

June 2026 Academic & Student Affairs Committee

Schedule

Wednesday, June 3, 2026 8:30 AM — 9:15 AM CDT


Organizer


Colton Cockrum


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Presented by Jeffrey Marchetta













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1. Call to Order and Opening Remarks

Presented by Jeffrey Marchetta

2. Roll Call & Declaration of Quorum

Presented by Jeffrey Marchetta

3. Approval of Academic & Student Affairs Committee Meeting Minutes from March 4, 2026

For Approval

Presented by Jeffrey Marchetta

**University of Memphis Board of Trustees
Academic and Student Affairs Committee Meeting
March 4, 2026**

Meeting Minutes

Agenda Item 1: Call to Order and Opening Remarks

Trustee Marchetta called the meeting to order and welcomed everyone to the Academic & Student Affairs Committee meeting.

Agenda Item 2: Roll Call and Declaration of Quorum

Trustee Marchetta requested a roll call. Secretary Cockrum called the roll. Trustees Marchetta, Johnson, McKinney, Gregory, and Bailey were in attendance in-person. Several trustees who were not on the committee were also in attendance and those included Trustees Edwards, Carter, Keeney, Orgel, North, and Springfield. Secretary Cockrum declared a quorum.

Agenda Item 3: Approval of Academic & Student Affairs Committee Meeting Minutes from December 3, 2025

Trustee Marchetta called for a motion and a second to approve the meeting minutes from December 3, 2025. Trustee Johnson provided the motion and a second was provided by Trustee McKinney. There was no discussion on the meeting minutes. Secretary Cockrum called a voice vote, and the meeting minutes were approved.

Agenda Item 4: Approval of the MS in Applied Artificial Intelligence

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno and Dr. Russ Deaton, Executive Director of The Polytechnic. Dr. Russomanno reminded the Board that at the March 2025 Board of Trustees meeting, the Board had approved The Polytechnic at the University of Memphis. The purpose of The Polytechnic was to focus on alignment of the institution's applied technology portfolio with workforce needs. Dr. Russomanno stated that at the June 2025 BOT meeting, the Board had approved the first program within The Polytechnic, the Bachelor of Applied Science (BAS). The MS in Applied Artificial Intelligence is the first graduate program being proposed and facilitated by The Polytechnic.

Dr. Deaton provided information regarding the market reality, target audience, strategic positioning, and the interdisciplinary concentrations of the MS in Applied Artificial Intelligence. He also devolved into the alignment of the MS with the Ascend Strategic Plan and the program learning outcomes of the program. Additionally, Dr. Deaton outlined the curriculum and the concentrations associated with the program, the labor market analysis, and the fiscal resources and projections.

Trustee Edwards remarked how important it was that different departments and schools were collaborating together on this degree program. Chairman Carter praised the work of The Polytechnic in moving forward with important initiatives within its area.

Trustee Marchetta called for a motion that stated, *“The Academic and Student Affairs committee recommends a motion to approve the Master of Science in Applied AI degree program with concentrations in Public Health, Business, Electrical and Computer Engineering, Language and Literacy Technologies, and Smart Cities.”* Trustee McKinney provided the motion and Trustee Johnson seconded it. A voice vote was called and the motion carried.

Agenda Item 5: Approval of the Institutional Mission Profile

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno explained that the approval of the institutional mission profile was a requirement of THEC and must be updated on an annual basis. Dr. Russomanno mentioned that the edits to the profile are edits that his office had taken into account. Trustee Marchetta called for a motion, *“The committee recommends a motion to approve the Institutional Mission Profile as presented in the meeting materials.”* The motion was made by Trustee McKinney and seconded by Trustee Johnson. A voice vote was called the motion carried.

Agenda Item 6: Tenure and Academic Freedom Policy Revision

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Provost Russomanno explained that as the institution evolves as an R1 university, it is important for there to be a review of university policies. He stated that the university is looking to update the tenure and academic freedom policy and has shared this with the executive committee of the faculty senate and has asked them to provide feedback. He anticipates a recommendation will be made to the Board on this policy at the June Board meeting.

This item was for information purposes only and did not require a vote from the board.

Agenda Item 7: Additional Business

Trustee Marchetta asked for additional business and there was none.

Agenda Item 8: Adjournment

Trustee Marchetta called for a motion and second for adjournment. A motion and second was properly made and the meeting was adjourned.

4. College of Health Sciences Name Change/KWS Changes

Presentation

Presented by David Russomanno

The University of Memphis Board of Trustees

Informational

- Date:** June 3, 2026
- Committee:** Academic and Student Affairs Committee
- Presentation:** Name change of College of Health Sciences to College of Health and Human Sciences with associated program and Kemmons Wilson School of Hospitality and Resort Management realignment
- Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Summary of Actions:

1. Change the name of the College of Health Sciences—to the *College of Health and Human Sciences (CHHS)*—to better reflect all academic programs of study within the College.
2. Move (organizationally) the Kemmons Wilson School of Hospitality and Resort Management (KWS) to the College of Health and Human Sciences. KWS will retain its name and School standing within CHHS.
3. Move the Sport and Entertainment academic program(s) from under direct KWS oversight to an academic unit with direct CHHS oversight.

Background:

The existing Kemmons Wilson School of Hospitality and Resort Management (KWS) is comprised of approximately 300 student majors, in the areas of Hospitality (~100) and Sport and Entertainment Management (~200). A total of 12 faculty (5 in Hospitality; 7 in Sport) and two staff members oversee KWS activities. KWS will be organizationally moved to the College of Health and Human Sciences to best position KWS and its associated academic programs for future success.

This reorganization includes a change of the name of the College of Health Sciences to the College of Health and Human Sciences. The College will consist of the existing six academic units: 1) Health Sciences; 2) Exercise, Sport & Movement Sciences; 3) Nutrition; 4) Healthcare Leadership; 5) Physical Education Teacher Education/Sport Coaching; and 6) Physical Therapy, in addition to Sport and Entertainment Management (previously within KWS) as a new academic unit under CHHS and Hospitality (existing academic program under KWS and to be retained in KWS within CHHS).

It should be noted that the precedent for including a school within a college at the University of Memphis has been set, with three existing examples: The Rudi E. Scheidt School of Music within the College of Communications and Fine Arts; The Crews School of Accountancy within the Fogelman College of Business and Economics; The School of Social Work within the College of Arts and Sciences.

NOTE: This change requires THEC approval.

5. Merger of JRSM & Communication and Film

Presentation

Presented by David Russomanno

The University of Memphis Board of Trustees

Informational

- Date:** June 3, 2026
- Committee:** Academic and Student Affairs Committee
- Presentation:** Establishment of the School of Communication and Media through merger of the Department of Communication and Film and the Department of Journalism and Strategic Media within the College of Communication and Fine Arts.
- Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Summary of Actions:

- Establish the *School of Communication and Media* as a new academic unit within the College of Communication and Fine Arts (CCFA).
- Dissolve the Department of Communication and Film (C&F) and the Department of Journalism and Strategic Media (JRSM) as separate academic units upon the school's establishment.

Background:

The proposed School consolidates two closely related departments within CCFA. C&F and JRSM share substantial curricular, professional, and disciplinary overlap, both prepare students for careers in media, communication, journalism, strategic communication, and film production. As of Fall 2025, the combined unit enrolls 501 undergraduate majors (266 in C&F; 235 in JRSM), making it the largest unit in CCFA by headcount. At the graduate level, the merged School will be the second-largest graduate program in the college (~92 students) and house the largest doctoral program (PhD in Communication).

All existing degree programs, certificates, and minors will be maintained without interruption. No new degree programs are proposed. The director position will be funded from the consolidated chair budgets of the two legacy departments, with no new faculty line required.

The merger advances multiple goals of the Ascend 2023–2028 strategic plan, including Goal 6's call for greater operational balance and consolidation of parallel administrative structures. It eliminates duplicative governance and functions while preserving ACEJMC accreditation continuity and strengthening the CCFA's competitive and research positioning.

Precedent for a school-level unit within CCFA is established by the Rudi E. Scheidt School of Music.

NOTE: This action requires THEC approval.

6. BOT Policy Revision: Tenure Upon Appointment

For Approval

Presented by David Russomanno

The University of Memphis Board of Trustees

Recommendation for Approval

- Date:** June 3, 2026
- Committee:** Academic and Student Affairs Committee
- Presentation:** BOT Policy Revision: Tenure and Academic Freedom Policy-Tenure Upon Appointment
- Presented by:** David Russomanno, Executive Vice President for Academic Affairs and Provost
- Background:** A revision to the tenure upon appointment policy is recommended to give the Board flexibility to recruit and retain distinguished faculty and senior academic leaders (e.g., deans and vice presidents).

Motion to be Made:

The Academic and Student Affairs Committee recommends that the Board approve revisions to the Tenure and Academic Freedom Policy-Tenure Upon Appointment section as reflected in the meeting materials.

Purpose

The Board of Trustees is authorized by Tennessee Code Annotated § 49-8-301 to promulgate a tenure policy or policies which shall ensure academic freedom and provide sufficient professional security to attract the best quality faculty available for the institution. Pursuant to this authority, the board defines the nature of tenure and institutions and the rights and responsibilities of faculty in this policy. In the event of any conflict or inconsistency between this board policy and the Faculty Handbook, this board policy will apply.

1. ACADEMIC FREEDOM

Academic freedom is essential to fulfill the ultimate objectives of an educational university/college – the free search for and exposition of truth – and applies to participation in shared governance as well as teaching and research. Freedom in research is fundamental to the advancement of truth, and academic freedom in teaching is fundamental for the protection of the rights of the faculty member in teaching and of the student to freedom in learning. Freedom in shared governance is fundamental to the development and maintenance of effective academic policies, national and regional accreditation, and shared responsibility for the redelivery of educational products and services to students.

