush | Czarnetzky |
| Donovan | E. | Wishon | Riche | Keena |
| Timothy | Paul | Yenter | Czarnetzky | Melear |
| Brian | W. | Young | Keena | Coles |
| Yi | | Yang | Melear | Bush |

Traffic and Parking Committee

Traffic and Parking Committee

George M. Harris, Chair

2017-2018

Traffic and Parking Committee Members:

Dr. Robert W. Barnard-Faculty: Member

Ms. Rene E. Pulliam-Faculty: Member

Ms. Linda Christian-Staff: Manager of Parking Services

Mr. Scott A. Oliver-Staff: Assist. Director Student Housing

Mrs. Donna Gurley-Staff: General Counsel

Ms. Thelma L. Curry-Representative: University Police Department

Mr. Ashton C. Pearson-Representative: Facilities Management

Mr. Paul Caffera-Representative: Ombudsperson

Mrs. Erin M. Ridout-Representative: Staff Council

Ms. Stacey M. Lantagne -Representative: Faculty Senate

Mr. Steven W. Ridout-Representative: Staff Council

Ms. Maria Mulrooney- Representative: Graduate Students

Mr. Thomas Wichman-Representative: Undergraduate Students

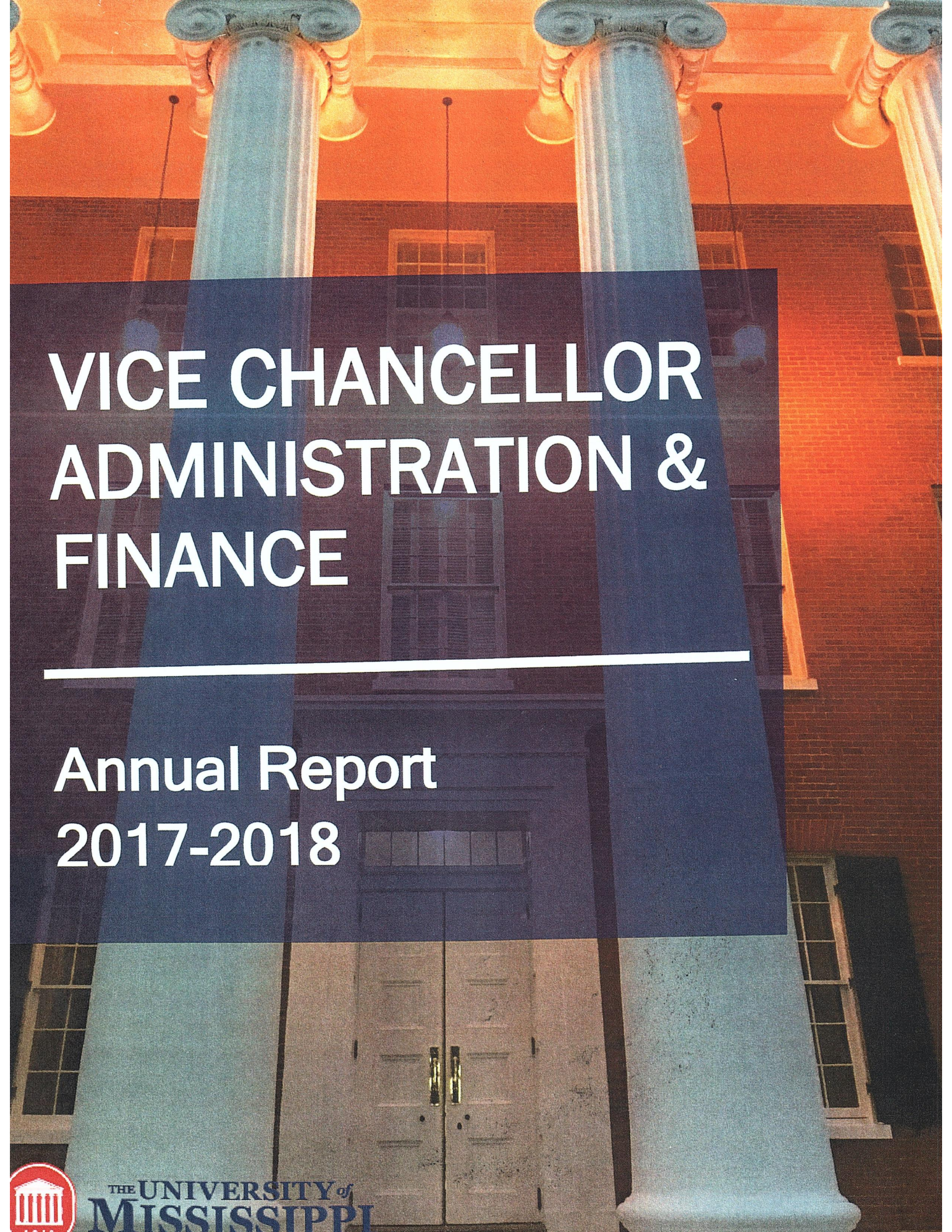
Mr. Ernest Abernathy- Representative: Undergraduate Students

The Traffic and Parking Committee met once a month to discuss various issues and suggestions related to parking and transportation on campus. Some of the highlights for the year are as follows.

- Removed parallel parking on Rebel Drive, Northgate Drive, and Sorority Row.
- Added bicycle lanes to these areas on Rebel Drive, Northgate Drive, and Sorority Row.
- Installed Multi-Space meter pay station in the lot next to Howry Hall.
- Added Carpool spaces to the South Turner lot.
- The Pavilion Garage changed how it is operated from a split operation of Annual Garage permit parkers and hourly parkers to a totally reserved parking garage.
- We started the internal campus loop bus service with two routes running in opposite directions with two buses on each route (Rebel Red-Rebel Blue).
- Initiated new Bike Share Program on campus.
- Added additional single space parking meters to the Old AA building area.
- Several split parking classification lots were changed to whole parking classifications. These include the Kinard lot and Howry lot. Along with this two residential lots were changed to staff parking near the Honors College.
- The Upper Kincannon lot was changed from residential parking to commuter parking.
- We closed and gated All-American Drive to through traffic to help make it safer and allow for a more efficient bus service.
- Added a new 3-way stop sign at Hill Drive and Manning Way.

- We opened our new residential garage with 1532 spaces.
- We added 220 spaces at the JAC lot when JCPenney closed.
- Replaced old traffic gates at South Lot making all our gates on campus the same for a more efficient operation.
- We added speed bumps in both our garages.
- We initiated the Purple Heart parking program on campus which allows those with a Purple Heart accommodation a special parking permit and special parking privileges.

All in all it was a very productive year as we managed our parking, streets, and transit assets while balancing the needs of students and construction growth.



VICE CHANCELLOR ADMINISTRATION & FINANCE

Annual Report
2017-2018



THE UNIVERSITY of
MISSISSIPPI

Table of Contents

| | <u>Page</u> |
|--|-------------|
| I. Vice Chancellor for Administration and Finance..... | 1 |
| II. Organizational Chart for Administration and Finance..... | 4 |
| III. Ethnic/Gender Study for Administration and Finance..... | 5 |
| IV. Mission, Vision and Core Values..... | 6 |
| V. Departments: | |
| A. Accounting..... | 8 |
| B. Budget..... | 12 |
| C. Bursar..... | 15 |
| D. Contractual Services | 21 |
| E. Facilities Management..... | 31 |
| F. Facilities Planning | 39 |
| G. Human Resources..... | 49 |
| H. Landscape Services | 56 |
| I. Parking and Transportation | 65 |
| J. Procurement Services | 74 |
| K. Sustainability | 82 |

VICE CHANCELLOR FOR ADMINISTRATION AND FINANCE
Larry D. Sparks, Vice Chancellor
2017-2018

FUNCTION AND MISSION:

The Office of the Vice Chancellor for Administration and Finance is committed to providing quality service and support. This office works as an administrative partner with faculty, staff, students, trustees, and governmental officials.

The Vice Chancellor for Administration and Finance serves to coordinate the activities of the departments and auxiliary enterprises within the division, which include: Accounting, Airport Operations, Budget, Bursar, Campus Mail, Contractual Services (Bookstore, Food Services, ID Center, Laundry, Licensing, and Vending), Controller and Financial Operations, Facilities Management, Facilities Planning, Golf Course, Human Resources, Laboratory Services, Landscape Services, Parking and Transportation, Procurement Services, and Sustainability.

Additional responsibilities of the Office of the Vice Chancellor for Administration and Finance include, but are not limited, to the following:

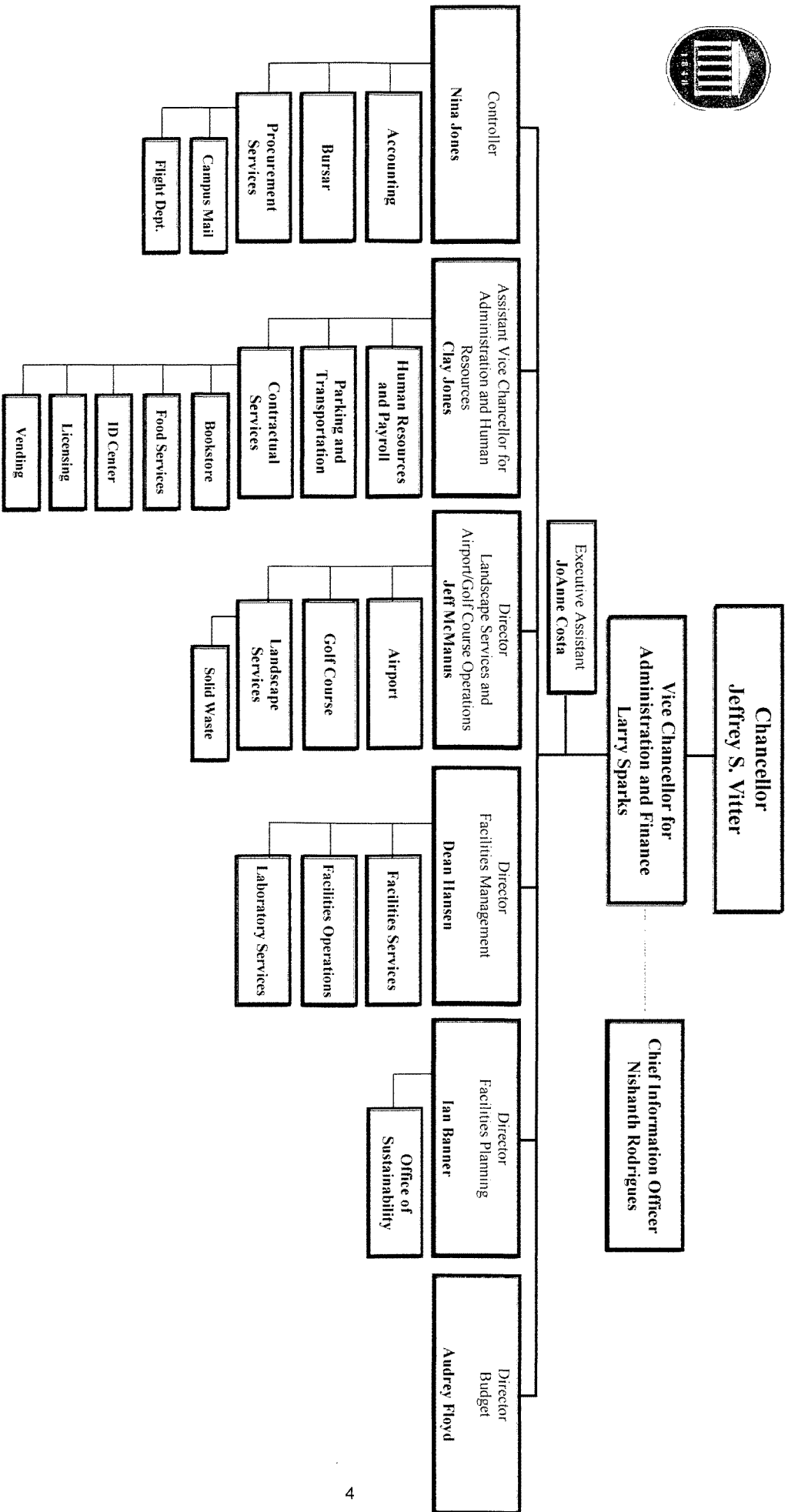
1. Serve as chief administrative and financial officer of the institution
2. Assist in the formulation of broad, general institutional policies
3. Engage primarily in formulating business policies, developing operating procedures, and coordinating business operations at the institutional level
4. Account for and safeguard the assets of the University
5. Lead in the preparation and monitoring of the University budget

6. Work in concert with the Provost on information technology efforts for the University
7. Improve and maintain University facilities
8. Lead in the management of new construction and facility expansion
9. Cooperate with and assist the governing board and other state officials
10. Manage and invest operating cash
11. Manage investment of university endowment funds and cash
12. Serve in the following capacities:
 - Member of the Audit Committee of the University of Mississippi Foundation
 - Member of the Joint Committee on Investments
 - Member of the Ole Miss Athletic Foundation
 - President of the University of Mississippi Educational Building Corporation
13. Prepare financial reports as needed by the administration and the Board of Trustees
14. Advise the administration in business and financial matters
15. Participate in the activities of various professional organizations; particularly those devoted primarily to business issues.

MAJOR VCAF ONGOING GOALS (EACH UNIT HAS SPECIFIC GOALS)

The Office of the Vice Chancellor for Administration and Finance seeks to provide an atmosphere that encourages consistent quality service by:

- Building a collaborative organization and developing effective teamwork at all levels
- Maintaining a service oriented environment
- Seeking continuous improvements within processes and at all levels of the organization
- Developing and maintaining a diverse group of strong leaders and team members
- Providing a safe and secure environment.



**DIVISION OF ADMINISTRATION AND FINANCE
ETHNIC & GENDER OF PROFESSIONAL EMPLOYEES SORTED BY DEPARTMENTS**

| DEPARTMENT | Hispanic/Latino | Non-Hispanic/Latino | | | | | | | | TOTAL |
|-----------------------------------|-----------------|---------------------|-----------|----------|----------|----------|----------|-----------|----------|-----------|
| | | White | | Black | | Asian | | 2 or More | | |
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| ACCOUNTING | 1 | | 7 | | | | | | | 8 |
| AIRCRAFT POOL | | 2 | | | | | | | | 2 |
| BURSAR | | 3 | 1 | | 1 | | | | | 5 |
| CONTRACTUAL SERVICES MGMT | | 3 | | | | | | | | 3 |
| CONTROLLER | | | 2 | | | | | | | 2 |
| FACILITIES MANAGEMENT OFFICE* | | 7 | 1 | 1 | 1 | | | | | 10 |
| FACILITIES PLANNING | | 4 | 4 | | | | | 1 | | 9 |
| FIRE PROTECTION | | 1 | | | | | | | | 1 |
| GOLF COURSE | | 1 | | | | | | | | 1 |
| HUMAN RESOURCES | 1 | 1 | 3 | | 2 | | | | | 7 |
| ID CENTER | | | 1 | | | | | | | 1 |
| LABORATORY SERVICES** | | 3 | | | 1 | | | | | 4 |
| LANDSCAPE SERVICES | | 2 | 1 | | | | | | | 3 |
| MAINTENANCE OF AIRPORT | | 1 | | | | | | | | 1 |
| MAINTENANCE OF UTILITIES | | 2 | | | | | | | | 2 |
| OFFICE OF SUSTAINABILITY | | | 2 | | | | | | | 2 |
| PARKING & TRANSPORTATION SERVICES | | 4 | 1 | | | | | | | 5 |
| PROCUREMENT SERVICES | | | 2 | | | | | | | 2 |
| UNIVERSITY SERVICE STATION | | 1 | | | | | | | | 1 |
| VC ADMINISTRATION & FINANCE | | 2 | 1 | | | | | | | 3 |
| TOTALS | 2 | 37 | 26 | 1 | 5 | 0 | 0 | 1 | 0 | 72 |

* Formerly Physical Plant
**Formerly Health & Safety

**DIVISION OF ADMINISTRATION AND FINANCE
ETHNIC & GENDER OF PROFESSIONAL EMPLOYEES WITH SIMILAR POSITIONS**

| POSITION | Hispanic/Latino | Non-Hispanic/Latino | | | | | | | | TOTAL |
|------------------------------------|-----------------|---------------------|-----------|----------|----------|----------|----------|-----------|----------|-----------|
| | | White | | Black | | Asian | | 2 or More | | |
| | Female | Male | Female | Male | Female | Male | Female | Male | Female | |
| ACCOUNTANT I | | 1 | | | 1 | | | | | 2 |
| ACCOUNTANT II | | 1 | 1 | | | | | | | 2 |
| ASSOC/ASST DIRECTORS & ASST BURSAR | 1 | 9 | 3 | 1 | 1 | | | | | 15 |
| COORDINATOR | | 4 | 1 | | | | | 1 | | 6 |
| DIRECTORS AND BURSAR | | 5 | 4 | | | | | | | 9 |
| MANAGERS | | 3 | 3 | | | | | | | 6 |
| PILOTS | | 2 | | | | | | | | 2 |
| SENIOR ACCOUNTANTS | 1 | | 6 | | 1 | | | | | 8 |
| SPECIALISTS | | 2 | 1 | | 2 | | | | | 5 |
| SYSTEM ANALYSTS I | | 2 | | | | | | | | 2 |
| VICE CHANCELLOR AND ASSISTANT VC | | 2 | | | | | | | | 2 |
| TOTALS | 2 | 31 | 19 | 1 | 5 | 0 | 0 | 1 | 0 | 59 |

University of Mississippi Mission, Vision & Core Values

Vision

As a great American public university, the University of Mississippi will lead and excel by engaging minds, transforming lives, and serving others.

Mission

The University of Mississippi's mission is to create, evaluate, share and apply knowledge in a free, open and inclusive environment of intellectual inquiry. Building upon a distinguished foundation in the liberal arts, the state's oldest university serves the people of Mississippi and the world through a breadth of academic, research, and professional programs.

The University of Mississippi provides an academic experience that emphasizes critical thinking; encourages intellectual depth and creativity; challenges and inspires a diverse community of undergraduate, graduate, and professional students; provides enriching opportunities outside the classroom; supports lifelong learning; and develops a sense of global responsibility.

Statement of Institutional Core Values

In pursuing its mission, the University of Mississippi:

- Reaffirms its identity and purpose as fundamentally academic.
- Nurtures excellence in teaching, learning, creativity, and research.
- Provides the best and most accessible undergraduate education in the state of Mississippi.

- Offers high quality graduate and professional programs.
- Protects academic freedom and cultivates individual integrity and academic honesty.
- Promotes inclusiveness in its student body, faculty and staff.
- Requires respect for all individuals and groups.
- Fosters a civil community of shared governance and collaborative endeavors.
- Practices good stewardship of its resources.
- Devotes its knowledge and abilities to serve the state and the world.
- Honors the dignity of all employees and compensates them fairly.

OFFICE OF ACCOUNTING
Joy Shideler, Director
2017-2018

MISSION

The mission of the Office of Accounting is to maintain a financial system that facilitates accurate and timely financial reporting and ensures compliance with various state and federal regulatory authorities. The office's ultimate goal relative to compliance is the issuance of unqualified audit opinions by the Mississippi Office of the State Auditor and any granting agencies.

FUNCTIONS

In order to accommodate these missions and goals, the office assumes responsibility for the following functions:

- Preparation of annual financial statements
- Development of internal reports and training of departmental personnel in using those reports
- Preparation of miscellaneous surveys and reports as required by the IHL board and other authorities
- Preparation and negotiation of rate proposals to establish indirect cost charges on sponsored projects
- Monitoring and reconciling various general ledger accounts, including all bank accounts
- Establishing fiscal policies which promote compliance with state laws and numerous granting agencies

- Submission of invoices on sponsored projects and oversight of cash flow on those projects
- Assisting faculty and staff in the financial administration of sponsored projects

PERFORMANCE MEASURES

The following measures are applicable to the Office of Accounting:

- Receipt of an unqualified opinion on the financial statements from external auditors
- Collection of sponsored projects accounts receivable in a timely fashion
- Timely submission of financial reports on sponsored projects to the appropriate agency

ACCOMPLISHMENTS AND SIGNIFICANT EVENTS

In September 2017, the Director of Accounting provided training to new directors and chairs along with existing signatory officers as part of the LEAD Responsibly training program. Personnel from the Office of Accounting held routine SAP Grants Management, Reports II, and Payroll Reporting workshop classes during the fiscal year. Also, the Director of Accounting along with personnel from the Office of Information Technology provided trainings to individuals and departments/groups across campus for the Tableau reporting tool available through Analytics on myOleMiss. The Tableau reporting tool allows users to view up-to-date data for all non-sponsored program accounts in one report including revenue, expense and payroll details. Additionally, various one-

on-one trainings and guidance were provided throughout the year for users across campus.

The Director of Accounting served for the third consecutive year as a member of the University Assessment Committee (UAC). The UAC performs peer reviews of assessment work for each of the University's reporting units using rubrics for academic programs and nonacademic units to increase consistency and reliability of feedback to the units. The UAC recommends improvements in the assessment process, and informally assists units in planning and conducting assessments by sharing ideas and procedures.

In July 2017, the Manager of Sponsored Programs Accounting and two accountants attended the Society of Research Administrators International (SRA International) Annual Meeting of the Alabama-Mississippi Chapter in Starkville, Mississippi. In February 2018, the Director of Accounting, a senior accountant, and the University Controller attended the "Higher Education Summit" presented by BKD, LLP in Jackson, Mississippi. In April 2018, an accountant from the Office of Accounting attended the Midwest/Southern Section Meeting of SRA International in St. Louis, Missouri. In May 2018, the Director of Accounting attended the Tuscaloosa, Alabama drive-in workshop "Current Issues in Higher Education" presented by the Southern Association of College and University Business Officers (SACUBO). The Director of Accounting and several accountants also attended the annual continuing professional education training offered during the University of Mississippi Accountancy Weekend in April 2018.

These meetings provided networking opportunities and relevant continuing professional education related to sponsored program administration.

PERSONNEL CHANGES

There were no personnel changes within the Office of Accounting for FY 2018.

FUTURE NEEDS AND GOALS

The Office of Accounting will continue to educate the campus community to ensure compliance with requirements of sponsoring agencies. In the upcoming fiscal year, various trainings will be offered as well as the routine SAP GM, Reports II, and Payroll Report trainings. Additionally, the Office of Accounting will continue to participate in the LEAD Responsibly program offered through Human Resources to new directors and chairs to provide guidance on signatory responsibilities and how to utilize Tableau for monitoring of accounts. In FY 2019, Office of Accounting personnel will continue to participate in training opportunities relevant to their respective responsibilities. The Office of Accounting strives continuously to review processes and take advantage of professional continuing education to improve efficiency, offer outstanding customer service, and provide accurate and timely financial data.

BUDGET OFFICE
Audrey Crick Floyd, Director
2017-2018

MISSION

The mission of the Budget Office is to provide accurate, efficient, and effective budgetary management to the University. Our office is committed to providing the highest level of service to university administration, faculty, and staff through sound budgetary support and guidance, and to external agencies through timely and accurate reporting.

FUNCTIONS

The Budget Office oversees the development, analysis, control, and maintenance of budgets and budget systems for all University of Mississippi budgetary divisions, with the exception of the University of Mississippi Medical Center. We provide departmental support through day-to-day review and restructuring of budgets as necessary, including certification of funds for individual positions. Additionally, the Budget Office serves to:

- Coordinate and oversee the preparation and submission of the annual legislative budget request
- Coordinate and oversee the preparation and reconciliation of the University's annual operating budget
- Provide analysis, forecasts, and reports for institutional planning

ACCOMPLISHMENTS

- Coordinated and assisted in the preparation and submission of the FY2020 Legislative Budget Request in August 2018.
- Coordinated and assisted in the preparation and submission of the FY2019 Operating Budget to the IHL Board of Trustees for approval in June 2018. This budget was \$552,090,615.
- Processed and certified approximately 5,127 electronic personnel forms, which included 430 new hire forms; 1,709 change of status forms; 1,277 student stipend forms; 11 summer research forms; 1,117 budget revision forms; and 590 additional pay forms.
- Provided budget-related training to staff through four on-campus workshops.

PERFORMANCE MEASURES

- Number of days from receipt to processing of electronic personnel forms
- Number of days from receipt to processing of departmental budget revisions

FUTURE NEEDS, GOALS, AND PROSPECTS

The Budget Office seeks to improve processes and services provided to decision makers both on and off-campus. In the coming year, we will pursue the following goals:

1. Partner with IT to develop an automated upload of budget revisions into SAP, eliminating the need for manual data entry

2. Explore functionality available through SAP to streamline and refine the budget preparation system
3. Identify and pursue a means to provide up-to-date and detailed (position level) budgetary data for departments
4. Develop a comprehensive training workshop to educate departments on budget related reports and policies
5. Continue to develop a procedure manual for the Budget Office, detailing the projects and tasks that are performed, along with the timelines and processes for completion.

**OFFICE OF THE BURSAR
Cavett Ratliff, Bursar
2017-2018**

DEPARTMENT MISSION

The Office of the Bursar is responsible for the following functions:

(1) receipting and depositing University funds; (2) posting, billing, and collecting receivables due to the University; (3) preparing, mailing, and safekeeping of student loan promissory notes; (4) producing and disbursing student financial aid refund direct deposits and checks; (5) collecting campus-based student loans; (6) maintaining the general petty cash fund for check cashing; (7) assessing tuition to students; (8) wiring funds to various bank accounts for payroll, studies abroad, and investment purposes; (9) processing tuition refunds to students; (10) processing and billing prepaid tuition programs and (11) coordinating the work of the Refund Committee.

STRATEGIC GOALS

The Office of the Bursar has two goals: (1) to provide prompt and courteous service to students, faculty and staff, and (2) to insure that amounts due to the University from accounts receivable and campus-based loans are collected on a timely basis.

ACCOMPLISHMENTS

The Office of the Bursar had another successful year. The Office completed its third full year without BillerDirect as it was replaced during February 2015. BillerDirect was an SAP product that allowed students to make credit card

and ACH (checking account) payments on their Bursar account over the web.

Students accessed BillerDirect through the University's online services.

Beginning February 2, 2015, all credit card and ACH payments began being processed through Bill+Payment Client, a payment portal available through TouchNet that handles all the credit/debit card and ACH needs of the Bursar's office.

Starting June 8, 2015, the office implemented TouchNet PayPath, a feature within Bill+Payment, for credit/debit card transactions. PayPath charges the payer a convenience fee of 2.85% on each credit/debit card transaction that is made on a bursar account. With the rollout of PayPath, the office no longer accepts credit card payments in person nor do we take credit card payments over the phone. All credit card payments are now only accepted and processed online through the student's myOleMiss account. The ACH option is still available online and there is still not a fee for this service. Because the merchant now accepting credit card payments belongs to TouchNet, the University no longer pays banking discount fees for the Bursar Office and the University continues to realize these savings each year.

From July 1, 2017, through June 30, 2018, credit/debit card transactions totaling \$24.2 million were processed compared to \$23.4 million for the previous year. From July 1, 2017, through June 30, 2018, ACH transactions totaling \$93.4 million were processed compared to \$87.7 million for the previous year.

The Office of the Bursar also completed another year with on-line direct deposit. The office had worked with IT to develop the on-line service that allows

students to sign up for, change and cancel their direct deposit through their secure myOleMiss account. This enhancement, which went into effect June 1, 2009, has reduced the workload on office staff, eliminated the need to maintain paper files for new transactions and makes the process more secure for students and the University.

The office also worked closely with IT to develop the process of being able to allow parent and guest logons to student accounts. Students have the ability to grant or withdraw parental access to three types of information: academics, financial aid and view/pay bills. This access allows the authorized user to view and pay the student's bursar account without having to have the student's Web ID and reduces the workload on office staff as the user can access more information online for themselves. This new feature went into effect in October 2011, and the office has seen an increase in parent/guest web ID's each year.

The office has continued processing financial aid refunds by check once a week; however, refunds issued by direct deposit are still processed every day. This practice, which went into effect in October 2012, has increased efficiency in the office as the Assistant Bursar is no longer spending time each day preparing checks, and it encourages students and parents to enroll in direct deposit. As more students enroll, this decreases postage costs, the number of refund checks that are returned and have to be reissued and the time it takes for students to receive their money.

Greenwood Hall Financial Services located in Bryan, Texas, the long-time call center partner for the Office of the Bursar, ceased operations in November

2017. The Office of the Bursar accepted their own calls from November through December 2017. Beginning in January 2018 Theory Street, located in Santa Ana, California, began temporarily taking calls until a new long-term call center could be implemented. Beginning mid-February, CMD Outsourcing Solutions, Inc., located in Baltimore, Maryland, became our long-term partner and began taking these front line calls for the office.

The Office of the Bursar also participated in twelve orientation sessions by providing a presentation to incoming students and parents concerning fee payment, billing, and other pertinent financial information.

Beginning July 1, 2016, the office stopped sending monthly paper statements to currently enrolled students. Monthly statements are now sent electronically as eBills to student's campus-issued email addresses as well as to parents who have been given access to their student's financial records. This practice has allowed the office to send bills more cost efficiently and has also helped students and parents receive them sooner than they had been receiving the paper statements. These electronic statements have also caused a shift in the way that the office receives payments. More payments are being made as ACH's than ever before, and we have seen payments by paper check decrease as a result. The office continues to mail statements to former students who still owe a balance but whose myOleMiss access has been deactivated. Automatic dunning letters continue to be sent through mail and emails. The outstanding balance on student accounts receivable on June 30, 2018, was \$21,612,450. Cash receipts

for both student and non-student transactions processed through the teller's office for the year totaled approximately \$117 million.