Implicit in the principle of academic freedom are the corollary responsibilities of the faculty who enjoy that freedom. Incompetence, indolence, intellectual dishonesty, failure to carry out assigned duties, serious moral dereliction, arbitrary and capricious disregard of standards of professional conduct as well as other grounds as set forth in applicable law or policy may constitute adequate cause for dismissal or other disciplinary sanctions against faculty members.

The right to academic freedom imposes upon the faculty an equal obligation to take appropriate professional action against faculty members who are unable or unwilling to discharge their professional responsibilities. The faculty member has an obligation to participate in tenure and promotion review of colleagues as specified in university policy. Thus, academic freedom and academic responsibility are interdependent, and academic tenure is adopted as a means to protect the former while promoting the latter. While academic tenure is essential for the protection of academic freedom, all faculty members, tenured or non-tenured, have an equal right to academic freedom and bear the same academic responsibilities implicit in that freedom.

Board policy recognizes the principle of academic freedom and accordingly states:

- Faculty members are entitled to freedom in the classroom in discussing materials relevant to the course.
- Faculty members are entitled to freedom in research and in the publication of the results, subject to adequate performance of their other academic duties; but all research, including research for pecuniary gain, must be performed in an ethical manner and in compliance with all applicable policies and standards in the field and must be based upon an understanding with the authorities of the university.
- Faculty members are citizens, members of a learned profession, and officers of an educational institution. Academic freedom includes the freedom to speak or write without institutional discipline or restraint on matters of public concern, as well as on matters related to professional

duties, and on matters involving the academic and administrative functioning of the educational institution. When faculty members speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and as educational officers, they should remember that the public may judge the profession and the university by their utterances. Hence, faculty members should at all times strive to be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they do not speak for the university.

2. TENURE

Tenure

Tenure appointments are appointments of full-time faculty who have been awarded tenure by the Board of Trustees upon recommendation of the president. Tenure appointments include the assurance of continued employment during the academic year, subject to the conditions described in the Faculty Handbook. Faculty members who hold a tenured appointment in a department or other academic unit, and then are transferred to another department or academic unit retain their tenure status. A faculty member cannot be compelled to relinquish tenure as a condition of the transfer.

An internal or external search is required for the appointment of all tenure-track and tenured faculty positions, except for the specific circumstances described in the Waiver of Search policy. The university policy and procedures for recruitment, application, and selection of faculty can be found on the **university website**. There are two types of appointments for tenured and tenure-track faculty: full-time academic year(nine-month) appointments and full-time 12-month appointments, typically applicable to some faculty holding administrative appointments.

Minimum Qualifications for Tenure

- Documented evidence of ability in instruction, service, and research.
- Documented evidence of high-quality professional productivity which is leading to national recognition in the academic discipline.
- Professional comportment consistent with the Faculty Code of Conduct

3. POST-TENURE REVIEW

Post-tenure Review is an expanded and in-depth performance evaluation conducted by a committee of tenured peers and administered by the provost. Procedures for conducting a Post-tenure Review are set forth in the Faculty Handbook.

This policy recognizes that the work of a faculty member is not neatly separated into academic or calendar years. To ensure that performance is evaluated in the context of ongoing work, the period of performance subject to Post-tenure Review is the five most recent Annual Performance Review cycles.

Post-tenure Review will be initiated by the provost according to Annual Performance metrics defined in the Faculty Handbook. Post-tenure review will follow procedures defined in the Faculty Handbook.

4. PROBATIONARY PERIOD

A tenure-track faculty member must serve a probationary period prior to being considered for tenure. Except as otherwise stated in the Faculty Handbook, the probationary period will be six years.

Before beginning the sixth (or final) probationary year, a faculty member with the rank of assistant professor or higher must make application for tenure. Absent an approved exception, application and all supporting documentation for tenure should be submitted before the sixth or final probationary year in accordance with the tenure and promotion calendar maintained by the provost. Candidates for tenure must meet eligibility requirements for promotion to associate professor or have already attained that rank. A tenure-track assistant professor recommended for tenure must also be recommended for promotion.

Tenure applications receive one of two responses: tenure may be granted; or tenure may be denied. Re-application for tenure is not possible and the seventh year, or other final year following application for tenure, will be terminal if tenure is denied.

A. TENURE UPON APPOINTMENT

No faculty member shall be granted tenure upon appointment except by positive action of the Board of Trustees upon the recommendation of the president. In exceptional cases, a distinguished faculty member, dean, provost, or president may be awarded tenure upon appointment in accordance with the procedures described in the Faculty Handbook.

The Board of Trustees will only grant tenure upon appointment if the proposed appointee (1) holds tenure at another higher education institution and the Board determines that the president has documented that the proposed appointee cannot be successfully recruited to the university without being granted tenure upon appointment, or (2) the Board determines that the president has documented other exceptional circumstances-supported by a recommendation from the provost-that justify granting tenure upon appointment to a senior academic leadership position (e.g., dean, vice-president of research, etc.).

B. CREDIT FOR PRIOR SERVICE

Credit toward completion of the probationary period may be permitted for previous full-time service at other universities provided that the prior service is relevant to the needs and criteria of the university. All credit for prior service shall be approved by the provost upon the recommendations of the department chair and dean. Any credit for prior service that is approved must be confirmed in writing at the time of the initial appointment.

C. CREDIT FOR TRANSFER

If a faculty member serving a probationary period is transferred to another academic unit or department, time spent in the first appointment will count toward the probationary period unless a request from the faculty member to begin a new probationary period is approved in writing by the -provost.

5 CRITERIA FOR TENURE

Full-time, tenure-track faculty appointments at the academic rank of assistant professor, associate professor, or professor are eligible for tenure consideration. A faculty member appointed to an administrative position must attain or retain tenure in a particular unit, department, or approved center/institute. Faculty holding temporary appointments are not eligible for tenure.

Tenure is awarded after a thorough review, which culminates in the university acknowledging a reasonable presumption of the faculty member's professional excellence and the likelihood that this excellence will continue to contribute to the mission and anticipated needs of the academic unit in which tenure is granted.

Professional excellence is reflected in the faculty member's

- teaching (which includes advising and mentoring),
- research/scholarship/creative work (according to the terms of the candidate's appointment),
- service, and,
- professional comportment consistent with the Faculty Code of Conduct.

It is the responsibility of departments and academic units to define professional excellence in terms of their respective disciplines. Criteria for tenure and/or promotion shall be established by each department. These criteria may be more restrictive than the criteria of the academic unit and the university, but they must be consistent with those criteria. Criteria for tenure and/or promotion shall be established by the academic unit. These criteria may be more restrictive than the criteria of the university, but they must be consistent with those criteria. Criteria for the tenure and/or promotion shall be established by the university. Academic unit criteria for tenure and/or promotion shall become effective upon approval by the provost. Departmental criteria for tenure and/or promotion shall become effective upon approval by the dean and the provost.

In addition to the criteria for tenure and/or promotion stated in university, academic unit, and department guidelines, administrative criteria such as enrollment patterns and trends, curricular changes, program development, financial consideration, and rank distribution, are considered in tenure and/or promotion decisions. Therefore, a decision to deny tenure or deny promotion does not necessarily mean that a faculty member's work or conduct has been unsatisfactory.

6 CONDITIONS PRECEDENT TO THE AWARD OF TENURE BY THE BOARD OF TRUSTEES

All candidates applying for tenure and/or promotion are required to submit a dossier unless an exception is granted as specified in the Faculty Handbook Tenure Upon Appointment.

The dossier should reflect the faculty member's cumulative performance in satisfying the requirements for the award of tenure regarding teaching, research / scholarship / creative activity, and service. The

dossier contents are described in the Faculty Handbook. The dossier will be reviewed as described in the Faculty Handbook. Appeals of a negative tenure recommendation are described in the Faculty Handbook.

REVIEW AND RECOMMENDATION BY THE PRESIDENT:

After receiving recommendations from the provost and the Faculty Appeals Committee (if there was an appeal), the president makes final recommendations to the Board of Trustees and notifies the candidate, provost, dean, and department chair of this recommendation. In the case of a negative recommendation, the president will provide the candidate written reason(s) for the decision. The recommendation made by the president on tenure and/or promotion is not subject to an appeal.

ACTION BY THE BOARD OF TRUSTEES:

Only the Board of Trustees is authorized to grant tenure and/or promotion. The president will present a list of the positive recommendations for tenure and/or promotion for board approval. The board will notify the president of its decision and the president will provide the faculty member, provost, dean, and department chair written notice of the board's decision. For positive action by the Board of Trustees to grant tenure and/or promotion, the president shall give the faculty member written notice of the effective date of tenure and/or promotion.

7 TERMINATION OF TENURE

Grounds for Termination

A. RELINQUISHMENT OR FORFEITURE OF TENURE:

A tenured faculty member relinquishes tenure upon resignation or retirement from the university.

B. EXTRAORDINARY CIRCUMSTANCES:

Extraordinary circumstances warranting termination of tenure may involve financial exigency or program discontinuance.

1. In the case of financial exigency, tenured faculty may be terminated because of financial exigency at the university if the Board of Trustees declares such a condition. Personnel decisions (including those related to tenured faculty) resulting from a declaration of financial exigency at the university must comply with the procedures in this handbook and Board of Trustees policy.
2. In the case of program discontinuance, tenured faculty may be terminated if:

- a. A program, such as degree major, concentration, and/or other curricular component, is discontinued by formal action of the Board of Trustees.
- b. Student enrollment in a program has decreased over a period of at least three years at a rate which is considerably higher than that of the institution as a whole and/or in comparison with similar institutions as determined by the president.
- c. An approved center/institute with tenured faculty lines is dissolved by action of the president.