The University of Mississippi Bursar's office partnered with Flywire (formerly peerTransfer) in August 2015 in order to streamline the process of international payments. Flywire allows international students to pay securely from any country and any bank, generally in their home currency. For the 12 months ending June 30, 2018, we received 148 payments totaling over \$748,000 through Flywire.

Our cohort default rate for the Federal Perkins Loan program on June 30, 2018, was 21.74% with an overall default rate of 3.28%. The default rate on the McKinstry loan program on June 30, 2018, was 19.32% and on the Health Professions loan program the rate was .65%. The receivables balance of Perkins and other institutional loan programs totaled approximately \$31.7 million as of June 30, 2018.

The Office of the Bursar bills and receipts payments from prepaid tuition plans. The University has approximately 890 students currently participating in MPACT and 213 students participating through other state's prepaid tuition plans. The Office of the Bursar is also responsible for the work of the Refund Committee, which accepts appeals from students seeking exceptions to the University's tuition refund policy. From July 1, 2017, to June 30, 2018, the Committee ruled on 294 appeals for an average of 25 cases per meeting.

The Office of the Bursar also prepares 1098-T and 1042-S tax forms. The 1098-T reports tuition and qualified expenses along with scholarships and grants received by students during the calendar year. The Office of the Bursar mailed

25,459 1098-T's to students last year. The 1042-S form is used to report taxable information on non-resident aliens. Last year the Office of the Bursar mailed 162 1042-S tax forms.

PERSONNEL CHANGES

The staff in the Bursar's office remained unchanged over the course of the last fiscal year.

FUTURE NEEDS, GOALS, AND PROSPECTS

The staff in the Office of the Bursar is experienced and professional. They are composed of dedicated people who take pride in the job they perform for the University of Mississippi and consistently strive to provide exemplary customer service. The Office of the Bursar is constantly researching and evaluating new processes and functionality within SAP and other avenues to improve existing services or implement new services that will better serve our students and other customers.

CONTRACTUAL SERVICES
Kathy Tidwell, Director of Contractual Services and University Licensing
2017-2018

This report details Contractual Services Management, which is comprised of the ID Center, Vending, Ole Miss Dining (OMD), Barnes & Noble Bookstore (B&N), Licensing, and Laundry Services.

PRIMARY FUNCTIONS OF THE DEPARTMENT

The primary responsibility of Contractual Services Management is to provide the highest quality of service to the University while maintaining a profitable operation. This is to be achieved while ensuring that the department:

- (1) Satisfies the needs of students, faculty, staff, visitors, and administrators;
- (2) Promotes mutual respect and understanding with its customers;
- (3) Provides a retail environment that satisfies customers;
- (4) Provides prompt, courteous, and efficient service; and
- (5) Assists in meeting the ever-changing needs of students.

SUCCESS IN ACHIEVING GOALS

ID CENTER

This year, the ID Center completed its sixteenth year on CS Gold, which is the ID Center's one-card access and security management system. We completed a system upgrade from Version 7.0.10 to Version 7.0.14 which resulted in increased functionality.

We continued to increase the features for our GET platform; which allows patrons to manage their accounts. Patrons are now able to place to-go food orders through the platform at our OMD Freshii location.

We replaced vending readers on drink and snack vending machines, from DAC to IP readers, and added machines in buildings such as Steward Hall (2), Jackson Ave Center (2), Student Union (2), South Oxford Center (2), JD Williams Library (2), RH2 (2), and RH3 (2).

We added to our CS Gold card reader access system, and added card readers to buildings with existing card access: Student Union Phase 2 (58 doors), Jackson Ave Center Phase 2 (22 doors), Jackson Ave Center Phase 3 (14 doors), Vaught Hemingway Stadium Field Security (3 card readers), OU Stadium (28 doors), Odom - OMBUDS (1 duress button), NCPA (alarms), Kinard Disability Testing Center (5 duress buttons), All American Parking Gates (4 card readers), South Oxford Center (36 doors), Martindale – Financial Aid (4 doors), and Shoemaker Hall (1 door).

During this reporting period, we migrated our Nicevision Video Management System to Avigilon Control Center. The decision was made to migrate to increase functionality and reliability of the system. ACC leverages advanced artificial intelligence and video analytics capabilities, including Appearance Search technology and Unusual Motion Detection technology, to help quickly detect, verify, and act on events. We continued to add cameras as more departments learn about the system and recognize benefits. We doubled our storage capacity again this year, resulting in a total of 910 terabytes of storage. We installed

cameras in the following buildings: Student Union Phase 2 (79), South Oxford Center (35), Coy Waller (3), the Inn at Ole Miss (11), Lamar Hall (8), Jackson Ave Center Phase II (62), Jackson Ave Center Phase III (11), Shoemaker Hall (1), Martindale – Financial Aid (2), and University Museum (11).

OMD upgraded cameras watching the cash registers at all of their dining locations throughout campus. We also deployed an application that links our point of sale data and camera footage called Econnect. This allows us to run retail analytics for each concept, along with being able to monitor each for fraudulent behavior.

The ID Center completed several camera installation projects for the University Police Department (UPD) and Department of Parking and Transportation (DPT).

For UPD, cameras were added to the following areas: JD Williams Library (3), Kinard - Police Station (15), Confederate Statue (1), and Residential College parking lot (21).

DPT has continued to add multiple pan tilt zoom (PTZ) cameras to monitor parking lots for available parking spaces, and update their Parker App, alerting commuters of available parking. Locations included: All-American Parking Gates (2), South Recreational Parking Gates (4), George Hall (1), NCPA (1), Tuhoy Center (1), Chucky Mullins Round-a-bout (2), Residential Parking Garage (142), and South Lot Parking Gates (4).

We created specialty ID cards, for the third year of three year contracts with Ole Miss, for American Legion Boys State and Mississippi Water Security Institute.

Among the 4,600+ camp/conference cards made, which provided meals for groups, servicing 4900+ participants, were the following first time groups: History Symposium, Academic Innovation, Memphis Youth, Memphis Rise, Orchestra, Landshark Tank Jr., Jr. Leadership, All About Ole Miss, Young Women's Empowerment, ABC++ Code Writing, ACT Prep groups, Art of the Story: Faulkner, Creative Writing groups, Game Development, Imaginative Realism in Art, Writing for College Success, and Young Naturalist.

OLE MISS DINING

The Student Union OMD locations opened for service after renovations in August 2017 were designed to meet increasing demands of service. Two new OMD locations were added: Which Wich and McAlister's. The revisions increased dining and seating capacity to provide more accessibility to students. Freshii, formerly only a retail location, continued to offer meal plan service to increase capacity and provide better service to students.

OMD implemented Freedom Pay, a new payment technology that brings point-to-point encryption (P2PE) and enables mobile payment technologies, including Apple Pay, Android Pay, and Samsung Pay and GET platform, which allows patrons to place to-go food orders through the platform at our Freshii location.

OMD, along with students and the Department of Sustainability, continued to support our campus partners, such as "Red, Blue and Green," to make the University of Mississippi a greener campus. Our goal, over the next two years, is

to achieve Level 2 certification with the nationally recognized organization, Certified Green Restaurants.

OMD also continued to partner with the Department of Nutrition and Hospitality Management to offer internship opportunities for students seeking a B.S. degree in Dietetics and Nutrition. This internship program focuses on the nutritional and specialized dietary needs of those dining on campus.

The student led Food Recovery Network continued their alliance with OMD to provide fresh produce, and prepared meals to the greater Ole Miss community. This collaboration provides meals to various local shelters and outreach groups twice weekly.

A key position was filled in Ole Miss Dining this year:

- Alicia Wilson, Catering Manager

Promotions for the current year include the following:

- Scott Schornhorst was promoted to Residential Food Service Director
- Jodie Jacobs was promoted to Rebel Market Manager
- Brad Clark was promoted to Retail Food Service Manager

OLE MISS BOOKSTORE (B&N)

The Ole Miss Bookstore (B&N), committed to providing student and faculty insight, innovation, advanced technologies, and superior products and services, is a multilevel entity on the University campus, which provides faculty, staff, students, alumni, and future prospects with textbooks and school spirit apparel from the top brands in the industry, both online and in store. B&N has partnered with Student

Housing to offer the incoming students affordable dorm living necessities with our “Off to College Program.”

Our ecosystem of technologies drives the social and academic experience on our campus and beyond. We lead the way, continually innovating digital tools and resources to meet evolving needs with First Day Solutions, LoudCloud, FacultyEnlight, and Yuzu.

First Day Solutions is a B&N College program where the cost of materials is added to the tuition for a particular course, with 100% digital access on or before the first day of class, creating meaningful learning data.

LoudCloud is a total package for student success, building software that improves student learning by focusing on four key areas: learning analytics, competency based education, learning management, and next generation learning materials, including advanced OER courseware, serving educators and students to address the challenges of affordability and retention.

The textbook department partners with the faculty and staff through FacultyEnlight, an online resource for text adoptions, to provide students needed course materials at affordable prices through our buy or rent program (80% of titles available for rent) and Yuzu, digital book program. The rental buyout option provides the students with savings and leveraging our relationships with more than 7,000 publishers to actively engage and support to open source and digital course materials.

Course material, access, and affordability remains our highest priority. Our price matching program allows us to be students’ number one choice for

purchasing the right textbooks. Services are extended throughout the semester for book rushes, buyback events (including off-site) and graduation fair. We also service our faculty/staff and students on our regional campuses (Desoto, Tupelo, Grenada, and Boonville).

B&N hosts events throughout the year such as book signings with authors from all over the country, from local Mississippi authors to our own University of Mississippi instructors/authors, V.I.P night, and many more school pride events. Serving our Oxford community, B&N hosts children's events, and partners with various community organizations as sponsors of food drives such as Love Packs.

B&N accepts Ole Miss Express and Flex Dollars, and serves as a centralized social and academic hub for school spirit and an intellectually stimulating atmosphere. It serves faculty, staff, and students, providing many amenities, with a wide variety of snacks, grab-and-go, and healthy products in our Marketplace.

LICENSING

The University of Mississippi generated \$1,439,679.93 in royalties.

VENDING (SNACK AND BEVERAGE)

Commissions of \$42,199.44 in snack vending, and \$259,551.94 in beverage vending.

LAUNDRY

Commission income from self-service laundry machines was \$87,921.79. This was our seventh year with the Rebel Laundry Service, where students can

send their laundry and dry cleaning out from their residence halls. The commission from this contract was \$17,191.91 for this year.

NOTEWORTHY ACCOMPLISHMENTS OF UNIT AND/OR STAFF:

ID CENTER

Kathy Tidwell, Haden Gragson, and Joseph Misita attended the Annual CBORD Users Conference, in October 2017, in Phoenix, AZ. Kevin Shankle attended CBORD hardware installation class in January 2018, in Duluth, GA. Haden and Kevin attended the Texas Annual CBORD Users Conference, in March 2018, in Stephenville, TX.

PERSONNEL CHANGES

Monika Rudd replaced Latriece Benson as Accounting Clerk.

LICENSING

Haden Gragson attended the Licensing CLC Annual Conference in Los Angeles, CA, in May 2018.

FUTURE NEEDS, GOALS, AND PROSPECTS:

ID CENTER

1. Increase the number of ID cards made in advance of students' arrival on campus, which reduces lines at busy times and allows students to complete registration without coming to campus.
2. Expand the off-campus merchant program to better serve students.
3. Continue to increase number of card readers and cameras to provided added campus security.

OLE MISS DINING

1. Deliver experiences that enrich and nourish lives.
2. Focus on growth for our consumers and clients with a combination of innovation, through new technology, and service to accelerate growth.
3. Increase the number of student, faculty and staff with meal plans.
4. Continue to improve services at all food service locations.
5. Increase commitment of sustainability and nutritional focus of health.
6. Improve and expand catering and Ole Miss Tailgating brand.

BARNES & NOBLE BOOKSTORE

1. Continue to drive textbook adoptions with faculty/staff to provide students with the required course materials at an affordable rate through our rental program (affordable rates, not stuck with unusable course materials).
2. Optimize opportunities in general merchandise by providing the ideal products, online services, and more visibility during athletic events.
3. Partner with campus communities to provide superior experience to our faculty/staff and students.
4. Building and developing talent to grow our business.

VENDING

1. Have well maintained equipment that is serviced in a timely manner.
2. Realize and meet the ever-changing vending needs of students, faculty, and staff by providing healthy product choices.

LAUNDRY

1. Work with Student Housing in order to accommodate changing residence hall laundries as renovations and updates to buildings continue.
2. Maintain equipment and make necessary updates to the décor of laundry rooms so that students will feel comfortable using laundry equipment.
3. Continue to expand and improve offerings to students as their needs change.

FACILITIES MANAGEMENT DEPARTMENT
Ashton C. Pearson, Director
2017-2018

MISSION STATEMENT

The mission of the Facilities Management Department is to develop, manage, maintain, repair and remodel the infrastructure, facilities and environment; to manage, monitor and plan energy usage on campus; and to provide whatever assistance the University needs to complete its mission.

EXECUTIVE SUMMARY – ADMINISTRATION

The Facilities Management Department consists of three divisions: Facilities Operations, Facilities Services, and Laboratory Services. Facilities Operations includes maintenance services, electrical services, construction and renovation, engineering services, mechanical services, and systems technologies. Facilities Services includes building services, service station, central storeroom, production control, safety and training, and special services. Laboratory Services provides safety information, training materials, spill response, environmental issues and hazardous-materials disposal to the campus community. Facilities Management strives to meet customer expectations, to keep the lines of communication with the campus community flowing, and to deliver the highest possible quality service.

Numerous Facilities Management employees are currently serving the University in various capacities such as membership on standing committees and search committees.

Planning and development of the campus infrastructure and services for new facilities has been a focus for Facilities Management as campus growth has continued to require an expansion of the utility infrastructure. Facilities Management has met the challenges presented by continued campus construction projects and expects to meet these challenges during FY19 and beyond.

In March 2018, Facilities Management took over major building systems, infrastructure, and maintenance operations for the recently acquired South Oxford Center and started minor renovation projects within the facility for occupancy to begin in FY19. The Facilities Management Department will continue to support the overall needs of the University as well as initiatives from the Institutions of Higher Learning including energy efficiency, fire protection, and space utilization.

Energy management continued to be a main focus of Facilities Management. Improvements were made to several heating and cooling systems to provide maximum heating and cooling to buildings while conserving energy. Throughout the year, numerous infrastructure and maintenance projects were undertaken and completed, while at the same time the department addressed the day-to-day activities for the University to carry out its mission of teaching. This report provides a summary of the types, as well as magnitude, of the projects and activities performed by the staff of the Facilities Management Department.

FACILITIES MANAGEMENT – PERSONNEL STATISTICS

The Facilities Management Department is committed to diversity and continues to seek well-qualified minorities in all areas through increased recruitment efforts. However, there continues to be a lack of women and minorities to apply for skilled craft positions. Facilities Management began FY18 with 274 employees and ended with 256 employees.

Recruitment, Promotions, and Demotions – Many support staff (38) were recruited throughout the year. Two male, Caucasians, three male, African Americans and one female, Caucasian received promotions within their EEO category. One male, Caucasian, received a promotion from EEO6 to EEO3.

Retirements – The Facilities Management Department had seventeen personnel retire during the fiscal year.

Terminations – For FY18, Facilities Management had two terminations. This number was down one from FY17.

FACILITIES MANAGEMENT – OPERATIONS

The project focus for FY18 was on infrastructure and energy upgrades as well as continued repair and maintenance operations. The Waste Water Treatment Plant upgrades and expansion project was completed and is in full operation. The old Northwest Water Treatment Plant has been removed and a new potable water treatment facility is under construction. This new site will be more operator friendly with upgraded controls and be more in line with modern campus surroundings.

Minor renovation projects were completed in the Anderson Hall auditorium, Paris Yates Chapel, and the Chancellor's Guest House. A flooring replacement and interior painting project was completed on the lower level of the J.D. Williams Library. New sidewalks were installed across the Grove from Coulter Hall to Alumni Drive, at Barnard Observatory, along All American Drive, and from Gertrude Ford Boulevard to the Library Annex parking lot. Drainage improvements were made at Hill Drive and Chucky Mullins Drive with new curbing installed. The Band Hall parking lot was paved and new curbing was added. A project to repair the exterior stairway at Barnard Hall is underway to replace stair treads and landings.

Several campus lighting projects were completed to upgrade to LED technology including replacing high pressure sodium lighting in the Turner Center gym with LED. Parking lot lighting was replaced at Crosby Hall and the Gertrude Ford Center with new LED fixtures that include a dimmable feature. Lighting control systems were installed in Lamar and Conner Halls to turn off lights when the rooms are not in use and also allows faculty to dim lighting when necessary.

Mechanical upgrades and replacements completed during FY18 include replacing an obsolete non-condensing boiler at Music Hall with a new condensing type high efficiency boiler. A new air handler was installed in Peabody Hall to replace an obsolete unit and the 12.5 ton rooftop heat pump at the Library Annex was replaced. A project was completed at the National Center for Physical Acoustics that completely replaced all obsolete pneumatic control systems with a new DDC control arrangement.

The Institute of Child Nutrition was added to the Chilled Water Loop connected to the Southwest Mechanical Plant. New chilled water lines and natural gas lines were installed at Hume Hall, Shoemaker Hall, and Faser Hall in preparation for the STEM facility construction. New 8-inch domestic water mains were installed from the Grove to All American Drive and from Fraternity Row to Magnolia Lane. A new impressed current rectifier was installed for the campus natural gas system. New 6, 8, 10, and 12 inch insertion valves were installed in critical locations to allow better sectionalizing of the water system.

To briefly summarize the project work for FY18, there were projects focused on energy reduction, major mechanical system improvements, deferred maintenance equipment replacements, and repairs to rain drainage systems, sidewalks, and streets.

FACILITIES MANAGEMENT – SERVICES

The primary objectives of the Building Services team are to provide cleanliness for health and safety to ensure a positive learning and work environment for students, faculty and staff, and the support of campus departmental moves and events. In addition to providing custodial, moving and set-up services in academic buildings during the University's normal business day, Building Services provides these services at athletic events, Ford Center performances, and other special events including Spring Commencement and smaller events held across campus.

Building Services collected approximately 275,120 pounds of recyclable material consisting of mixed paper, cardboard, aluminum, and plastic which was transferred to the Oxford/Lafayette Recycling Center.

With an average on-hand inventory of \$620,000, the Central Storeroom provides materials in a timely and cost effective manner to both the Facilities Management shops and other University departments. The storeroom sources materials from state contract vendors and others to ensure best available pricing, resulting in a significant cost savings in materials utilized for the maintenance and operation projects of Facilities Management.

The University Service Station provides fuel and maintenance for roughly 300 university vehicles, along with utility carts and specialty vehicles. In the past year, 89,680 gallons of gasoline were consumed from the service station. The service station is also responsible for making fuel available to campus auxiliary power generators and for ensuring the underground storage tanks are operational and compliant with environmental quality standard.

The Production Control office creates and routes all work order requests for Facilities Management. In FY18, Production Control processed 15,808 work orders for maintenance, repairs, and construction projects. Production Control also works closely with Admissions and the Office of University and Public Events to coordinate major events including orientation sessions, Freshman Convocation, and Spring Commencement.

Safety meetings were held monthly with individual shops and were mandatory for all employees. These meetings covered a variety of safety concerns

such as proper lifting, personal protection equipment, and slips/falls in an effort to decrease the number of Worker's Compensation claims within Facilities Management. Respirator fit protection was offered on an as-needed basis. In addition, the following training sessions were conducted on a rotating basis across all the shops: Title IX compliance, fleet policy, bucket truck safety, and utility cart safety.

The primary role of Facilities Management accounting is to provide a high level of fiduciary and fiscal responsibility in order to best utilize the budget and achieve the maintenance and operations mission of Facilities Management. Services include budget accountability and reporting, tax reporting, procurement, accounts payable, accounts receivable, and billing. Property control audit results continue to achieve near perfect results. The coordination of the Campus Building Mayors' program and its two meetings each year are the responsibility of accounting services, as well as the collection of customer service survey information to monitor satisfaction level of Facilities Management customers.

FACILITIES MANAGEMENT – LABORATORY SERVICES

Laboratory Services oversees the use, storage, and disposal of hazardous materials on the campus. The support services that are provided include personnel training, the development and distribution of safety publications, reviews of procedures, program and protocols, and emergency spill response operations.

Laboratory services works in conjunction with Facilities Management to provide and to maintain our buildings and laboratories as clean and healthful places of employment that operate in compliance with safety regulations and laws.

Laboratory Services trained, tested, and certified the following number of personnel in the areas indicated:

- Chemical Safety – 309
- Biosafety & Pathogen Safety – 215
- Radiation Safety for Generating Devices – 22
- Radiation Safety for Radioactive Materials – 9
- Radiation Safety Refresher Courses – 152

Laboratory Services personnel:

- Inspected and certified 17 Autoclaves,
- Inspected 396 Chemical Fume Hoods (main campus & the field station),
- Analyzed 1,150 samples for radioactivity (including individual bioassays, surveys and declassification samples),
- Monitored the daily Radiation exposure of 119 Faculty, Staff, and Students,
- Responded to 9 chemical spills and odor complaints.

Laboratory Services shipped:

- 1,061 drums of hazardous wastes for disposal, including:
 - 273 lbs. of Mixed Radioactive Waste,
 - 12,623 lbs. of Medical or Biologically Hazardous Waste, and,
 - 44,786 lbs. of Hazardous & Chemical Waste, and,
- 1,184 pounds of Batteries (Lead Acid, Lithium, Cadmium, Ni-MH) for recycling.

THE DEPARTMENT OF FACILITIES PLANNING
Ian Banner, AIA; Director
2017-2018

DEPARTMENT MISSION

The Department of Facilities Planning was established in FY2001. Its mission is to provide professional leadership in coordinating planning, design and construction of University facilities that reinforce, celebrate and strengthen the goals of the University in the areas of teaching, research, and service.

DEPARTMENT GOALS

The goals of “the department” are to provide planning and resources to those involved in the *growth* and care of the campus and its built environment in order to support and enhance the delivery of the educational process. We work with architects and designers to ensure that each project exceeds the needs of the users and we oversee the construction process so that designs realize their full potential as they are translated into reality. The well-being and stewardship of the campus is at the forefront of each project undertaken through the department. These goals still underpin what we do.

However, the significance of the word *growth* cannot be understated and, perhaps, *planned growth* would be more accurate. Because of the intensity of construction during the last few years, we have become accustomed to our day-to-day activities on campus involving building designs, estimates, bids, traffic diversions, maneuvering large cranes, fences, drilling, dust, and digging. Yet, in and amongst all of this activity and tightly focused attention to detail we have to be

able to periodically withdraw and view the campus from the height of the planner, considering the broader picture of how the campus got here, how it looks and breathes today, and where it is going. This department remains central in planning the campus in a way that protects the experience that *is* the University of Mississippi. By understanding the spirit of this place, we direct and plan growth with sensitivity so that the experience of *the place* is not compromised.

NOTEWORTHY ACCOMPLISHMENTS

Several large new buildings or significant renovations were completed between July 1, 2017, and June 30, 2018. The 1,400 space North Parking Structure was finished in August 2017 and was opened in time for the fall semester. It is located on the north side of the residential district and is convenient for seven residential buildings as well as the sororities located on Rebel Drive.

The north addition to the Student Union also opened in August providing new dining space and food options. The renovated Gillom Center was completed in time for fall athletics programs. It serves women's volleyball, soccer, and rifle. The Jackson Avenue Center Phases II & III were both completed this year. Phase II is the new home for the Office of Outreach and Sponsored Programs and Phase III will be used as much needed swing space. Chucky Mullins Roundabout was completed in September, as were significant improvements and renovations to the Wastewater Treatment Facility. The six court indoor tennis facility opened for play in January 2018. Twelve other projects reached completion within the 12 months from July 1, 2017, to June 30, 2018. Some of the more visible ones were: improvements to the Campus Walk Apartments; Crosby Hall Boiler Replacement;

a west wing addition to the John White Facilities Management Building; a five-year edition of the UM Master Plan; Phase II work on the Swayze Field Baseball Stadium; Turner Center tennis court lighting and natatorium HVAC upgrades.

In June 2017 the University purchased the Baptist Memorial Hospital on South Lamar Street, approximately half a mile south of Highway 6 and only 1½ miles from campus. UM gains a complex of approximately 425,000 gross square feet on a 15-acre site with 1,035 parking spaces. Facilities Planning took the lead in producing accurate as-built drawings of the facility and beginning the design and renovations of a significant portion of the lower floors. In order to minimize the amount of reconstruction, university units moving to the facility are those whose needs match closely with the types of spaces currently found in the former hospital building. Even so, there has been a significant amount of work and Facilities Planning has been responsible for \$1.0M of relocation design and construction since the spring of 2018. The building received a new name and when approved by all authorities it will be known as the South Oxford Center.

This year has seen a great deal of time and effort devoted to the detailed design documents for the new science building. The building promises to be a significant addition to campus. It is a complex functional response to the faculty's academic needs with dramatic, collaborative interior spaces, an environmentally aware envelope, and highly efficient mechanical systems. Construction was intended to begin in 2017. However, gaining approval to proceed has been a long process. At the time of writing, UM has still not been fully approved to begin work on the building using the Construction Manager at Risk method of procurement.

We are still hopeful we will be released to select a construction manager in the summer of 2018. The construction documents for the new building have been finished for several months and the utilities relocation project is now complete.

The last part of this project added a temporary asphalt path connecting The Grove and All American Way so that football fans will have a direct connection to the stadium on game days. During the rest of the working week, the site will be used by the contractors working on the new science building. Once we hire a CM, get bid packages advertised and received, we have a 24-month construction period ahead of us. At this time, it does not appear that the building can be completed before the summer of 2021.

Three other construction projects have been underway close to the science building site. During the last 12 months, the spine of the extended Walk-of-Champions has been under construction, culminating in the Letterman's Walk and plaza which forms the entrance to the north end zone stand of the Vaught-Hemingway stadium. This work is now complete. The new bell tower sits on axis with both of these projects forming the north side of the plaza. These three projects along with changes to the west side of the Natural Products building, the Faulkner Commemorative Garden, and the science building itself demonstrate vision in finding ways for architectural resolutions to bring seemingly unrelated aspects of university life together in a major public space honoring the past while designing for the future.

In addition to construction, members of the department have been coordinating important design work including major projects for Business and Accountancy; Journalism; The Triplett Alumni Center; Athletics; and Campus-wide Utilities. Our collective projects are as follows:

**FACILITIES PLANNING 2017 – 2018
DESIGN AND CONSTRUCTION PROJECTS:**

**Capital Projects
In Planning**

| | | |
|---|---|----------------------|
| 1 | Athletics Administration Building Additions & Renovations | \$ 12,000,000 |
| 2 | Bridge Over Highway 6 | \$ 6,000,000 |
| 3 | Fed Ex Starnes Renovation | <u>\$ 12,000,000</u> |
| | 2017-2018 Total | <u>\$ 30,000,000</u> |
| | 2016-2017 number for comparison | \$ 155,350,000 |

In Design

| | | |
|----|--|-----------------------|
| 1 | Gertrude Ford Retaining Wall - North of University | \$ 650,000 |
| 2 | Lyceum Exterior Restoration | \$ 780,000 |
| 3 | Manning Center: Training / Hydrotherapy Room Modifications | \$ 1,300,000 |
| 4 | New Band Practice Field | \$ 2,300,000 |
| 5 | New Science Building (STEM) | \$ 158,000,000 |
| 6 | North Lane - Parking/Drive Modifications | \$ 1,800,000 |
| 7 | Pavilion Intersection Improvements | \$ 20,000 |
| 8 | Peabody Hall ADA Access | \$ 50,000 |
| 9 | School of Accountancy - Expansion | \$ 45,000,000 |
| 10 | School of Journalism - Expansion | \$ 45,000,000 |
| 11 | Triplett Alumni Center Addition | <u>\$ 9,500,000</u> |
| | 2017-2018 Total | <u>\$ 264,400,000</u> |
| | 2016-2017 number for comparison | \$ 167,600,000 |

Under Construction

| | | |
|---------------------------------|--|-----------------------|
| 1 | Campus Walk Apartments Buildings E, F & G Renovations | \$ 450,000 |
| 2 | Coulter Hall Elevator Refurbishment | \$ 500,000 |
| 3 | Crosby Hall HVAC Upgrades | \$ 2,800,000 |
| 4 | Deaton & Hefley Hall Elevator Refurbishments | \$ 1,150,000 |
| 5 | East Campus Electrical Modifications | \$ 1,900,000 |
| 6 | Faser Hall - 1st Floor Modification | \$ 790,000 |
| 7 | Garland Hedleston Mays Renovation ** | \$ 23,500,000 |
| 8 | Golf Practice Facility | \$ 3,198,000 |
| 9 | Guyton Drive Modification | \$ 1,300,000 |
| 10 | Jackson Avenue Center - Parking Lot Paving | \$ 952,000 |
| 11 | Jackson Avenue Center - Safe Room | \$ 1,200,000 |
| 12 | Johnson Commons East – 1 st Floor Renovation ** | \$ 8,300,000 |
| 13 | Kinard Water Treatment Plant | \$ 1,600,000 |
| 14 | Natural Products Phase III | \$ 1,600,000 |
| 15 | O-U Stadium (Swayze Field) - Phase II | \$ 13,186,858 |
| 16 | Rebel Drive Cell Tower | \$ 400,000 |
| 17 | Shoemaker Hall Labs 209B&D Dr. Bloomekatz / Labs 324 326 328 Dr. Zee | \$ 600,000 |
| 18 | South Campus Recreation Facility & Transportation | \$ 32,000,000 |
| 19 | STEM Building - Site Utilities Relocation | \$ 6,689,260 |
| 20 | Student Union Addition/Renovation ** | \$ 60,900,000 |
| 2017-2018 Total | | <u>\$ 163,016,118</u> |
| 2016-2017 number for comparison | | \$ 207,733,705 |