Procedures for termination due to extraordinary circumstances will follow procedures defined in the Faculty Handbook.

C. ADEQUATE CAUSE:

Adequate cause for terminating a tenured faculty member defined by Tennessee Code Annotated §49-8-302, means the following:

1. Incompetence or dishonesty in teaching or research
2. Willful failure to perform the duties and responsibilities for which the faculty member was employed; or refusal or continued failure to comply with the policies of the university, academic unit, or department; or to carry out specific assignments, when these policies or assignments are reasonable and nondiscriminatory
3. Conviction of a felony or a crime involving moral turpitude
4. Improper use of narcotics or intoxicants which substantially impairs fulfillment of departmental or institutional duties and responsibilities.
5. Capricious disregard of accepted standards of professional conduct.
6. Falsification of information on an employment application, curriculum vitae, or other information concerning qualifications for a position.
7. Failure to maintain the level of professional excellence and ability demonstrated by other members of the faculty in the department or division of the university.

Procedures for termination due to adequate cause will follow procedures defined in the Faculty Handbook.

7. Promotion of Faculty

Presentation

Presented by David Russomanno

The University of Memphis Board of Trustees

Informational

Date: June 3, 2026

Committee: Academic and Student Affairs Committee

Presentation: Promotion of Faculty (informational)

Presented by: Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Faculty promotion serves as recognition of excellence. Faculty who serve in tenured, clinical, research, teaching, and practice tracks are eligible to apply for promotion after five years in rank (or upon approved timeline adjustments). Promotion is a key component of retaining high quality faculty that provide the essential instruction, scholarship and service that are fundamental to the academy and essential to the proper functioning of a university.

NOTE: 42 faculty were promoted this year

The University of Memphis

Promotion of Faculty

effective fall 2026

Faculty Name	Department	Proposed Rank
Cecil C Humphreys School of Law		
DeShun Harris		Associate Professor of Teaching
Anna Vescovo		Associate Professor of Teaching
College of Arts and Sciences		
Jennifer Benford	Biological Sciences	Associate Professor of Teaching
David Clarke	Biological Sciences	Associate Professor of Teaching
Bretta King	Chemistry	Associate Professor of Teaching
Mark Williams	Criminology and Criminal Justice	Associate Professor of Teaching
Ryan Parish	Earth Sciences	Professor
Katherine Mickelson	Earth Sciences	Associate Professor of Teaching
Christopher Black	English	Associate Professor of Teaching
Katherine Fredlund	English	Professor
Marcus Wicker	English	Professor
Leah Windsor	English	Professor
Suzanne Onstine	History	Professor
Rory Pfund	Psychology	Research Associate Professor
Catherine Phipps	History	Professor
Davia Downey	Public and Nonprofit Administration	Professor
Cherry Malone	School of Social Work	Clinical Associate Professor
Kendra Murphy	Sociology	Professor of Teaching
Danielle Seemann	School of Social Work	Clinical Associate Professor
Christina Gomez	World Languages and Literatures	Associate Professor of Teaching
Romar Rodriguez-Leon	World Languages and Literatures	Associate Professor of Teaching
College of Communication and Fine Arts		
Andrew Parks	Architecture	Associate Professor of Practice
Kim Marks Malone	Journalism and Strategic Media	Professor of Practice
Brian Ruggaber	Theatre and Dance	Professor
College of Education		
Mehmet Ozturk	Counseling, Educational Psychology and Research	Associate Professor of Teaching
Leigh Williams	Counseling, Educational Psychology and Research	Professor
LaSheba Hilliard	Instruction and Curriculum Leadership	Associate Professor of Teaching
Craig Shepherd	Instruction and Curriculum Leadership	Professor
Brian Wright	Instruction and Curriculum Leadership	Professor
Alison Happel-Parkins	Leadership	Professor
Fogelman College of Business and Economics		
Jamin Speer	Economics	Professor
Allison Potter	Finance, Insurance and Real Estate	Associate Professor of Teaching
Frances Fabian	Management	Professor
Herff College of Engineering		
Pegah Farshadmanesh	Civil, Construction and Environmental Engineering	Associate Professor of Teaching

The University of Memphis

Promotion of Faculty

effective fall 2026

Faculty Name	Department	Proposed Rank
Loewenberg College of Nursing		
Jacqueline Buford		Clinical Professor
Kerri Kitchen		Clinical Associate Professor
Angela Oigbokie		Clinical Professor
School of Public Health		
Fawaz Mzayek		Professor
Matthew Smeltzer		Professor
University Libraries		
Karen Brunsting		Clinical Associate Professor
Sofiya Dahman		Clinical Associate Professor
Carl Hess		Clinical Associate Professor

Promotion = 42

8. Tenure | Promotion and Tenure of Faculty

For Approval

Presented by David Russomanno

The University of Memphis Board of Trustees

Recommendation for Approval

- Date:** June 3, 2026
- Committee:** Academic and Student Affairs Committee
- Presentation:** Tenure and Promotion and Tenure of Faculty (Recommendation for Approval)
- Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Tenure is the principle that entitles a faculty member continuation of his or her annual appointment until relinquishment or forfeiture of tenure, or until termination of tenure for adequate cause. A healthy tradition of academic freedom and awarding promotion and tenure are uniquely fundamental to the academy and essential to the proper functioning of a university. Faculty members eligible for tenure must serve a probationary period and must demonstrate continuing value to the institution.

Promotion and Tenure is granted only by positive action by the Board of Trustees to faculty members in a department, school, or college of the University of Memphis. The list of faculty members recommended for tenure and tenure/promotion is attached.

Recommendation:

The Academic and Student Affairs Committee recommends that the Board approve and grant promotion and promotion and tenure to the faculty members recommended by the provost in the department, school or college of the University indicated in the meeting materials.

NOTE: 3 faculty members recommended for Tenure
25 faculty members recommended for Promotion and Tenure

The University of Memphis

Tenure

effective fall 2026

Faculty Name	Department	Rank
College of Arts and Sciences		
Jordi Julia Casas	Center for Earthquake Research and Information (CERI)	Associate Professor
Joah Williams	Psychology	Associate Professor
College of Communication and Fine Arts		
Martin McCain	Rudi E Scheidt School of Music	Professor

Tenure = 3

The University of Memphis

Promotion and Tenure

effective fall 2026

Name	Department	Proposed Rank
Cecil C Humphreys School of Law		
Regina Hillman		Associate Professor
College of Arts and Sciences		
Christodoulos Kyriakopoulos	Center for Earthquake Research and Information (CERI)	Associate Professor
Daniel Nascimento	Chemistry	Associate Professor
Deborah Leslie	Earth Sciences	Associate Professor
Gary Stinchcomb	Earth Sciences	Associate Professor
J. Elliot Casal	English	Associate Professor
Courtney Santo	English	Associate Professor
Emily Skaja	English	Associate Professor
James Bahoh	Philosophy	Associate Professor
Shawn Pollard	Physics and Materials Science	Associate Professor
Joseph Hafer	Public and Nonprofit Administration	Associate Professor
Brianna Butera	World Languages and Literatures	Associate Professor
College of Communication and Fine Arts		
Marika Snider	Architecture	Associate Professor
Mahir Cetiz	Rudi E Scheidt School of Music	Associate Professor
Emily Frizzell	Rudi E Scheidt School of Music	Associate Professor
Jonathan Tsay	Rudi E Scheidt School of Music	Associate Professor
College of Education		
Anna Falkner	Instruction and Curriculum Leadership	Associate Professor
Genia Bettencourt	Leadership	Associate Professor
Daniel Collier	Leadership	Associate Professor
Fogelman College of Business and Economics		
Hannah Smith Antinozzi	Crews School of Accountancy	Associate Professor
Dongwoo Kim	Economics	Associate Professor
Han Yu	Economics	Associate Professor
Herff College of Engineering		
Rajesh Balasubramanian	Engineering Technology	Associate Professor
Alexander Headley	Mechanical Engineering	Associate Professor
Loewenberg College of Nursing		
Viktoriya Pleshkan		Associate Professor

Promotion and Tenure = 25

9. Tenure Upon Appointment

For Approval

Presented by David Russomanno

The University of Memphis Board of Trustees

Recommendation for Approval

Date: June 3, 2026

Committee: Academic and Student Affairs Committee

Presentation: Tenure Upon Appointment, Dr. Randall Adkins, Professor, Political Science

Presented by: Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Dr. Randall “Randy” Adkins has been named dean of the College of Arts and Sciences effective July 20, 2026.

Dr. Adkins previously served as Senior Associate Dean for Humanities, Social Sciences, and Graduate Education at University of Nebraska at Omaha.

Dr. Adkins earned his B.A. in Political Science from Marshall University in 1991, his M.A. in Political Science from Miami University (Ohio) in 1992, and his Ph.D in in Political Science from Miami University (Ohio) in 1995. He served as an Assistant Professor at Concord College from 1995-1998 and at California University of Pennsylvania from 1998-200. He held the ranks of Associate Professor (2003-2009) and Full Professor (2009-present) at University of Nebraska at Omaha.

Adkin’s primary research focuses on political behavior, political parties, electoral politics, and political campaigns and he has numerous publications, including books, book chapters, and journals.

Motion to be Made:

The Academic and Student Affairs Committee recommends that the Board approve and grant tenure upon appointment for Dr. Randall Adkins as Professor of Political Science, College of Arts and Sciences.

FACULTY INFORMATION

Name: Randall E Adkins U-Number: _____
First Middle Last (ex: U00123456)

Faculty's Current Rank: _____ Initial Date of Employment: 07/20/2026

College/School: College of Arts and Sciences Department: Political Science

PLEASE CHECK ONE (1):

PROMOTION TIMELINE Number of years reduction being requested: _____

TENURE TIMELINE Number of years reduction being requested: _____

Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____

PROMOTION & TENURE TIMELINE Number of years reduction being requested: _____

Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____

TENURE UPON APPOINTMENT

RECOMMEND APPROVAL

_____	_____	RECOMMENDED
Chair Signature	Date (MM/DD/YYYY)	<input type="checkbox"/> YES
_____	_____	<input type="checkbox"/> YES
Dean Signature	Date (MM/DD/YYYY)	

Submit the following documents to provost@memphis.edu

- Completed/signed **Timeline Adjustment Request**
- Justification memo outlining rationale for Timeline Reduction, signed by dean
- Faculty CV

APPROVAL – to be completed by Provost's Office

_____	_____	APPROVED
Provost Signature	Date (MM/DD/YYYY)	<input checked="" type="checkbox"/> YES

If approved, the adjusted Promotion and/or Tenure will become effective fall of _____ (effective year)

FACULTY INFORMATION

Name: Randall E Adkins U-Number: _____
First Middle Last (ex: U00123456)

Faculty member's Current Rank: Political Science

College/School: College of Arts and Sciences Department: Political Science

Individual is applying for: Promotion Tenure Promotion and Tenure

DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: POSITIVE NEGATIVE | VOTE BREAKDOWN: 3 POSITIVE 0 NEGATIVE 0 ABSTAIN 0 ABSENT

Matthias Kaelberer

3/20/26

Department Committee Chair Signature

Date

DEPARTMENT CHAIR RECOMMENDATION

RECOMMENDATION: POSITIVE NEGATIVE

Michael Howell-Moroney

3/20/26

Department Chair Signature

Date

COLLEGE PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: POSITIVE NEGATIVE | VOTE BREAKDOWN: 6 POSITIVE 0 NEGATIVE 0 ABSTAIN 1 ABSENT

Michael Howell-Moroney

3/25/2026

College Committee Chair Signature

Date

COLLEGE DEAN RECOMMENDATION

RECOMMENDATION: POSITIVE NEGATIVE

Department Dean Signature

Date

Statement of the Departmental Tenure and Promotion Committee

The Department of Political Science Tenure and Promotion Committee (Matthias Kaelberer (chair), Dursun Peksen, and Sharon Stanley) met on March 20, 2026, to discuss the Full Professor appointment with Tenure Dossier of Dr. Randall E. Adkins. The committee voted 3-0 in support of Dr. Adkins' Tenure.

Dr. Adkins received his B.A. in Political Science from Marshall University in 1991, his M.A. in Political Science from Miami University (Ohio) in 1992, and his Ph.D. in Political Science from Miami University (Ohio) in 1995. He was Assistant Professor of Political Science at Concord College from 1995 to 1998 and at California University of Pennsylvania from 1998 to 2000. He is joining the University of Memphis from the University of Nebraska at Omaha where he held the ranks of Assistant Professor (2000-2003), Associate Professor (2003-2009), and Full Professor (2009-present). Dr. Adkins currently serves as Senior Associate Dean for Humanities, Social Sciences, and Graduate Education.

Below is our assessment of his record in the areas of research, teaching, and service, followed by the rationale for our vote in this case.

Research

Dr. Adkins has a well-conceived and innovative research program in the subfield of American Politics. His main areas of research are political behavior, political parties, electoral politics, and political campaigns. Overall, he is the author or co-editor of four books, has published 17 book chapters, and has authored or co-authored 16 journal articles. Three of his books were published with Routledge. His co-authored book manuscript *Inside Campaigns and Elections: From Running for Election to Governing* is under contract with Sage. Dr. Adkins' articles appeared in some of the most highly ranked journals of political science and the subfield of American Politics, such as *Political Research Quarterly*, *American Politics Research*, *PS: Political Science & Politics*, and *Presidential Studies Quarterly*. In terms of quantity and quality of publications, this is an impressive research record.

Dr. Adkins received the Ralph Wardle Professorship of Arts and Science and the College of Arts & Sciences Excellence in Research Award at the University of Nebraska at Omaha in recognition of his research excellence. He also frequently serves as a "public intellectual," providing expertise as a public speaker in numerous venues.

Overall, Dr. Adkins clearly meets the Department of Political Science's Tenure and Promotion Guidelines criteria for Full Professor, having achieved an *established reputation* as a scholar with a national standing.

Teaching

Dr. Adkins teaches courses in American Politics, on parties and elections, Congress, and the Presidency. During his faculty/staff forum as a CAS Dean Candidate, he spoke extensively of his love for teaching and commitment to his students. He received the *Alumni Outstanding*

Teaching Award and the *Chancellor's Excellence in Teaching Award* from the University of Nebraska at Omaha in recognition of his excellence in teaching.

Service

Dr. Adkins has performed numerous service functions over his career. Most importantly, he served as *Graduate Program Chair* for eight years and as *Department Chair* of the Department of Political Science from 2010 to 2015 at the University of Nebraska at Omaha. Since 2015, he has served in numerous *Associate Dean* and *Senior Associate Dean* positions at the University of Nebraska at Omaha. Since 2023 he has been the *Senior Associate Dean for Humanities, Social Sciences, and Graduate Education* in the College of Arts and Sciences at the University of Nebraska at Omaha. Dr. Adkins' excellence in service and leadership has been recognized with the *Leadership Omaha Class 38* award from the Omaha Chamber of Commerce and the *NU Developing Excellence in Academic Leaders* award from the University of Nebraska System.

Overall Assessment

In summary, Dr. Adkins meets the departmental expectations in all three areas – research, teaching, and service – for Tenure at the level of Full Professor. We find his record impressive and enthusiastically support his appointment as Full Professor with Tenure in the Department of Political Science.



Nikki Detraz

Chair and Professor
Department of Political Science
The University of Memphis
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Memphis, TN 38152
901.678.2395

Tenure and Promotion Review of Dr. Randall E. Adkins
Spring 2026
Nikki Detraz
Chair, Department of Political Science

Dr. Adkins is a Professor in the Department of Political Science at the University of Nebraska Omaha (UNO). He was promoted to the rank of Professor at UNO in 2009 (Associate Professor from 2003-2009 and Assistant Professor from 2000-2003). He has also held tenure track positions at Concord College and California University of Pennsylvania. He received his bachelor's degree from Marshall University and doctorate degree from Miami University in Oxford, Ohio. He currently serves as Senior Associate Dean for Humanities, Social Sciences, and Graduate Education. Over the course of his career, Dr. Adkins has compiled a strong record in research, teaching, and service. Overall, I fully agree with the conclusion reached by the Department's Tenure and Promotion Committee that Dr. Adkins has established a record worthy of tenure and promotion at the University of Memphis.

Research

Dr. Adkins' research focuses largely on electoral politics and political campaigns. His work has been published in relevant and appropriate journals for his field of American Politics, such as *American Politics Quarterly*, *American Politics Research*, *The Journal of Political Marketing*, *PS: Political Science and Politics*, *Political Research Quarterly*, *Presidential Studies Quarterly*, and *Publius: The Journal of Federalism*. He is also the author of *The Evolution of Political Parties, Campaigns, and Elections: Landmark Documents* (2009)



Nikki Detraz

Chair and Professor
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published by Congressional Quarterly Press; *Cases in Congressional Campaigns: Incumbents Playing Defense* (2009), *Cases in Congressional Campaigns: Riding the Wave* (2011), and *Cases in Congressional Campaigns: Split Decision* (2019) all published by Routledge Press. His manuscript “Inside Campaigns and Elections: From Running for Election to Governing” (with Victoria Farrar-Myers and David Dulio) is under contract with Sage.

Dr. Adkins is an active participant in both community talks as well as political science conferences. He regularly presents work at the annual meetings of the Midwest Political Science Association and the American Political Science Association- two of the most visible conferences for work in the subfield of American Politics. In 2014 he received the College of Arts and Sciences Excellence in Research Award in UNO. This illustrates strong recognition of research excellence.

Teaching

Dr. Adkins primarily teaches courses on campaigns and elections, Congress, and the Presidency. He has received multiple teaching awards at UNO, including the Chancellor's Excellence in Teaching Award in 2010 and the College of Arts and Sciences Outstanding Teaching Award in 2007.

Service

Dr. Adkins has performed numerous service roles over the course of his career. He is currently Senior Associate Dean for Humanities, Social Sciences, and Graduate Education in the College of Arts and Sciences at UNO, a role he has held since 2023. He has also served five years as Political Science department Chair, and eight years as Graduate



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Program Chair. He has served as Director or member on a range of university and College committees, and as faculty advisor for student organizations at each university he has been affiliated with. Additionally, he has engaged in professional development and leadership training opportunities.

In sum, Dr. Adkins has an established record of excellence in research, teaching, and service. I recommend that he be granted the rank of Professor of Political Science.

Date: March 25, 2026
To: Dr. David J. Russomanno, Provost
From: College of Arts and Sciences Tenure and Promotion Committee
Subject: Recommendation for Tenure at Initial Appointment for Dr. Randall Adkins

CAS Committee vote: 6 yes; 0 no; 0 abstain; 1 absent

The College of Arts & Sciences Tenure and Promotion Committee strongly recommends that **Dr. Adkins be awarded tenure upon initial appointment to the University of Memphis with the rank of Professor**. This review is conducted at the request of the Provost in connection with Dr. Adkins's potential appointment as Dean. Consistent with university guidelines for expedited tenure review, the CAS Committee has evaluated Dr. Adkins's application file. The Committee was impressed by Dr. Adkins' accomplishments in research, teaching, and service.

Dr. Adkins currently holds the rank of Professor of Political Science at the University of Nebraska at Omaha, where he has served on the faculty since 2000. His academic career includes prior appointments at California University of Pennsylvania and Concord College. Over the course of his career, Dr. Adkins has established a sustained and nationally visible record of scholarship in American politics, with particular emphasis on presidential nominations, campaigns, elections, and political leadership.