**Partially funded by the State and administered by the Bureau of Buildings, Grounds, & Real Property Management

Completed Capital Projects

| | | |
|---|--|--------------|
| 1 | Campus Walk Apartments - Additional Security Cameras | \$ 850,000 |
| 2 | Campus Walk Apartments - Bedroom Door Upgrades | \$ 975,000 |
| 3 | Campus Walk Apartments - Building H & J ADA Bathroom Modifications | \$ 300,000 |
| 4 | Campus Walk Apartments - Entrance Improvements | \$ 425,000 |
| 5 | Chucky Mullins Drive Roundabout | \$ 2,500,000 |
| 6 | Crosby Hall Boiler Replacement | \$ 1,100,000 |
| 7 | Jackson Avenue Center – Phase II Renovation | \$ 8,835,000 |
| 8 | Jackson Avenue Center – Phase III Swing Space | \$ 3,800,000 |
| 9 | John W. White Facilities Management Building West Wing Addition | \$ 1,680,000 |

| | | |
|----|---|----------------------|
| 10 | Master Plan Update 2015 | \$ 250,000 |
| 11 | North Parking Structure | \$ 33,750,000 |
| 12 | Shoemaker Hall New Generator | \$ 585,000 |
| 13 | South Central District Indoor Tennis Facility | \$ 11,000,000 |
| 14 | Turner Center - Tennis Court Lighting | \$ 180,000 |
| 15 | Turner Center Natatorium HVAC Upgrades | \$ 995,000 |
| 16 | Vaught-Hemingway Stadium – Bell tower & Plaza | \$ 2,800,000 |
| 17 | Wastewater Treatment Facility Expansion | \$ 9,900,000 |
| | 2017-2018 Total | <u>\$ 79,925,000</u> |
| | 2016-2017 number for comparison | \$ 110,506,009 |

Facilities Planning: *Internal Projects* (in addition to those noted above)

118 Total Requested Internal Projects for fiscal year 2018
67 Total Completed Internal Projects for fiscal year 2018
94 Work Orders

TRAINING AND DEVELOPMENT

Ian Banner, Chad Hunter, and Virginia Pence all completed their annual continuing education requirements to remain current as architects registered in the State of Mississippi and members of the American Institute of Architects. Chad and Virginia attended seminars on life-safety, materials, fire codes, and the ADA. Ian spent another year on the national Sustainability Committee and the Case Study Review Committee for the Association of University Architects (AUA) and attended this year's AUA conference co-hosted by the University of Pennsylvania, Drexel University, and Bryn Mawr College in Philadelphia. Ian is the conference chair for the 2019 conference at Washington University in St. Louis.

PERSONNEL

Jonathan Hobson joined the department in March as a new Project Coordinator. Jon joined us after working for MDOT. He is a civil engineer and

also a native Mississippian. We welcome him to the office and hope he has a happy, productive and long stay with Facilities Planning. Both Chad and Lorre are happy to have recent high school graduates in their respective families

OFFICE OF SUSTAINABILITY

Lindsey Abernathy completed her first year as Associate Director of the Office of Sustainability. The department continues its strong direction. Lindsey will write the Annual Report for the OOS.

PERFORMANCE MEASURES

There is currently approximately \$608M worth of design and construction being run through the department. This work is being coordinated by seven project coordinators and does not take into account long-range planning projects such as the UM Master Plan or the 100+ smaller internal projects that do not involve design professionals. Our measure for successful performance includes a balance of the following: scope and budget control, schedule prediction and management, regional and university-wide communication, appropriateness for function based on pre and post-occupancy evaluation.

FUTURE NEEDS, GOALS, AND PROSPECTS

Much time and attention has been devoted to the Architectural Master Plan over the last two years or so. However, to plan effectively we must understand future needs of campus utilities. How do we stay efficient with energy and resources use, serve new buildings, maintain what we have, prevent systems failures, and plan where we put things in the ground? We are working with Burns

and McDonnell (planning engineers) to produce a Utilities Master Plan in order to answer these questions. The plan will complement the UM Architectural Master Plan and the two will inform each other eventually blending into one document. The Utilities Master Plan has been underway for approximately five months and we anticipate completion in the spring of 2019.

The Department of Facilities Planning

The last 12 months have been demanding, yet fun. Morale is good, but mainly because of the attitude of the team members and culture of the department. In last year's report, I decided to leave the sentiments of the prior year because I felt the words were still relevant. Not much has changed. This department remains *under tremendous pressure coupled with unrealistic priorities and expectations*. Remarkably, morale has improved over the last year. Children of all ages visit their parents, 'the office' went bowling at Christmas, and people are still here after hours and on weekends. But, as I have said before, while the work is getting done I still worry about holding the team together.

In closing, thanks again to every member of the Department of Facilities Planning and the Office of Sustainability for their dedication and commitment. You make an enormous contribution to the success of The University of Mississippi.

Department of Facilities Planning:

| | |
|----------------------|--|
| Ian Banner, AIA | Director and University Architect |
| Chad Hunter, AIA | Associate University Architect |
| Virginia Pence, AIA | Assistant University Architect |
| Lorre Barrett, NCIDQ | Interior Designer |
| Dave LaBanc | Architectural Project Coordinator/Space Management |
| Jonathan Hobson | Architectural Project Coordinator |

| | |
|-------------------|-----------------------------------|
| Kelly Roeder, AIA | Architectural Project Coordinator |
| Harry Meyer | Architectural Project Coordinator |
| Ashley Olson | Operations Manager |
| Stacy Haynes | Departmental Receptionist |
| Bradley Potts | Architectural Draftsman |
| Justin Crane | Architectural Draftsman |
| Rita Hawley | File Clerk |

The Office of Sustainability:

| | |
|-------------------|---------------------|
| Lindsey Abernathy | Associate Director |
| Kendal McDonald | Project Coordinator |

DEPARTMENT OF HUMAN RESOURCES
Clayton H. Jones, Assistant Vice Chancellor of
Administration and Human Resources
2017-2018

FUNCTIONS AND MISSION

Members of the Department of Human Resources positively contribute to the well-being and success of others. We maintain the highest level of confidentiality while processing and distributing information in a timely and accurate manner. We continue to strive for the highest level of customer service, with a spirit of empathy and respect.

GOALS ACHIEVEMENT

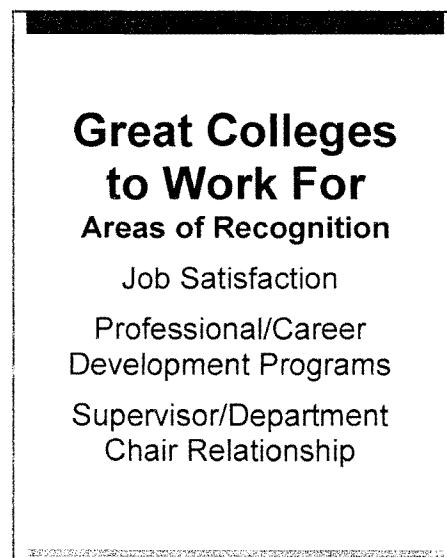
Each year, Human Resources implements changes to enhance our department's ability to provide quality customer service, work more efficiently and effectively, as well as to remain compliant with state and federal regulations.

- A cloud-based HCM software technology product, SAP SuccessFactors, that will address many process inefficiencies in the areas of recruitment and onboarding, including background checks and orientation materials, was selected. Team members invested many hours scoping the needs, identifying solutions, and testing functionality of the new integrated processes. The portal, ConnectU, will launch in early July 2018.
- As part of the University's Enterprise Risk Management Hearing process, members researched and responded to the potential risk of inability to recruit and retain outstanding faculty, staff, and administrators. The report included salary rate comparisons, recruitment data as it relates to declined

interviews/job offers, and the number of employment opportunities on campus and in the Oxford/Lafayette community as it compares to competing universities/communities.

- The Department of Human Resources continues to take the lead role in submitting and administering the Universities and Colleges Wellness Model grant offered by Blue Cross/Blue Shield of Mississippi Foundation. Period 4 (fourth submission in five years) was awarded \$403,000 for an accumulative total of over 1.5 million dollars. With guidance from Dr. Donna West Strum, RebelWell is a collaborative partnership of campus resources with the goal of helping our community along the path to a vibrant, healthy, and balanced lifestyle.

- For the tenth consecutive year, the Department of Human Resources successfully led the application process for participation in The Chronicle of Higher Education's "Great Colleges to Work For" work-place recognition competition, the second largest competition of its kind next to Fortune magazine's "100 Best Companies to Work For."



- Pam Johnson, Assistant Director of Benefits, continues to represent the department while leading and working in conjunction with members from offices of General Counsel, Information Technology, Internal Audit, HIPAA entity departments, UMMC HIPAA

Compliance Department, and Meditology, the contracted agency.

- After the launch in late spring 2017, use of the electronic Job Analysis Questionnaire process, accessed through MyOleMiss, has streamlined the job analysis process by quickening the delivery of requests to Human Resources, with the average delivery time from department to Human Resources being only one day. Departmentally, use of this electronic record has provided a more efficient storage method that is environmentally and space friendly.
- Position titles that include “senior” were converted to a more progressive designation with levels such as “I, II, III.” This approach encourages identification of advancement opportunities. The conversion within SAP was streamlined and facilitated by working in collaboration with the Budget Office as part of the annual budget upload.
- The department continuously improves communication efforts in order to provide easy access to information for our constituents. In order to keep the department website updated and relevant, more members in HR have been trained and have access to update the site. At the suggestion of Faculty Senate, additional webpages were created to promote leave programs. An additional site, RebelWell at Work, is under development and will include issues specific to employees’ overall wellbeing; break time policy, flextime policy, participation in wellness policy, nursing mother policy, leave programs, wellness programs, and the career-life connector initiative.

- Other figures of interest for the year include the following statistics:
 - 25,948 E-forms processed during fiscal year 2018 (-4.13%)
 - 8,495 W-2s issued for CY2017 (no significant change)
 - 3,152 W-2s issued electronically for CY2017 (+35.45%)
 - 140,176 payroll direct deposits for FY2018 (no significant change)
 - 3,152 payroll checks printed for FY2018 (-7.10%)
 - \$232,690,522 total gross payroll for FY2018 (+4.84%)
 - 5,290 average number of people paid during FY2018 (no significant change)
 - Personnel Requisitions and Applications for FY2018
 - 535 staff personnel requisitions (+6.7%)
 - 121 faculty personnel requisitions (+8%)
 - 34 student personnel requisitions (+35%)
 - 24,408 faculty and staff employment applications (-10.1%)
 - 2,223 new student employees for FY2017 (+4.71%)
 - 632 hires made, including temporary appointments (-4.53%)
 - 118 new external employee hires (-14.49%)
 - 1,249 background checks conducted (+25.65%)
 - 242 JAQs processed for FY2018 (+11%)
 - 139 positions reclassified
 - 92 newly established
 - 11 processed and remained the same
 - 97 newly written job descriptions (new to the VCP)

PERSONNEL CHANGES

After 34 years of service, Vicky Johnson, Senior Human Resources Assistant, retired from the University. Kim Thompson was promoted to the position of Senior Human Resources Assistant and Joshua Rushing served briefly in the role Human Resources Assistant. Both Eugenia “Genie” Henson, Human Resources Assistant, and Donna Carson, HR Clerk, reduced their hours to part-time, and both share the Front Desk Receptionist duties. Latoya Tillman transferred from the Registrar’s office and Christina “Christy” Galloway joined the Onboarding Team. Both serve as Human Resources Assistants. Shelly Stoddard was promoted to the position of Human Resources Supervisor – Onboarding.

LaShunda Simmons resigned from the position of Senior Human Resources Assistant and relocated to Jackson, Mississippi. Tiffany Lawrence, serving as the Human Resources Associate, resigned to pursue a career in fashion retail. The Benefits and Compensation group experienced a reorganization with the two functional areas now reporting to Andrea Jekabsons, Associate Director, Human Resources.

ADDITIONAL RECOGNITION

Kathy McCluskey, Senior Human Resources Assistant, was recognized by Staff Council and received the Outstanding Service Award, EEO-4 Category.

AFFIRMATIVE ACTION

The Department of Human Resources does not discriminate against employees or applicants for employment on the basis of age, race, color, sex,

pregnancy, sexual orientation, religion or national origin, status as disabled veteran or veteran of the Vietnam era, physical or mental disabilities or genetic information in employment or conditions of employment. The department continues to make every effort to employ a diverse team of individuals, including but not limited to, strategies for expanding applicant pools and providing professional development opportunities.

At the time of this report, there are twenty-two employees, excluding the Assistant Vice Chancellor of Administration and Human Resources, in the Department of Human Resources, four of which are African American and two are Hispanic. Among the six professional employees, two are African American, one is Hispanic and all are female.

FUTURE NEEDS, GOALS, AND PROSPECTS

There continues to be a need and desire to proactively enhance our programs.

Specific goals for the forthcoming year are as follows:

1. The Enterprise Risk Management Hearing exercise revealed opportunities:
 - a. to provide education and communication about the components of total compensation (retirement match, employer match for insurance, leave accruals) each calendar year for positions with lower pay rates
 - b. to reinstate the practice of exit interviews, and
 - c. to promote alternative staffing ideas; such as recruiting for half time or three-quarter time employees, when possible, to open the pool with candidates interested in working part-time and/or job share.

2. Create a landscape for performance management including multiple opportunities to provide feedback throughout an appraisal year and the ability for an employee to provide feedback on his/her manager, co-workers, and campus partners. Develop a comprehensive electronic solution for the remaining performance tools; probationary appraisal form, progressive discipline notices, and exit interviews.
3. Conduct a 3-year trend audit of workers' compensation claims and provide a summary to departments that have a large number of incidents or claims of significant expense.
4. An effort to improve the functionality, appearance and usefulness of the department website is an on-going project. Additional webpages will be developed to improve communication and understanding of Compensation/Classification issues such as interpretation and compliance with FLSA, Pay Rate Range processes, and e-forms processing.