Dr. Adkins's scholarly record is substantial and reflects both continuity and impact. He is the author or coauthor of multiple books with respected academic presses, including Routledge and Congressional Quarterly Press, as well as numerous peer-reviewed journal articles and book chapters. His work has appeared in well-regarded outlets such as *PS: Political Science & Politics*, *Political Research Quarterly*, *Publius*, *Presidential Studies Quarterly*, and *American Politics Research*. His research demonstrates a clear and sustained intellectual agenda that continues into the present, evidenced by numerous recent publications and a book currently under contract with Sage. His contributions have been recognized by the University of Nebraska Omaha's College of Arts & Sciences Excellence in Research Award. The CAS Committee finds clear evidence of an established and ongoing program of scholarship appropriate to the rank of Professor.

Dr. Adkins's record of teaching is distinguished and has been recognized through major institutional awards, including the Chancellor's Excellence in Teaching Award and the Alumni Outstanding Teaching Award. His teaching spans core areas of political science, including executive politics, leadership, legislative politics, political parties, campaigns, and elections. In addition to classroom instruction, Dr. Adkins has demonstrated a strong commitment to curriculum development and educational innovation, including significant contributions to online education and program growth. His extensive work with Advanced Placement training and public-facing educational programming further reflects a sustained commitment to teaching and civic education beyond the university. The CAS Committee finds clear evidence of sustained excellence in teaching appropriate to the rank of Professor.

Dr. Adkins's service and leadership record are exceptional in both scope and impact. He has served eight years as graduate program chair, five years as department chair, and ten years as associate dean or senior associate dean. In these roles, he has led major initiatives related to curriculum revision, assessment, academic program review, strategic planning, faculty development, and college operations. His administrative work has produced measurable institutional outcomes, including growth in majors and graduate enrollment, increased student credit hour production, reductions in instructional expenditures, and the development of new programs and organizational structures. His service record also includes extensive committee work at the departmental, college, university, and system levels, as well as leadership in facilities planning and governance. The CAS Committee finds clear evidence of an outstanding record appropriate to the rank of Professor.

Dr. Adkins has also demonstrated significant professional and public engagement. He has served on editorial boards, award committees, and professional organizations within political science. His APSA Congressional Fellowship, invited presentations, and media appearances reflect both disciplinary visibility and commitment to public scholarship. His work brings academic expertise into broader civic and professional contexts and enhances the visibility of the university.

The Department Committee unanimously supported tenure on appointment and the rank of full professor, writing, "In summary, Dr. Adkins meets the departmental expectations in all three areas – research, teaching, and service – for Tenure at the level of Full Professor. We find his record impressive and enthusiastically support his appointment as Full Professor with Tenure in the Department of Political Science."

The Department Chair concurred, writing, "In sum, Dr. Adkins has an established record of excellence in research, teaching, and service. I recommend that he be granted the rank of Professor of Political Science."

The CAS Committee concludes that Dr. Adkins's record demonstrates clear and sustained excellence in scholarship, teaching, and service, as well as distinguished leadership at the departmental and college levels. His dossier reflects a mature scholar and experienced academic leader whose contributions meet and exceed the standards expected for tenure at the rank of Professor.

For these reasons, the College of Arts & Sciences Tenure and Promotion Committee offers its strong and unequivocal support for the recommendation that **Dr. Adkins be awarded tenure at the rank of full professor upon initial appointment.**

Randall E. Adkins

Work Address

College of Arts & Sciences
University of Nebraska at Omaha
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402.554.3642
radkins@unomaha.edu

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15716 Burdette Street
Omaha, Nebraska 68116
402.210.5533
readkins@me.com

Executive Summary

- Experienced administrator serving ten years as associate dean, five years as department chair, and eight years as graduate program chair.
- Recipient of the *Chancellor's Excellence in Teaching Award*, *Alumni Outstanding Teaching Award*, *College of Arts & Sciences Excellence in Research Award*, and former *Ralph Wardle Diamond Professor of Arts & Sciences*.
- *NU Developing Excellence in Academic Leaders*, University of Nebraska System.
- *Leadership Omaha*, Omaha Chamber of Commerce, Class 38.
- Former American Political Science Association Congressional Fellow hosted by the Hon. David Price (NC-4). Portfolio included appropriations, national defense, and foreign affairs.
- First-generation college graduate. The great-grandson of a coal miner, grandson of a blacksmith who worked for the coal mines, and son of a truck driver who worked for a pipe and valve distributor that supplied the coal mines. Grew up in Huntington, West Virginia, one block away from a public school and a public library.

Education

Ph.D. Miami University, Oxford, OH, 1995 (Political Science).
M.A. Miami University, Oxford, OH, 1992 (Political Science).
B.A. Marshall University, Huntington, WV, 1991 (Political Science).

Honors and Awards

- *NU Developing Excellence in Academic Leaders*, University of Nebraska System, 2023-25.
- *Leadership Omaha Class 38*, Omaha Chamber of Commerce, 2015-16.
- *Excellence in Research Award*, *College of Arts & Sciences*, University of Nebraska at Omaha, 2014.
- *Ralph Wardle Professor of Arts & Sciences*, University of Nebraska at Omaha, 2010-16.
- *Chancellor's Excellence in Teaching Award*, University of Nebraska at Omaha, 2010.
- *Alumni Outstanding Teaching Award*, University of Nebraska at Omaha, 2007.
- *Congressional Fellowship Program*, American Political Science Association, 2001-02.

- *Pi Gamma Mu*, inducted at University of Nebraska at Omaha, 2001.
- *Frasure-Singleton Legislative Internship*, West Virginia State Legislature, 1991.
- *Omicron Delta Kappa*, inducted at Marshall University, 1990.
- *Pi Sigma Alpha*, inducted at Marshall University, 1990.
- *Anne T. Fricke Scholarship*, Marshall University, 1989-1991.

Administrative Experience

Senior Associate Dean for Humanities, Social Sciences, and Graduate Education, College of Arts & Sciences, University of Nebraska at Omaha, 2023-present.

The University of Nebraska at Omaha holds Carnegie classifications as a doctoral university with high research activity and as a community engagement university. Forty percent of students are first-generation and 36 percent are Pell-eligible. In 2024, *Military Times* ranked the University as the best public university in the nation for veterans. The College of Arts & Sciences is the largest college in the university and serves approximately 4,400 undergraduate majors, 475 graduate majors, and produces almost 140,000 student credit hours. The College consists of 15 departments and ten interdisciplinary programs offering 26 undergraduate majors, 32 undergraduate minors, and ten graduate programs. The College employs over 225 full-time faculty, approximately 200 part-time faculty, on a state budget of more than \$28 million and grants and contracts totaling approximately \$7.2 million.

Senior member of the leadership team responsible for administration of the College, but specifically including issues related to the humanities, social sciences, and interdisciplinary programs such as academic program review, assessment, part-time and summer instructional budget, curriculum development, enrollment growth, scheduling, and strategic planning; issues related to faculty and staff such as diversity, hiring, leadership development and training, research productivity and workload; and issues related to college operations such as administration of facilities and space in Arts & Sciences Hall, managing hourly staff in the humanities and social sciences including time approval, annual review, and alternate work arrangements. Primary liaison with the Curriculum Planning Council, Graduate Council, Graduate Council Program and Planning Committee, and Division of Innovative and Learning-Centric Initiatives Online Development and Leadership Committee.

Highlights of Achievements and Work in Progress

- In collaboration with the Dean developed a new organizational structure for support of recruitment, admission, and advising for online and graduate degree programs including drafting new and revised job descriptions and/or chairing search committees for a recruiter/advisor, a coordinator/advisor, and a new communication specialist;

- In collaboration with the Dean developing a more efficient organizational structure for department and program office staff including drafting new and revised job descriptions and chairing search committees for two office associates;
- College representative on the Budget and Space Assessment Study Group charged with shifting from an incremental to a responsibility center management and budgeting model;
- College representative on the Curriculum Efficiency Working Group charged with developing new Academic Program Indicators and coordinating with Gray's Decision Intelligence on the development of a new program evaluation dashboard;
- In collaboration with the Dean and the college leadership team worked with Hanover & Associates to develop a new strategic plan for the College of Arts & Sciences;
- Awarded a Weitz Innovation and Excellence grant of \$250,000 to develop a four-year pilot program for an extra-curricular learning community in civic leadership for undergraduate students.
- Charged by the Curriculum Planning Council with leading a multidisciplinary team of faculty and staff from across colleges to develop a pre-law career resource program;
- Charged by the Dean with leading an *ad hoc* committee of senior faculty from multiple disciplines to develop a proposal for reorganizing academic departments and programs in the college;
- Charged by the Dean with leading an *ad hoc* committee of faculty from across the college to develop a new minor in Human Responsibility and Artificial Intelligence.

Senior Associate Dean for Social Sciences, Graduate Education, and Distance Education, College of Arts & Sciences, University of Nebraska at Omaha, 2020-2023.

Senior member of the leadership team responsible for administration of the College, but specifically including issues related to the social sciences and interdisciplinary programs such as academic program review, assessment, part-time and summer instructional budget, curriculum development, enrollment growth, scheduling, and strategic planning; issues related to faculty and staff such as diversity, hiring, leadership development and training, research productivity and workload; and issues related to college operations such as administration of facilities and space in Arts & Sciences Hall, managing hourly staff of the college including time approval, annual review, and alternate work arrangements. Primary liaison with the Graduate Council, Graduate Council Program and Planning Committee, UNO Information Technology Services, NU Online, and the PACE Micro-credentials Task Force.