DEPARTMENT OF LANDSCAPE SERVICES
Jeffery T. McManus, Director
2017-2018

PRIMARY FUNCTION AND MISSION

The function of Landscape Services is to provide excellence in environmental care while enhancing the exterior academic atmosphere. The University has many historically important buildings and the approach to landscaping these areas has to be undertaken with great care and attention to detail.

Our Mission is to provide professional services to the University that ensure its natural splendor is well maintained, environmentally sensitive, and aesthetically pleasing to our customers. Our objective is to expand the beauty of the campus in order to attract, support, and increase a healthy and safe learning background.

The Department of Landscape Services works to support the Statement of Purpose of the University and operates under the supervision of the Vice Chancellor for Administration and Finance.

SUCCESS IN ACHIEVING GOALS JULY 1, 2017 – JUNE 30, 2018

We continue working the campus beautification master plan to enhance, upgrade, and encourage a safe and aesthetically pleasing campus. There were over 492 trees and 2,799 shrubs planted this year around the campus. New plantings were added at the newly constructed bus stops at Kennon Observatory Lewis Hall; Jackson Avenue Parking Lot; Turner Center; Cemetery Parking Lot on Hill Drive; Gillom Center; CMP Building; Wastewater Treatment Plant; Gertrude

Ford/Manning Way; South side of Brevard; South and West side of CME Building; Kudzu Parking Lot; Fraternity Row parking lot at the tennis courts; and Baseball Marquee sign near mega lot on Old Taylor Road.

Landscape Services replaced 2,030 square yards of sod and a total of 26 trees. The sod and tree replacements are due to the construction of buildings, sidewalks, bus stops, inclement weather, and football game weekends.

With the acquisition of the Jackson Avenue Center, Landscape Services has maintained the additional 25,000 square feet of turf and 80,000 feet of parking lot. With new islands being developed in the JAC parking, Landscape Services has planted 514 shrubs and the Central Command Toro Sentinel Control Irrigation System has been installed. Upon completion more shrubs and trees will be planted to enhance the beauty of the location.

Landscape Services maintains the 300 acres at the University-Oxford Airport. In addition to maintaining the exterior of the airport, Landscape Services has been charged to run the airport's fixed base operations. This involves keeping track of fuel inventory, providing fuel to customers, meeting federal guidelines, and providing excellent customer service.

Landscape Services oversees Creekmore Landscape, LTD, in maintaining the John Grisham property to the standards of the Landscape Services Department and the University of Mississippi.

Waste removal staff removed over 2,440.35 tons of waste from campus this year. The total tonnage cost was \$80,348.46. The campus dumpsters were

emptied 16,391 times, 48% were academic buildings, 22% were housing, 21% were fraternities and sororities, and 8% were athletic facilities.

Landscape Services continued the full-time maintenance of bollards and chains on campus and is in the process of installing a more efficient lid and locking system for the bollards. The University currently has 811 (2" bollards); 472 (4" bollards); 176 (4" removable bollards); and 2 (6" bollards) for a total of 1,461 bollards on campus. There is approximately 5,288 linear feet or 1.00 miles of chain between the bollards. Landscape Services spent 282 man hours painting, cleaning, and maintaining bollards this past year.

Landscape Services maintains 20,000 square feet of seasonal color beds. These color beds are changed twice a year, spring and fall.

In 2016, Landscape Services was voted and awarded Most Beautiful Campus by USA Today and was honored with a celebration luncheon in May of 2018. We were honored to have Larry Sparks, Vice-Chancellor of Administration and Finance; Chancellor Jeffery S. Vitter; Ole Miss Football Coach Matt Luke and Chancellor Emeritus Robert C. Khayat. Rebecca Phillips, Director of University & Public Events, and Ashley Baker, Assistant Director of University & Public Events, were instrumental in planning this event.

The Landscape University is a series of classes instituted by Landscape Services to help employees understand their role in Ole Miss's efforts to "Cultivate Greatness" in its students, athletes, faculty, employees, and friends, by constantly maintaining a well-groomed and beautiful campus. The program curriculum covers introductory material, professional responsibility, safety training, advanced

landscaping, and people skills. The goal of the program is to develop a highly confident, motivated landscaping team that is empowered with a sense of excellence. Course materials consist of an instructor's guide, a handout or video for the participants, and a quiz for the employees that covers the material in the handout, video, or hands-on training.

In April 2018, Landscape Services held a two-day Landscape University Conference presenting our program on “How to Create Your Own Landscape University”. The conference was held at the Depot. Attendees included staff from Duke University; Longwood University; LSU; University of the South, and Myatt Landscape Company. Guest speakers included Larry Sparks, Vice Chancellor Administration and Finance.

Jeff McManus continues to provide Landscape Services and the Ole Miss Golf Course staff with training and development through teachings of leadership from John Maxwell and other leadership experts.

Landscape Services continues to hold Monday morning staff meetings to review safety issues, plant identification, maintenance, and review/update the week's schedule. The staff also performs stretching exercises, during the meeting, in order to keep them healthy and energized. Landscape Services has developed their own Landscape Creed and repeats the creed together at each Monday morning staff meeting.

In December 2017, Dennis McIntee visited the University to present “Creating Drama Free Teams that Get Results”. The leadership seminar was

presented to key leaders of Landscape Services, the University, and businesses in the City of Oxford.

Landscape Services maintains an extensive web page of services and horticulture tips to serve the campus and Ole Miss community. It was also created to help with frequently asked questions.

Landscape Services continues to answer the many requests from students, organizations and media to do interviews, tours, and teach classes.

DEPARTMENT STRUCTURE CHANGES

Landscape Services is continuing the installation of the Central Command Toro Sentinel Control Irrigation System. This system allows irrigation on campus to be controlled at one central location. Newly installed irrigation systems are located at the gates on Rebel Drive; Lewis Hall; Kennon Observatory; Athletics Offices and Jackson Avenue Parking Lot.

Landscape Services implemented two John Deere zero-turn propane fueled mowers to our fleet. These mowers are EPA Certified and are designed to reduce carbon footprints, lower fuel system maintenance and reduce fuel costs up to 30%.

The Ole Miss Golf Course driving range available for use by the public is being renovated. The course will be re-shaped and new sod will be installed. The driving range for the Ole Miss Golf Team is also being renovated and six practice greens will be added for the team's use and practice. The construction project should be completed by mid-September 2018.

The University/Oxford Airport continues their on-line NATA (National Air Transportation Association) training for staff.

NOTEWORTHY ACCOMPLISHMENTS OF STAFF

- 8/15/17 David Jumper and staff at the Ole Miss Golf Course attended the Mississippi Turf Grass Research Field Day at MS State University.
- 8/15/17 Shea Baird attended the Mississippi Turf Grass Research Field Day in Starkville, MS.
- 10/18 - 10/21/17 Jeff McManus attended ended the PGMS School of Grounds Management & GIE Expo in Louisville, KY.
- 11/7 - 11/9/17 David Jumper and staff at the Ole Miss Golf Course attended the Deep South Turf Expo in Biloxi, MS.
- 11/7 - 11/9/17 Jerry Daniels, Shea Baird, Kevin Pannell, and Rick Hickman attended the Deep South Turf Expo in Biloxi.
- 2/12 - 2/16/18 Amanda Klenke, Claude Armstrong, Tom Dickerson, and Patrick Rutledge attended training at TYMCO in Waco, TX regarding operation and maintenance of street sweeper.
- 3/24 - 3/27/18 Jeff McManus and Nathan Lazinsky attended an ISA (International Society of Arborist) Conference in Memphis.

Jeff McManus, Director of Landscape Services, is serving as President-elect of the prestigious organization, Professional Grounds Management Society (PGMS).

PERSONNEL CHANGES

Louis Rowsey Retired as Irrigation Technician

| | |
|-----------------|--|
| Scott Willard | Resigned as Groundskeeper |
| Ted Watson | Resigned as Groundskeeper |
| Michael Whitten | Resigned as Groundskeeper |
| Corey White | Resigned as Groundskeeper |
| Julie March | Resigned as Secretary at Airport |
| James Campbell | Retired as Airport Line |
| Glenn Patton | Resigned as Groundskeeper |
| Jeremiah Grant | Resigned as Mechanic |
| Terry Daniels | Resigned as Groundskeeper |
| Daryl Petty | Resigned as Groundskeeper |
| Neal Armstrong | Resigned as Commercial Driver/Senior Groundskeeper |

The following were new hires:

| | |
|--------------------|--|
| Melissa King | Secretary at Airport |
| Brandon Banks | Commercial Driver/Senior Groundskeeper |
| Alarick Gable | Groundskeeper |
| Steve Russell | Groundskeeper |
| Brandon Beckerdite | Groundskeeper |
| Nicholas Spraggin | Groundskeeper |
| Barry Lerman | Groundskeeper |
| Joseph Veazy | Groundskeeper |
| Dustin DePriest | Mechanic |

PERFORMANCE MEASURES

We currently maintain the campus at several levels. The highest level of detail to include mowing, edging weekly, spraying for weeds, fertilization, and irrigation on campus is 5,546,282 square feet or 127.3 acres.

Shrub beds around buildings, parking lots, entrances, and other structures that we irrigate, prune, fertilize, and treat total 1,220,829 square feet or roughly 28.0 acres.

The balance of acreage on campus is in medium to low landscape level, parking lots, buildings, or wooded areas.

FUTURE NEEDS FOR NEXT YEAR

Landscape Services continues to review staffing matrix for the possibility of utilizing more contract labor to improve productivity in the field.

Landscape Services continues to review personal carriers and how to move staff around campus efficiently.

Landscape Services continues to replace and upgrade our mowers and equipment to lower maintenance cost, improve productivity in the field, and further enhance the beauty of our campus.

FUTURE GOALS FOR NEXT YEAR

- Continue working the campus beautification master plan to enhance, upgrade, and encourage a safe and aesthetically pleasing campus.
- Continue to upgrade, add to and maintain the vast campus irrigation system with upgrading to Sentinel Central Control.

- Continue a visually pleasing and efficient bollard program on campus.
- Continue to work with other departments on campus to facilitate an environmentally, aesthetically pleasing campus.
- Continue to expand and develop staff training and evaluations in safety and proper horticulture identification and practices.
- Continue to interact with other universities and key staff to share information, time-saving methods, and resources.
- Continue to grow, lead, and reach out to other universities by hosting another conference on “How to Create Your Own Landscape University” on April 3-4, 2019.

DEPARTMENT OF PARKING AND TRANSPORTATION
Mike Harris, Director of Parking and Transportation
2017-2018

FUNCTION

The function of the Department of Parking and Transportation (DPT) is the management of parking systems and facilities as well as the coordination of transportation demand around campus and the surrounding community.

MISSION & GOALS

The mission of the Department of Parking and Transportation is to provide efficient management of parking and transportation resources with a focus on customer service, financial responsibility, innovation, and sustainability. Our goal is to make parking and transportation an enjoyable experience for all our customers on campus by providing guidance and assistance to the campus community and public on all parking and transportation matters. Our vision continues to focus on the creation of the most efficient, respected, and transparent customer focused parking and transportation program for the university community.

ACCOMPLISHMENTS

This year we opened our second parking structure, the 1,532 space Residential Garage. This addition allowed the department to decommission the Silver Residential Lot, thus decreasing our contractual expenses. The Residential Garage had a utilization rate of 80%, thus allowing for future growth of residential parking in the northwest quadrant of campus.

The use guidelines for the Pavilion Garage were adapted to better accommodate the needs of our customers and make our operations more efficient. The department removed the revenue and access control system and sold reserved space permits to faculty, staff, and commuters. Occupancy was sold at 100% compared to the previous utilization rate that never exceeded 50%.

In September, DPT launched the Ole Miss Bike Share program. The department partnered with Gotcha Bikes, leasing 50 branded bikes equipped with Social Bicycles hardware for operations. DPT invested in seven hubs with 75 total racks and signage. The first year saw 1,176 users logging 4,312 trips. The 5,544.49 miles of use resulted in carbon reduction versus driving of 4,889 lbs.

Parallel parking was removed from Rebel Drive, Northgate Drive, and Sorority Row and replaced with bicycle lanes. For the first time, carpool spaces were added to our parking inventory. Nine spaces were designated in the South Turner lot for parties of two or more with valid visitor, faculty, staff, or commuter permit.

An internal bus loop was created to assist with community movement throughout campus. Four buses total, two going in each direction, with an approximate 10-minute headway. Through traffic was eliminated on All-American Drive to make the bus service more efficient and safe.

PERSONNEL

Two Parking Enforcement Officer positions were eliminated mid-year reducing our staff to a total of 28 positions. Six positions turned over and one position was added. Of those seven, one team member was promoted within our

department, one transferred to another university department, and five left the university.

The department hired three new staff members that were new to the University of Mississippi. New staff members include Drew Reynolds, Kurt Bond, and Channing Mitchell. Beth Aldridge was promoted within the department to Special Events Assistant II. Cassidy Savage was promoted to a Parking Services Assistant II. Nikki Hunt transferred to the Department of Admissions.

TRAINING AND DEVELOPMENT

- International Parking Institute – Conference & Expo/Orlando, FL/June 3-7 – Attended by Mike Harris, Hal Robinson, and Richard Bradley.
 - Hal Robinson – CAPP course – *Beyond Operations & Maintenance*
 - Richard Bradley – CAPP course – *Beyond Operations & Maintenance*
- International Parking Institute – Webinar - *Introduction to DataEx* - Attended by six staff members.
- Mid-South Transportation & Parking Association – Annual Conference & Expo/Huntsville, AL/March 5-7 – Attended by Mike Harris (board member) and Richard Bradley.
- National Parking Association – Annual Conference/Palm Springs, CA/Oct 1-5 Attended by Richard Bradley - *CPP Preparation Course*.
- National Parking Association – Webinars – *Budgeting & Planning for Effective Parking Operations(9/28)*, *Hire for Potential/Coach for Skill(3/14)*, *Keeping Cool When Customers Get Hot(4/18)*, *Lowering Cost by Improving*

Performance(6/13), Why Parking Managers Love LPR(6/27) – 20
development hours.