Highlights of Achievements

- In collaboration with the Dean developed a new organizational structure for the Arts & Sciences Dean's office including drafting new and revised job descriptions and chairing search committees for two assistant deans, a budget manager, a communications director, and other administrative staff;

- Drafted and implemented new guidelines and processes during the COVID-19 pandemic related to shifting to remote instruction, remote staffing, return to work, and supported the digitalization of previously developed processes such as reappointment, promotion, and tenure, annual review of faculty, and annual review of staff due to COVID-19;
- Served as building liaison with NU Facilities and Management on \$12 M renovation for Arts & Sciences Hall. Due to COVID-19 initiated discussion with project manager and construction manager to pivot planning for classroom renovation to include updating all classrooms to be Zoom-capable and supported use of new classroom technology by faculty and students; initiated a similar discussion with project manager on Durham Science Center renovation and Director of Online Learning to pivot planning and support similar classroom renovations in Durham Science Center and Allwine Hall;
- Proposed and provided support for establishing the Exploratory Studies concentration within the Interdisciplinary Studies major for 'undecided' students and with the Dean promoted the new program to campus partners;
- Revised the college process for awarding departmental and college Honors;
- Implemented the use of data-informed scheduling methods resulting in growth of student credit hour production in the social sciences of 4.3 percent from 2019-20 to 2021-22, including a reduction in expenditures across the college on part-time instruction by more than 25 percent and summer instruction by more than 12 percent from 2020-21 to 2023-24.

Associate Dean, College of Arts & Sciences, University of Nebraska at Omaha, 2015-2020.

As the only associate dean was responsible for leadership of the College specifically including issues related to academic programs such as academic program review, assessment, curriculum development and review, and part-time and summer instructional budgeting; issues related to faculty and staff such as diversity, hiring, leadership development and training, research productivity and workload; issues related to college operations such as strategic planning, return of indirect costs, fundraising, enrollment growth, and administration of facilities and space and issue related to students such as advising, and scholarships and differential tuition. Principal liaison with the college-level Educational Policy Committee.

Highlights of Achievements

- Developed and implemented new processes for (1) curriculum development/revision, (2) awarding scholarships and differential tuition, (3) orientation of new department chairs, (4) assessing research productivity, (5) assigning workload, and (6) with the Dean planned and implemented a review of business operations including hiring of full- and part-time faculty, hiring and annual review of staff, purchasing, and travel;
- Shepherded the approval process for all new courses, majors, and minors in the college;
- Shepherded major revisions to college by-laws as they relate to educational policy;

- Shepherded major revisions to college-level general education requirements including advocating changes that resulted in an 89 percent increase in students declaring a minor field of study;
- Led major revisions to the Interdisciplinary Studies major resulting in a 500 percent increase in the number of majors (not including Exploratory Studies concentration);
- Led major revisions to the Sustainability minor resulting in a 150 percent increase in the number of minors;
- Initiated, developed, and directed the Chuck Hagel Symposium in Public Service;
- Initiated, developed, and directed the Chuck Hagel Forum in Global Leadership;
- Served as building liaison with NU Facilities and Management on \$12 million renovation for Arts & Sciences Hall;
- Served as building liaison with NU Facilities and Management on original plan for \$20 million renovation to Durham Science Center.

Chair, Department of Political Science, University of Nebraska at Omaha, 2010-2015.

The Department of Political Sciences serves more than 200 undergraduate majors, as many as 100 graduate majors, and produces almost 8,000 student credit hours. The Department employs 11 full-time faculty, approximately 15 part-time faculty, two full-time staff, and four graduate assistants with a budget of approximately \$1.25 million.

Responsibilities included leadership and oversight of faculty and staff including recruitment of tenure-track and shepherding through the college-level reappointment, promotion, and tenure process, along with annual review of all faculty and staff. Budget management included responsibility for managing the personnel budget (full- and part-time), the operating budget, fees, indirect costs recovered from grants, and endowed and expendable funds of over \$600,000.

Highlights of Achievements

- Grew undergraduate majors 12.5 percent and graduate majors by almost 200 percent;
- Recruited six tenure-track faculty and three staff (three men, three women, one ethnic minority) and three staff (three women, one racial minority);
- Developed and implemented a plan for the assessment of learning outcomes;
- Revised all undergraduate and graduate curricula;
- Revised prerequisites, learning outcomes, and assessment methods for all existing courses;
- Developed new courses including five courses for the university's general education curriculum;
- Incentivized faculty to teach courses online, allowing the Bachelor of General Studies and Master of Science degrees to be offered fully online, which generated new revenues for the department and the college;
- Developed a new online minor in Leadership and Public Policy;

- With the assistance of the faculty and the NU Foundation raised more than \$600,000 in endowed and expendable funds for the Kent A. Kirwan Lecture in Political Philosophy, the Mike Fahey Fund for the Study of Omaha City Politics, the John and Zeta Farr Professorship in American Government, the Orville D. Menard Fellowship, the Nebraska Civic Leaders Program, scholarships, and the Political Science Fund for Excellence, which included 100 percent participation by faculty and staff.

Graduate Program Chair, Department of Political Science, University of Nebraska at Omaha, 2002-2010.

The graduate program in the Department of Political Sciences has served as many as 100 graduate students and has produced as much as 1,000 student credit hours. The online program is currently ranked in the top ten in the country.

Responsibilities included leadership and oversight of graduate curriculum and students including recruitment and advising of students, curriculum assessment, curriculum development and revision, and scheduling of courses.

Highlights of Achievements

- Developed a successful plan to lift moratorium on admission;
- Extensively revised the curriculum including development of new courses;
- Revised the prerequisites, learning outcomes, and assessment methods for all courses;
- Incentivized faculty to teach courses online with the goal of making the program completely available online, which generated new revenues for the department;
- Program grew from zero students to approximately 80 students during this time.

Academic Experience

- *Professor of Political Science, University of Nebraska at Omaha, 2009-present.*
- *Associate Professor of Political Science, University of Nebraska at Omaha, 2003-09.*
- *Assistant Professor of Political Science, University of Nebraska at Omaha, 2000-03.*
- *Assistant Professor of Political Science, California University of Pennsylvania, 1998-2000.*
- *Assistant Professor of Political Science, Concord College, 1995-98.*
- *Teaching Fellow, Miami University, 1993-95.*
- *Teaching Assistant, Miami University, 1991-93.*

Teaching Fields

- Executive Politics
- Leadership
- Legislative Politics
- Political Parties, Campaigns, and Elections

University Service

2024-2025

- *Senior Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Curriculum Planning Council, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Policy & Planning Committee, Graduate Council, University of Nebraska at Omaha.
- *Member*, Online Development and Leadership Committee, Division of Innovative and Learning-Centric Initiatives, University of Nebraska at Omaha.
- *Member*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.

2023-2024

- *Senior Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Curriculum Planning Council, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Policy & Planning Committee, Graduate Council, University of Nebraska at Omaha.
- *Member*, Online Development and Leadership Committee, Division of Innovative and Learning-Centric Initiatives, University of Nebraska at Omaha.
- *Member*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.

2022-2023

- *Senior Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.

- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Curriculum Planning Council, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Policy & Planning Committee, Graduate Council, University of Nebraska at Omaha.
- *Member*, PACE Micro-credentials Task Force, University of Nebraska at Omaha.
- *Member*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.

2021-2022

- *Senior Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Search Committee for Associate Dean of Graduate Studies, Graduate College, University of Nebraska at Omaha.
- *Chair*, Search Committee for Director of International Studies, College of Arts & Sciences, University of Nebraska at Omaha.
- *Co-Chair*, Director of the School for the Arts, College of Communication, Fine Arts, and Media, University of Nebraska at Omaha.
- *Co-Chair*, 1% for the Arts Committee, Arts & Sciences Hall Renovation, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Arts & Sciences Hall Renovation Team, University of Nebraska at Omaha.
- *Member*, Curriculum Planning Council, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Policy & Planning Committee, Graduate Council, University of Nebraska at Omaha.
- *Member*, PACE Micro-credentials Task Force, University of Nebraska at Omaha.
- *Member*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.

2020-2021

- *Senior Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Co-Chair*, 1% for the Arts Committee, Arts & Sciences Hall Renovation, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Liaison*, Arts & Sciences Hall Renovation Team, University of Nebraska at Omaha.
- *Liaison*, Durham Science Center Renovation Team, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Exploratory Studies Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Search Committee for Associate Vice President for Digital Education and Director of University of Nebraska Online, University of Nebraska System.

2019-2020

- *Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Interdisciplinary Studies Program Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Co-Chair*, 1% for the Arts Committee, Arts & Sciences Hall Renovation, University of Nebraska at Omaha.
- *DEAI Search Advocate*, Center for Faculty Excellence, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Arts & Sciences Hall Renovation Team, University of Nebraska at Omaha.
- *Liaison*, Durham Science Center Renovation Team, University of Nebraska at Omaha.
- *Member*, Advising Committee for Completion Imperative, University of Nebraska at Omaha.
- *Member*, Assessment, Evaluation, Feedback, and Intervention Committee, University of Nebraska at Omaha.
- *Member*, Big Ideas Review Team, University of Nebraska at Omaha.

- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Exploratory Studies Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Big Ideas Review Team, University of Nebraska at Omaha.

2018-2019

- *Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Budget Response Team for Personnel, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Interdisciplinary Studies Program Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Forum in Global Leadership, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.
- *Director*, Nebraska Civic Leaders Program, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Arts & Sciences Hall Renovation Team, University of Nebraska at Omaha.
- *Liaison*, Durham Science Center Renovation Team, University of Nebraska at Omaha.
- *Member*, Advising Committee for Completion Imperative, University of Nebraska at Omaha.
- *Member*, Chancellor's Transition Advisory Team, University of Nebraska at Omaha.
- *Member*, Differential Tuition Task Force, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Internationalization Task Force, University of Nebraska at Omaha.
- *Member*, Leadership Studies Program Committee, University of Nebraska at Omaha.
- *Member*, Leadership Coaching Committee, University of Nebraska at Omaha.
- *Member*, Part-time Faculty Support Planning Committee, University of Nebraska at Omaha.