- Transportation Research Board –
 - *Planning & Managing Park-n-Ride(9/18) – Attended by Richard Bradley, Linda Christian, and Hal Robinson*
 - *Transportation Fringe Benefit Programs(5/1) – Attended by Richard Bradley*
- T2 – Connect Conference/Indianapolis, IN/November 14-17 – Attended by Paula Park, Lisa Park, and Richard Bradley.
- T2 – Regional ReConnect Conference/Nashville, TN/March 19-20.
Attended by Jim Lowe, Cassidy Savage, and Deshler Jones.
- T2 – Webinar series: *Benchmarking Your Business(7/28), Inside Parking @ UCLA(10/26), Certifications(12/5), Digital Iris Part 4:Collections, Maintenance, and Reports(12/7), Inside Parking @ Colorado State University(3/21), and Choosing the Right ALPR(6/26) – 13 development hours.*
- T2 – Certifications (8 hours each)
 - *Flex Front Line – Richard Bradley, Tammy Bray, Jennifer Hall, Deshler Jones, Jim Lowe, Emanuel McJunkins, Arlene O'Hara, Lisa Park, Paula Park, Cassidy Savage, and Ruth Welshans*
 - *Flex Supervisor – Richard Bradley, Tammy Bray, Deshler Jones, Jim Lowe, Arlene O'Hara, Lisa Park, Paula Park, and Cassidy Savage.*

- UM – *Lead Your Team* Attended by Paula Park, Beth Aldridge, Vic Goolsby, Emanuel McJunkins, Lisa Park, William Young, and Drew Reynolds
- UM – *Reconciliation(2/7)* – Attended by Lisa Park and Tammy Bray.
- UM – *LeaderCast(7/20)* – Attended by Paula Park and Lisa Park.
- UM – *Lead Responsibly* – Attended by Richard Bradley.
- UM – *Welcome Home* – Attended by four staff members.
- UM – *Active Shooter Training* – completed by all staff members.
- Law Enforcement – *VALOR: Safety, Wellness, and Resiliency(7/18-20)*, *Title IX/Sexual Assault/The Cleary Act(8/15)* – Attended by Neal Davis.
- Miscellaneous – *DPT Time Entry Training(4/19)*, *Facilitating Greatness with Jeff McManus(4/26)*, *Chamber Chick-fil-A CEO/LOU Leads Talk(4/27)*, *Balancing Parking Demand & Availability to Optimize Usage*.

NOTEWORTHY PROGRAMS AND PARTNERSHIPS

T2 Parking Systems

As we continue our partnership with T2 Systems, we have found great success with the operation and function of the LUKE II multi-space pay station. The addition of this platform into structure has added a low maintenance, accurate, and cost effective means of managing transient parking. Future plans to expand this pay station platform are expected in some of high desire parking spaces.

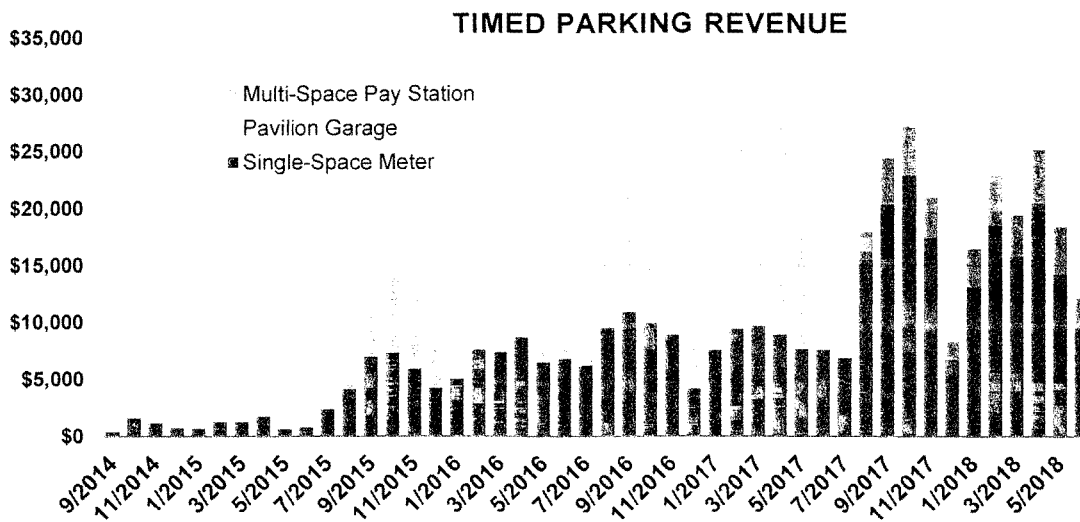
The procurement process has started for the purchase of our first mobile LPR enforcement system. This system will include a patrol vehicle equipped with

two LPR cameras, data processing equipment, and the mobile software and hardware required to enforce permits using the registered owner's license plate.

T2 continues to expand their array of products and services. A unified approach to parking management allows us to improve the parking environment on campus. A focused attention on data analytics and a streamlined dashboard has been highlights of the year.

Parking Meters

The single space meter program for hourly parking customers continued with IPS single pole meters. The department managed 139 single pole meters for FY 2018. The addition of 50 single space meters and the 21 space pay station assisted in recovering some of the lost revenue from transient parkers in the Pavilion Garage during previous years.

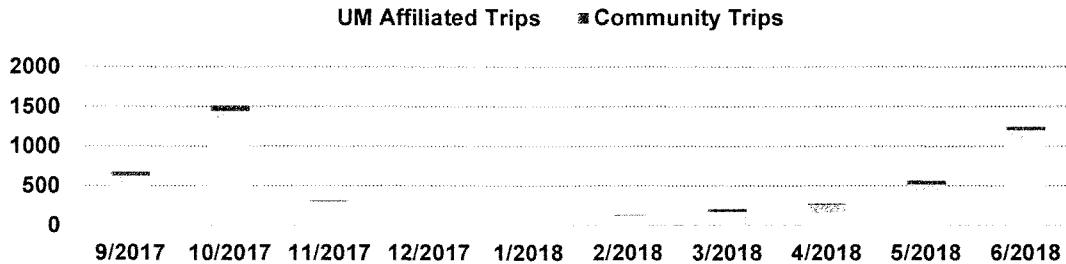


Bicycle Program

The bicycle rental program decreased from 423 to 301 semester rentals and from 53 to 9 daily rentals. The introduction of the Ole Miss Bike Share

partnership with Gotcha as a mobility service has gained some traction and will be monitored for the next two years.

OLE MISS BIKE SHARE



STATISTICS

Permits Sold by Classification

| RESIDENTIAL | | DAILY | | VISITORS | |
|-------------|-------|-----------------|-------|----------------|--------|
| West | 356 | Commuter | 8,346 | Visitor | 22,262 |
| East | 834 | Park-n-Ride | 1,574 | Visitor-Web | 1,815 |
| Central | 1,291 | Pavilion Garage | 888 | Annual Visitor | 91 |
| South | 405 | Faculty/Staff | 3,437 | Visitor PDF | 7,385 |
| RG1 | 1,638 | Reserved | 107 | Time Limited | 1,668 |
| Campus Walk | 277 | Exempt | 100 | Retiree | 185 |
| Bicycle | 128 | Desoto | 429 | Vendor | 150 |
| Motorcycle | 102 | Tupelo | 304 | | |

*includes deactivated and prorated permits

Citations & Appeals

| Violations | FY18 | % Change | FY17 | Change | FY16 |
|----------------|--------|----------|--------|--------|--------|
| Citations | 28,819 | -28% | 40,110 | -26% | 53,869 |
| Warning | 5,049 | -20% | 6,305 | -6% | 6,719 |
| Appeals | | | | | |
| Assessed | 1,571 | -6% | 1,675 | 22% | 1,377 |
| Dismissed | 255 | -13% | 292 | -57% | 681 |
| Reduced | 29 | 71% | 17 | 467% | 3 |
| Warning | 2,670 | 15% | 2,330 | 23% | 1,893 |
| Total | 4,525 | 5% | 4,314 | 9% | 3,954 |
| Voids | | | | | |
| 1st Offense | 4,201 | -34% | 6,397 | -17% | 7,709 |
| Admin Decision | 1,357 | -23% | 1,772 | -9% | 1,950 |
| Error | 574 | -21% | 723 | -33% | 1,074 |
| Total | 6,132 | -31% | 8,892 | -17% | 10,733 |

Shuttle Riders – Campus System

| ROUTE | FY18 | Change | FY17 | Change | FY16 |
|------------|---------|--------|---------|--------|---------|
| Bronze | 261,443 | -24% | 343,775 | 5% | 328,926 |
| Gold | 169,209 | -32% | 249,940 | -4% | 260,903 |
| Rebel Red | 9,653 | | | | |
| Rebel Blue | 11,810 | | | | |

*Reduction in Park-n-Ride routes is due to additional commuter space allocation and full utilization of the Pavilion Garage.

STRATEGIC VISION

The department conducted its first Parking and Transportation User Survey. The data collected in the survey, and analysis of permit sales and citation data will be the driver of strategic vision and innovation. Commuter parking continues to see maximum utilization in the highly desired commuter lots. However, we have yet to see all of our commuter and open parking spaces at full utilization. Through the reclassification of existing spaces, the ratio of commuter permits sold to commuter parking spaces will be reduced to 2.4 for FY19. Our goal is to create a reasonable expectation of parking availability throughout the day.

The next garage will be designed with commuters and visitors in mind, which will elevate some central campus congestion. Park-n-ride capacity will see a slight increase with the mid-year opening of the new South Campus Recreation Facility and Transportation Hub.

The department will take over management of the parking facility at the South Oxford Campus. Initially, parking will not be restricted or enforced and permits will not be required. An on-call van service will be available next year as the department evaluates needs and use.

Transportation Demand Management and Mobility Services continue to steer our strategy and transit, bike, and pedestrian zones are central to its focus. The internal bus loop serviced by the Rebel Red and Rebel Blue routes will continue with two buses going in each direction.

License Plate Recognition hardware and software will be introduced in FY 2019 with the arrival of our first LPR equipped patrol vehicle. This year will be a field testing and data collection year with full implementation fall 2020.

Of note in the survey results was that 48% of respondents do not think there is adequate metered or timed spaces available on campus. The success of the first year of operation of a multi-space LUKE II pay station was due to accurate accounting and reconciliation, user friendliness, and few maintenance issues. We plan to expand our timed parking spaces this year to adequately address this expressed need.

As always, our strategic vision will remain aligned with our current mission and the UM Creed.

OFFICE OF PROCUREMENT SERVICES
Rachel R. Bost, Director
2017–2018

MISSION

The Office of Procurement Services is comprised of the following areas: Purchasing, Accounts Payable, Property Control, Travel, and Central Receiving-Shipping. In addition, Procurement Services oversees the University Flight Department and Campus Mail Services and assists with the management of the University-Oxford Airport capital improvement projects. Procurement Services also coordinates and files all UM automobile accident reports and liability claim forms for the University.

It is the mission of Procurement Services to serve the needs of instruction, research, staff and students in obtaining, receiving, recording, and paying for the goods, services and travel necessary for the everyday operation of the University. Compliance with state laws, IHL policies, university regulations and ethical practices of the procurement profession must also be monitored. The goal of Procurement Services is to foster the highest standard of public relations, not only with faculty, staff and students, but also with every individual or vendor considered to be a customer, as well as the general public.

Campus Mail receives and delivers incoming and outgoing campus mail to and from the U.S. Post Office located in Oxford. Campus Mail functions as the mail service for all university departments and offices located on campus. Campus Mail employees pick up and deliver not only interdepartmental mail, but also first, second, and third class U.S. mail, packages, and business reply. All

outgoing U.S. mail is metered by Campus Mail and the postage costs are billed back to the sending departments.

The University operates a Cessna Encore small business jet, which is available for official University and/or State of Mississippi business travel. This aircraft provides administrative support for the University and the State of Mississippi and can be chartered by contacting the University Flight Department.

The University operates the University – Oxford Airport (UOX) consistent with all Federal Aviation Administration (FAA) general aviation airports. The fixed base operation (FBO) of the airport is under the direction of Landscape Services. Procurement Services works in conjunction with the FBO to oversee all airport capital improvement projects. It is our desire to operate a first class airport consistent with the public's expectations.

FUNCTIONS

Procurement Services performs or provides oversight of the following functions:

- Processing purchase requisitions and issuing requests for quotes and purchase orders
- Management of small purchase procurement card program
- Fulfilling bid requirements for expenditures according to state laws, Mississippi Department of Finance and Administration (DFA) and Office of Purchasing, Travel and Fleet Management (OPTFM) guidelines, and Mississippi Institutions of Higher Learning (IHL) policy
- Preparing requests for proposals related to service contracts

- Processing forms and insuring procedures are followed when departments lease off-campus space
- Reviewing contracts and preparing procurement-related submissions to IHL including prepayment requests and board agenda items
- Receiving, processing, and delivering shipments
- Proper establishment of inventory records for furniture, machinery and equipment; this includes placement of barcodes, creation of asset records, and recording asset locations
- Processes non-payroll disbursements including payments on purchase orders, request for payment forms, travel reimbursements, and procurement cards
- Oversight of activities associated with risk management and the processing of all insurance claims, both automobile and liability
- Oversight and audit of property inventory including the compilation and submission of state mandated reports
- Manages distribution of surplus property to other state agencies, public schools, and governing authorities
- Management of university property officially deemed as salvage
- Oversight of Campus Mail Services
- Oversight of the University Flight Department
- Shares responsibility in management of UOX Airport capital improvement projects as well as coordinates with the FAA and MDOT Department of Aeronautics

ACCOMPLISHMENTS

Procurement Services personnel were active in meetings, events, and continuing education during the year.

- Director Rachel Bost, Materials Handling Division Supervisor Patti Mooney, and Procurement Associate for Contracts Katherine Jones are active members of the Mississippi Association of Governmental Purchasing and Property Agents (MAGPPA). In October Patti, Katherine, and Rachel attended the annual MAGPPA conference held in Biloxi.
- Katherine Jones and Patti Mooney attended several quarterly MAGPPA meetings held around the state.
- Procurement personnel conducted and attended approximately fifty staff training workshops or classes. Most were SAP related.
- Senior Procurement Assistant Belinda Redmond conducted Materials Management classes monthly.
- Procurement Card Administrator/Senior Staff Assistant Shelley Morrison conducted monthly Procurement Card training sessions.
- Patti Mooney conducted SAP Asset Management training sessions monthly.
- Rachel Bost conducted SAP Purchase Order Reporting classes each month.
- Rachel Bost partnered with the Department of Human Resources to lead multiple training sessions during the year on E-Form 13s.

- Rachel Bost both attended and presented at UM Leadership Workshops during the year.
- Rachel Bost served as the Assessment Coordinator for the Administration and Finance Division.
- Katherine Jones served on the University's Assessment Committee.

OTHER ACCOMPLISHMENTS

- The University – Oxford Airport received approximately \$184,000 in grants from the FAA and M-DOT Aeronautics to seal cracks in the runway and remark it.
- The UOX Airport received a multi-modal grant from MDOT for fuel farm improvements. This \$227,500 grant allowed for the purchase and installation of a 25,000 gallon fuel tank to replace the existing 10,000 gallon.
- Work continued at the University – Oxford Airport on the near \$7 million east ramp funded in 2016.
- The University – Oxford Airport successfully passed the FAA annual inspection and is re-certified as a Full Part 139 Certificated Airport.
- Procurement Services worked with the UM Office of Information Technology to develop and implement an electronic bid submission program. The platform, which went live January 1, 2018, has proven to be very successful.

PERSONNEL CHANGES

During the 2017 – 2018 fiscal year, the department had two key personnel changes in June. Long-time Procurement Services' Senior Staff Assistant Shelley Morrison retired with 30 years of service to the University. Shelley has functioned as the University's procurement card administrator for more than half her career. Additionally, Procurement Assistant for Travel Carla Bennett retired after 25 years of service. Jane Pickett was hired as Carla's replacement.

In the Flight Department, Benjie Case left the University in July after a short stint as Senior Pilot. Nick Belvedresi was promoted from Pilot to Pilot II in September.

PERFORMANCE MEASURES

- Delivered over 18,500 units, ranging from envelope size to large crates. During peak times daily deliveries can be over 200 units a day.
- Handled approximately 500 outgoing shipments. This includes both drop-offs and packages processed through UPS, Fed Ex, and various freight companies.
- Bar codes were placed on over 3,600 items of equipment before delivery.
- The warehouse facility was utilized to store assorted pallets of maintenance materials for Facilities Management, catalogs for Admissions, large rolls of wire for Telecommunications and various pallets of material for Student Housing and Athletics. This is in addition to the regular pick-up, transportation and holding of salvaged furniture and equipment.

- Average turn-around time for deliveries (from delivery at the Procurement dock until reaching the hands of the end user) was five hours. The delivery time increases for larger deliveries, such as multiple cases of paper or large orders of equipment that require barcode tagging.
- An average of three daily delivery runs were made and coordinated with the pick-up of salvaged merchandise.
- The estimated rate of first time correct delivery was 95%.
- Over 18.5 tons of e-waste were recycled through Magnolia Data Solutions.
- Approximately 4,300 goods receipt documents were posted.
- Processed an estimated 7,400 electronic requisitions resulting in a similar number of purchase orders with a value totaling almost \$84 million.
- Posted almost 15,000 purchase order invoice documents and 19,000 non-PO invoice documents.
- A daily average of 73 checks and 99 direct deposits were processed.
- Payments to vendors for goods and services surpassed \$238 million.
- Reimbursements to employees for the year totaled almost \$9.2 million. The majority of the reimbursements were for University travel.
- Annual payments to students totaled \$3.3 million. The majority of these student payments were for housing and meal scholarships for student-athletes.
- An additional \$756,000 in refunds and other miscellaneous reimbursements were processed during the year.
- More than 480 procurement card accounts are currently active.

- UM averaged 1,037 P-card transactions per week with more than 13,600 P-card documents processed during the year.
- Monthly P-card charges averaged \$1.3 million. This represents a 2.7% increase over last year's spending level.
- On average 301 items of property were tagged each month.
- Total equipment inventory was valued at \$183,297,720.02 and consisted of 37,454 items as of June 30.
- Goals are being met for removal of salvaged items from departments. Salvage is being picked up in a timely manner.
- The Flight Department flew a total of 298 hours, transported 424 passengers, and flew a total of 104,680 miles.

FUTURE NEEDS

To be more efficient, Procurement needs to invest in scanning technology (software and hardware) in the near future. Scanning invoices, bid files, quotes, p-card documentation, etc. would benefit the department as well as Accounting, Internal Audit, and others. It would be especially beneficial during the state financial audit each year.

Most of the departmental desktop computers were purchased in fiscal year 2012 and need to be replaced. Faster desktop computers help to increase the efficiency of the operations by increasing the volume of transactions processed. Additionally, Property Control needs two new barcode printers. The current printers were purchased in 1997.

OFFICE OF SUSTAINABILITY
Ian Banner, Director
Lindsey Abernathy, Associate Director
2017-2018

OFFICE MISSION

The mission of the Office of Sustainability is to be a catalyst for environmentally positive change by educating, connecting, and empowering the members of our community for the well being of people and our ecological systems.

OFFICE GOALS

The Office of Sustainability has constructed the following goals by which to measure its programming: 1) Foster change at the institutional level; 2) Influence individual behavior and create a shared sustainability language; 3) Understand and communicate sustainability indicators; 4) Support leadership capacity and create co-curricular learning opportunities; 5) Impact direct change and innovation; 6) Diffuse sustainability into academic curriculum; 7) Expand partnerships into the community.

NOTEWORTHY ACCOMPLISHMENTS

RECORD STUDENT INVOLVEMENT

The Office of Sustainability continues to perform strongly in the areas of student engagement, education, and leadership support. It is estimated that students spent more than 1,200 hours working on sustainability related projects in 2017-18 through internships, service learning, and class projects. The office's

Green Student Intern Program received record applications during spring semester (45 applications for six positions), indicating the quality of the experience and an increase in number of students interested in gaining hands-on sustainability project management skills. The internship is competitive and draws high performing students from majors ranging from business administration and economics to psychology and communication sciences and disorders.

This year, the office's volunteer opportunities engaged more than 250 students who learned about recycling and composting on campus through participation in the Green Grove Game Day Recycling Program and UM Compost Program. Through the Compost Program, students involved in the UM Food Bank and all nutrition undergraduate students are learning firsthand how to compost and recycle.

Additional student opportunities include volunteer leadership positions with Green Grove and Eco Rep Leaders. These are students who provide peer-to-peer sustainability leadership in the residence halls. The office also supported student travel to the Planet Forward Summit on environmental storytelling and Strawberry Plains Audubon Center's Hummingbird Migration and Nature Celebration. Throughout the year, sustainability staff worked with students on class projects in the disciplines of public policy leadership, integrated marketing communications, and nutrition and hospitality management.

ACADEMIC COLLABORATION

The Office of Sustainability received an increased number of presentation requests and student project proposals as sustainability's global importance

continues to be prioritized in multiple disciplines. During the 2017-18 academic year, staff spoke on corporate social responsibility in Tobi Popoola's international business and strategic management courses; food sustainability in Dr. Laurel Lambert's food service management class; composting in Dr. Jim Taylor's quantity food production and service class and on sustainability at UM in Marco Devera's intensive English course. Office staff and interns regularly present to EDHE 105 and 305 classes and to groups such as Luckyday Scholars

This academic year, eight graduate students in the Department of Nutrition and Hospitality Management's Coordinated Program in Dietetics again rotated through the office to learn more about sustainability. These students worked closely with the UM Food Bank to create recommendations to increase healthy food offerings, as well as take steps to establish a "Grab and Go" program that offers pre-packaged meal ingredients with recipes and nutrition information for students who are not familiar with cooking. Additionally, the office worked with students on class projects including conservation, Food Day event planning, and sustainability communications.

CROSS-CAMPUS PARTNERSHIPS

The office works to identify and support campus entities with sustainability related goals and objectives and has formed multiple collaborative, mutually beneficial relationships, a few of which are highlighted here. The Office of Sustainability and the Department of Parking and Transportation continued to collaborate to offer an active transportation internship (funded by DPT and managed by the Office of Sustainability within the Green Student Intern Program),

host transportation related events, and work to support biking infrastructure. In fall 2017, the Office of Sustainability and DPT hosted the University's first transportation fair, which will become an annual event. With the introduction of the new short-term Ole Miss Bikeshare on campus, the Office of Sustainability and DPT saw the need for increased bicycle safety education. The Office of Sustainability hosted a bike basics workshop at the UM Bike Shop and has updated digital biking resources. Additionally, the office has created an inventory of all bike racks on campus to be shared with the Active Transportation Advisory Committee, Facilities Management, and Facilities Planning when complete.

The office also partners with the Associated Student Body, which continues to prioritize sustainability initiatives and has created a new Sustainability Committee for any student interested in joining. This year, the office and ASB worked on several projects including the transportation fair, development of educational recycling signage, and UM Green Fund and Active Transportation Advisory Committee agenda items.

Office staff worked closely with RebelWell and Facilities Management to assist with the installation of 23 new hydration stations on campus, all of which were requested via application and reduce the amount of single-use water bottles used on campus. Additional ongoing active campus partnerships include Facilities Planning, the Department of Nutrition, and Hospitality Management and Residential College South.

SUSTAINABLE COMMUNITIES AND ECONOMIC DEVELOPMENT

The office recognizes the interconnectedness of the Oxford, Lafayette County, and North Mississippi communities and the importance of supporting off-campus sustainability efforts. The Office of Sustainability worked with the L-O-U Chamber of Commerce and Economic Development Foundation this year to support sustainability efforts at the University, city, and county-wide levels. This year, the office collaborated with the Chamber to renew its Tennessee Valley Authority Valley Sustainable Communities designation. This designation is used to attract businesses and industries that prefer to be located in an area that values sustainability. Throughout the year, the office also worked on projects with the City of Oxford, Oxford Pathways Commission, Good Food for Oxford Schools, the Oxford Community Market, and Strawberry Plains Audubon Center.

WASTE REDUCTION – “RECYCLER OF THE YEAR” AWARD

There is significant work to be done in terms of recycling on the University of Mississippi campus. However, the University of Mississippi's waste reduction and sustainability efforts stand out among other higher education institutions in the state. In February, the Mississippi Recycling Coalition named UM its “Recycler of the Year” among all educational institutions, citing many of the Office of Sustainability's programs as noteworthy, including the Green Grove Gameday Recycling Program and the UM Compost Program. Increasing recycling awareness and working with appropriate campus partners to determine effective processes will be a focus of the office in the coming year.

The UM Compost Program had another successful year, diverting more than 13,000 pounds of food waste from landfill, for a total of 52 tons since its establishment in 2013. The Compost Program is used to educate students through volunteer opportunities, and representatives of the program are often asked to speak in K-12 settings and to do demonstrations at community events. In March, representatives from the Mississippi Department of Environmental Quality toured the UM Compost site, which is unique among colleges and universities in the state and is used as a model for higher education composting in Mississippi.

Through the Green Grove Gameday Recycling Program, more than 200 students volunteers diverted 2.78 tons of recyclables from landfill this season; however, waste generated on gameday totaled 221.86 tons, indicating a continued need for all departments involved in gameday and fans to take responsibility and participate in the recycling program. We are continuing to adjust our approach to focus on our strength—student involvement—with a goal of educating volunteers on proper recycling practices and to engage in more university community outreach prior to games. The program continues to play a valuable role in waste reduction education.

ACTIVE TRANSPORTATION ADVISORY COMMITTEE

The Active Transportation Advisory Committee exists to foster a culture of non-motorized multimodal transportation that is safe, equitable and accessible to all members of the university community through supporting improvements in the realms of infrastructure, education and outreach and policy advocacy. The committee maintains the University's Bicycle Friendly University designation and

has organized efforts around recommendations of the League of American Bicyclists, such as the expansion of the bicycle network on campus, a multimodal safety campaign including a “Bike Basics” workshop, and a completed inventory of bike parking on campus.

The committee also successfully proposed and installed a “Complete Streets” pop-up project on Gertrude Ford Boulevard, funded by the UM Green Fund. Feedback from the City of Oxford is positive and data collected during the project indicated that the project accomplished its goal of calming traffic. In April 2018, the Active Transportation Advisory Committee voted to expand its mission to include issues of access and mobility.

UM GREEN FUND

The UM Green Fund Committee completed phase two of the Green Fund’s native plants project in November with the installation of 2,200 Christmas fern and wood asters on a half-acre of campus. Additionally, following several semesters of incorporating sustainable practices into operations, Lenoir Dining purchased its membership to the Green Restaurant Association and is pursuing certification as the state’s second green certified restaurant. In April, the Active Transportation Advisory Committee successfully completed the Gertrude Ford Complete Streets Pop Up project. This year, the Green Fund also voted to earmark a portion of its funding (\$5,000 each) for use by the Active Transportation Advisory Committee and the UM Energy Committee.

UM FOOD BANK

Office of Sustainability Associate Director Lindsey Abernathy is staff adviser for the UM Food Bank, which is a registered student organization and is operated by an executive committee of dedicated students. Through the office's involvement, the Food Bank has formed a relationship with the Intensive English Program and with the UM Garden Club, UM Compost Program and Nutrition and Hospitality Management Department. Records indicate that the Food Bank served 100 students during 2017-18; however, this could be higher, as students can check out the key to the Food Bank from the University Police Department to pick up food even when the facility is not staffed by a volunteer.

OUTREACH EVENTS

Events are often the first step students, faculty or staff take when becoming more involved in sustainability. This year, the office hosted and/or sponsored the following events:

Green Week – The university and Oxford celebrated its 10th annual Green Week this year, which is organized by the Office of Sustainability. This year's events included a keynote address by award-winning poet and author Camille Dungy, best known for her work as editor of "Black Nature: Four Centuries of American Nature Poetry;" "Planning for a Pedestrian-Friendly Campus," a lunch and learn featuring Ian Banner and Mike Harris on the newly updated UM Master Plan as it relates to campus mobility; the annual Sustainability Fair; an Arbor Day Tree Planting and Celebration and several community events. Additionally, this

year's Green Week exhibit was the Gertrude Ford Complete Streets demonstration project.

Food Day – In October, the office hosted the annual Food Day Festival and Farmer's Market, which aims to bring awareness of issues of food sustainability while also presenting members of the university community with options to get involved that are fun, meaningful and delicious! Food Day events also included Mostly Meatless Monday at Rebel Market; a composting activity at Oxford Elementary; and a fall compost sifting event.

Other events this year included the transportation fair, a screening of the film "Food Chains" as part of the Environmental Film Series, a bike safety workshop, three compost sifting events and a volunteer-based native planting day organized through the Green Fund.

PERSONNEL CHANGES

In August, Lindsey Abernathy assumed the role of Associate Director. She previously held the position of Project Manager. In November, Kendall McDonald was promoted from the Sustainability Fellow position to the Project Manager position. The office is currently in the process of hiring for the Sustainability Fellow position. The fellowship has been very beneficial to young professionals thus far, with the inaugural fellow earning dual master's degrees from Georgia Tech in city and regional planning and civil engineering; and Kendall's promotion.

PROFESSIONAL DEVELOPMENT

Lindsey and Kendall attended the Association for the Advancement of Sustainability in Higher Education's (AASHE) annual conference in October. Kendall attended AASHE's Sustainability, Diversity, Equity and Inclusion workshop. Lindsey attended the Mississippi Recycling Coalition's annual meeting and joint conference with the regional Solid Waste Association of North America chapter. Lindsey is also a member of the 2018 Leadership Lafayette cohort through the Oxford-Lafayette Chamber of Commerce.

NEW GOALS & FUTURE PROSPECTS

The Office of Sustainability's new Sustainability Fellow will begin in August. Over the next academic year, priorities include resuming AASHE's Sustainability Tracking, Assessment and Rating System process to gather baseline data about the university's sustainability efforts. This data is key in developing a more strategic approach to university wide sustainability efforts in the future and to create a plan to move forward. The office will continue work in the areas of student engagement, waste reduction, active transportation, energy conservation, campus and community partnerships, outreach and education and campus and community partnerships.