2017-2018

- *Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Budget Response Team for Personnel, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Interdisciplinary Studies Program Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Scholarship Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Director*, Chuck Hagel Symposium in Public Leadership, University of Nebraska at Omaha.

- *Liaison*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Arts & Sciences Hall Renovation Team, University of Nebraska at Omaha.
- *Member*, Academic Review Team, Department of English, University of Nebraska at Omaha.
- *Member*, Differential Tuition Task Force, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Internationalization Task Force, University of Nebraska at Omaha.
- *Member*, Chancellor's Transition Advisory Team, University of Nebraska at Omaha.

2016-2017

- *Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Sustainability Curriculum Committee Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Interdisciplinary Studies Program Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Canvas Review Task Force, University of Nebraska at Omaha.
- *Member*, Differential Tuition Task Force, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Dual Enrollment Advisory Committee, University of Nebraska at Omaha.
- *Member*, Internationalization Task Force, University of Nebraska at Omaha.

2015-2016

- *Associate Dean*, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Sustainability Curriculum Committee Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Chair*, Interdisciplinary Studies Program Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Liaison*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Canvas Review Task Force, University of Nebraska at Omaha.
- *Member*, Differential Tuition Task Force, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Internationalization Task Force, University of Nebraska at Omaha.

2014-2015

- *Chair*, Department of Political Science, University of Nebraska at Omaha.
- *Chair*, Board of Chairs, College of Arts & Sciences, University of Nebraska at Omaha.

- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Board of Chairs, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, NCAA Institutional Performance Program Committee, University of Nebraska at Omaha.

2013-2014

- *Chair*, Department of Political Science, University of Nebraska at Omaha.
- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Board of Chairs, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Educational Policy Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, NCAA Institutional Performance Program Committee, University of Nebraska at Omaha.

2012-2013

- *Chair*, Department of Political Science, University of Nebraska at Omaha.
- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Board of Chairs, University of Nebraska at Omaha.
- *Member*, Digital Measures Task Force, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Recruitment Analysis Task Force, University of Nebraska at Omaha.

2011-2012

- *Chair*, Department of Political Science, University of Nebraska at Omaha.
- *Chair*, Distance Education Task Force, College of Arts & Sciences, University of Nebraska at Omaha.
- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Academic Program Review, School of Public Administration, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.

- *Member*, Board of Chairs, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Reappointment, Promotion, and Tenure Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Member*, Search Committee for Senior Vice Chancellor, University of Nebraska at Omaha.

2010-2011

- *Chair*, Department of Political Science, University of Nebraska at Omaha.
- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Athletic Committee, University of Nebraska at Omaha.
- *Member*, Board of Chairs, University of Nebraska at Omaha.
- *Member*, Committee on Programs, Courses, and Evaluations, Graduate Council, University of Nebraska at Omaha.
- *Member*, Distance Education Advisory Committee, University of Nebraska at Omaha.
- *Member*, Executive Committee, Graduate Council, University of Nebraska System.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Reappointment, Promotion, and Tenure Committee, College of Arts & Sciences, University of Nebraska at Omaha.

2009-2010

- *Chair*, Graduate Program, Department of Political Science, University of Nebraska at Omaha.
- *Director*, Dual Enrollment, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Executive Committee, Graduate Council, University of Nebraska System.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Member*, Reappointment, Promotion, and Tenure Committee, College of Arts & Sciences, University of Nebraska at Omaha.
- *Parliamentarian*, Faculty Senate, University of Nebraska at Omaha.

2008-2009

- *Chair*, Graduate Program, Department of Political Science, University of Nebraska at Omaha.
- *Member*, Executive Committee, Graduate Council, University of Nebraska System.
- *Member*, Graduate Council, University of Nebraska at Omaha.
- *Parliamentarian*, Faculty Senate, University of Nebraska at Omaha.

2007-2008

- *Chair*, Budget Committee, Faculty Senate, University of Nebraska at Omaha.
- *Chair*, Graduate Program, Department of Political Science, University of Nebraska at Omaha.

- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Executive Committee, Graduate Council, University of Nebraska System.*
- *Member, Graduate Council, University of Nebraska at Omaha.*

2006-2007

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Chair, Budget Committee, Faculty Senate, University of Nebraska at Omaha.*
- *Chair, Graduate Program, Department of Political Science, University of Nebraska at Omaha.*
- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Graduate Council, University of Nebraska at Omaha.*
- *Member, Executive Committee, Graduate Council, University of Nebraska System.*

2005-2006

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Chair, Graduate Program, Department of Political Science, University of Nebraska at Omaha.*
- *Member, Academic Program Review, School of Public Administration, University of Nebraska at Omaha.*
- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Budget Committee, Faculty Senate, University of Nebraska at Omaha.*
- *Member, Executive Committee, Graduate Council, University of Nebraska System.*
- *Member, Graduate Council, University of Nebraska at Omaha.*
- *Vice President, Faculty Senate, University of Nebraska at Omaha.*

2004-2005

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Chair, Graduate Program, Department of Political Science, University of Nebraska at Omaha.*
- *Chair, Professional Development Committee, Faculty Senate, University of Nebraska at Omaha.*
- *Chair, Search Committee (American Politics), University of Nebraska at Omaha.*
- *Chair, Search Committee (Research Methods), University of Nebraska at Omaha.*
- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Budget Committee, Faculty Senate, University of Nebraska at Omaha.*
- *Member, Faculty Senate, University of Nebraska at Omaha.*
- *Member, Graduate Council, University of Nebraska at Omaha.*

2003-2004

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Chair, Graduate Program, Department of Political Science, University of Nebraska at Omaha.*

- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Budget Committee, Faculty Senate, University of Nebraska at Omaha.*
- *Member, Faculty Senate, University of Nebraska at Omaha.*
- *Member, Professional Development Committee, Faculty Senate, University of Nebraska at Omaha.*

2002-2003

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Chair, Graduate Program, Department of Political Science, University of Nebraska at Omaha.*
- *Member, Academic Program Review, Department of English, University of Nebraska at Omaha.*
- *Member, Advisory Committee, College of Arts & Sciences, University of Nebraska at Omaha.*
- *Member, Budget Committee, Faculty Senate, University of Nebraska at Omaha.*

2001-2002

- *Advisor, Pi Gamma Mu, University of Nebraska at Omaha.*
- *Member, Search Committee (Public Law), University of Nebraska at Omaha.*

1999-2000

- *Advisor, Pre-Law Society, California University of Pennsylvania.*
- *Member, Search Committee (Criminal Justice), California University of Pennsylvania.*
- *Member, Search Committee (Public History), California University of Pennsylvania.*
- *Member, Faculty Senate, California University of Pennsylvania.*
- *Member, Sabbatical Committee, California University of Pennsylvania.*

1998-1999

- *Advisor, Pre-Law Society, California University of Pennsylvania.*

1997-1998

- *Advisor, Model United Nations, Concord College.*
- *Advisor, Pre-Law Program, Concord College.*
- *Advisor, Student Organization for Understanding Politics, Concord College.*
- *Coordinator, Judith A. Herndon Governmental Fellowship Program, Concord College.*
- *Coordinator, Frasure-Singleton Legislative Internship Program, Concord College.*
- *Coordinator, Washington Center Internship Program, Concord College.*
- *Member, Academic Standing Committee, Concord College.*
- *Member, Faculty Development Committee, Concord College.*
- *Member, Institutional Hearing Committee, Concord College.*

- *Member*, Search Committee (Philosophy), Concord College.
- *Member*, Search Committee (Political Science), Concord College.
- *Member*, Search Committee (Social Work), Concord College.

1996-1997

- *Advisor*, Pre-Law Program, Concord College.
- *Advisor*, *Student Organization for Understanding Politics*, Concord College.
- *Coordinator*, Judith A. Herndon Governmental Fellowship Program, Concord College.
- *Coordinator*, Frasure-Singleton Legislative Internship Program, Concord College.
- *Member*, Academic Policy Committee, Concord College.
- *Member*, Academic Standing Committee, Concord College.
- *Member*, Institutional Hearing Committee, Concord College.
- *Member*, Student Housing Committee, Concord College.

1995-1996

- *Advisor*, Pre-Law Program, Concord College.
- *Coordinator*, Judith A. Herndon Governmental Fellowship Program, Concord College.
- *Coordinator*, Frasure-Singleton Legislative Internship Program, Concord College.

Books Published

- Adkins, Randall E. and David A. Dulio. 2019. *Cases in Congressional Campaigns: Split Decision*. New York, NY: Routledge, pp. 236.
- Adkins, Randall E. and David A. Dulio. 2012. *Cases in Congressional Campaigns: Riding the Wave*. New York, NY: Routledge, pp. 295.
- Adkins, Randall E. and David A. Dulio. 2010. *Cases in Congressional Campaigns: Incumbents Playing Defense*. New York, NY: Routledge, pp. 252.
- Adkins, Randall E. 2008. *The Evolution of Political Parties, Campaigns, and Elections: Landmark Documents, 1787-2008*. Washington, DC: Congressional Quarterly Press, pp. 365.

Book Chapters Published

- Adkins, Randall E. 2023. "Presidential Campaigns and Elections." *New Directions in the American Presidency, Third Edition*. Lori Cox Han, Ed. New York, NY: Routledge.
- Adkins, Randall E. and David A. Dulio. 2019. "The 2018 Elections." *Cases in Congressional Campaigns: Split Decision*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 1-29.

- Dulio, David A. and Randall E. Adkins. 2019. "Split Decision." *Cases in Congressional Campaigns: Split Decision*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 200-218.
- Adkins, Randall E. 2018. "Presidential Campaigns and Elections." *New Directions in the American Presidency, Second Edition*. Lori Cox Han, Ed. New York, NY: Routledge.
- Dowdle, Andrew J., Randall E. Adkins, Karen Sebold, and Patrick A. Stewart. 2013. "Financing the 2012 Presidential Election in a Post-Citizens United World." *Winning the Presidency 2012*. William Crotty, Ed. Boulder, CO: Paradigm Publishers, pp. 158-171.
- Steger, Wayne P., Andrew J. Dowdle, and Randall E. Adkins. 2012. "Why Are Presidential Nominations So Difficult to Forecast?" *The Making of the Presidential Candidates 2012*. William G. Mayer, Ed. New York, NY: Rowman and Littlefield, pp. 1-21.
- Dulio, David A. and Randall E. Adkins. 2012. "Riding the Wave." *Cases in Congressional Campaigns: Riding the Wave*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 1-31.
- Adkins, Randall E. and Gregory A. Petrow. 2012. "Chabot versus Driehaus in Ohio's First Congressional District: The Rematch in the City of Seven Hills." *Cases in Congressional Campaigns: Riding the Wave*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 219-239.
- Adkins, Randall E. and David A. Dulio. 2012. "The Wave Recedes, but Which Way Will the Tide Turn?" *Cases in Congressional Campaigns: Riding the Wave*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 280-289.
- Adkins, Randall E. 2011. "Presidential Campaigns and Elections." *New Directions in the American Presidency*. Lori Cox Han, Ed. New York, NY: Routledge, pp. 33-53.
- Adkins, Randall E. and David A. Dulio. 2010. "Playing Defense in a Year of Change." *Cases in Congressional Campaigns: Incumbents Playing Defense*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 1-24.
- Adkins, Randall E. and Gregory A. Petrow. 2010. "Courting the Obama-Terry Voter: Terry v. Esch in Nebraska's Second Congressional District." *Cases in Congressional Campaigns: Incumbents Playing Defense*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 176-195.
- Dulio, David A. and Randall E. Adkins. 2010. "The Goal Line Stand." *Cases in Congressional Campaigns: Incumbents Playing Defense*. Randall E. Adkins and David A. Dulio, Eds. New York, NY: Routledge, pp. 231-246.
- Adkins, Randall E. and Andrew J. Dowdle. 2005. "The Survivors: George W. Bush, John F. Kerry and the Road to the Convention." *Thinking About the Presidency: Documents and Essays from the Founding to the Present*. Gary L. Gregg II, Ed. Lanham, MD: Rowman & Littlefield, pp. 311-328.
- Adkins, Randall E. and Gary L. Gregg. 2003. "The Challenger Seven: Ronald Reagan and the Leadership of Healing." *Reassessing the Reagan Presidency*. Richard S. Conley, Ed. University Press of America. Lanham, MD: Rowman and Littlefield, pp. 51-67.
- Adkins, Randall E. 2001. "Abolish, Amend, or Defend? The Electoral College in an Age of Reform." In *Politics in Action: A Reader in American Government*. Jose A. da Cruz, Becky K. da Cruz, and Andrew J. Dowdle, Eds. New York: McGraw-Hill, pp. 89-94.

Barilleaux, Ryan J. and Randall E. Adkins. 1993. "The Nominations: Process and Patterns." *The Elections of 1992*. Michael Nelson, Ed. Washington: Congressional Quarterly, pp. 21-56.

Journal Articles Published

- Dowdle, Andrew J., Randall E. Adkins, Karen Sebold, and Wayne Steger. 2024. "Forecasting the 2024 Republican Presidential Nomination: Can the Former Heavyweight Champ Win Another Title Shot?" *PS: Political Science and Politics*. Published online 2024:1-16.
- Dowdle, Andrew J., Randall E. Adkins, Karen Sebold, and Wayne Steger. 2021. "Fundamentals Matter: Forecasting the 2020 Democratic Presidential Nomination." *PS: Political Science and Politics* 54:41-46.
- Dowdle, Andrew J., Randall E. Adkins, Karen Sebold, and Jarred Cuellar. 2016. "Forecasting Presidential Nominations in 2016: #WePredictedClintonANDTrump." *PS: Political Science & Politics* 49(4):691-695.
- Adkins, Randall E. and Kent A. Kirwan. 2016. "What Role Does the "Federalism Bonus" Play in Presidential Selection?" *Publius: The Journal of Federalism* 32(4): 71-90. Reprinted in *Federalism and American Elections, Publius: The Journal of Federalism Virtual Issue*.
- Dowdle, Andrew J., Randall E. Adkins, and Wayne P. Steger. 2010. "The Viability Primary: What Drives Mass Partisan Support for Candidates before the Primaries?" *Political Research Quarterly* 62(1):77-91.
- Adkins, Randall E. and David A. Dulio. 2009. "Fighting Change in Congressional Campaigns." *American Review of Politics* 30(2):107-114.
- Adkins, Randall E. and Gregory A. Petrow. 2009. "Ohio's First Congressional District: Driehaus v. Chabot." *American Review of Politics*, 30(2):115-136.
- Adkins, Randall E. and Andrew J. Dowdle. 2008. "Change and Continuity in the Presidential Money Primary." *American Review of Politics* 28:319-341.
- Adkins, Randall E. and Andrew J. Dowdle. 2005. "Do Early Birds Get the Worm? Improving Timeliness of Presidential Nomination Forecasts." *Presidential Studies Quarterly*, 35(4):646-660.
- Adkins, Randall E. and Andrew J. Dowdle. 2004. "Bumps in the Road to the White House: How Influential Were Campaign Resources to Nominating George W. Bush?" *Journal of Political Marketing* 3(4):1-27.
- Steger, Wayne P., Andrew J. Dowdle, and Randall E. Adkins. 2004. "The New Hampshire Effect in Presidential Nominations." *Political Research Quarterly* 57(3):375-390.
- Adkins, Randall E. and Kent A. Kirwan. 2002. "What Role Does the 'Federalism Bonus' Play in Presidential Selection?" *Publius: The Journal of Federalism* 32(4):71-90.
- Adkins, Randall E. and Andrew J. Dowdle. 2002. "The Money Primary: What Influences the Outcome of Pre-Primary Presidential Nomination Fundraising?" *Presidential Studies Quarterly* 32(2):256-275.
- Adkins, Randall E. and Andrew J. Dowdle. 2001. "Is the Exhibition Season Becoming More Important to Forecasting Presidential Nominations?" *American Politics Research* 29(3):283-288.

- Adkins, Randall E. and Andrew J. Dowdle. 2001. "How Important Are Iowa and New Hampshire to Winning Post-Reform Presidential Nominations?" *Political Research Quarterly* 54(2):431-444.
- Adkins, Randall E. and Andrew J. Dowdle. 2000. "Break Out the Mint Juleps in New Hampshire? Is New Hampshire the 'Primary' Culprit Limiting Presidential Nomination Forecasts?" *American Politics Quarterly* 28(2):251-269. Thousand Oaks, CA: Sage.

Work in Progress

- Adkins, Randall E., Victoria Farrar-Myers, and David A. Dulio. *Inside Campaigns and Elections: From Running for Election to Governing* (under contract with Sage).

Conference Papers

- Dowdle, Andrew J. Randall E. Adkins, Karen Sebold, and Wayne Steger. "Modeling the 2024 Republican Presidential Nomination: The 215 lb. Gorilla in the Race," or Trump as a Quasi-Incumbent. Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, April 3-7, 2024.
- Adkins, Randall E., Gregory A. Petrow, Andrew J. Dowdle, and Wayne P. Steger. "Progressive Ambition and the Presidency, 1972-2012." Paper presented at the meeting of the American Political Science Association, Washington, DC, August 28-31, 2014.
- Dowdle, Andrew J., Randall E. Adkins, and Wayne P. Steger. "Competition and Democracy in Presidential Nominations." Paper presented at the meeting of the Midwest Political Science Association, Chicago, IL, April 22-25, 2010.
- Adkins, Randall E., Andrew J. Dowdle, and John Davis. "Back to the Future?: The Role of Partisan Elites and Masses in Presidential Nominations, 1976-2008." Paper presented at the meeting of the American Political Science Association, Toronto, Ontario, Canada, September 3, 2009.
- Adkins, Randall E. and Andrew J. Dowdle. "Change and Continuity in the Presidential Money Primary." Paper presented at the meeting of the American Political Science Association, Boston, MA, August 28-31, 2008.
- Dowdle, Andrew J., Randall E. Adkins, and Wayne P. Steger. "The Viability Primary: Modeling Candidate Support Before the Primaries." Paper presented at the meeting of the American Political Science Association, Chicago, IL, August 30-September 2, 2007.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "Progressive Ambition and the Presidency, 1976-2008." Paper presented at the meeting of the Midwest Political Science Association, Chicago, IL, April 20-23, 2006.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "From Bumps in the Road to Fatal Blow-Outs: The State of Party Nomination Politics since the Reforms. Paper presented at the State of the Parties Conference, The Ray C. Bliss Institute of Applied Politics, University of Akron, Akron OH, October 5-7, 2005.

- Adkins, Randall E. "Bridging the Gap: Linkages between Presidential Nomination Elites and the Partisan Nomination Electorate, 1976-2004." Paper presented at the annual meeting of the American Political Science Association, Washington, DC, August 31-September 5, 2005.
- Adkins, Randall E. "Win, Place, or Show? Forecasting the 2004 Democratic Presidential Nomination." Paper presented at the Annual Meeting of the Southern Political Science Association, New Orleans, LA, January 6-8, 2005.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "Gaining Traction: How Do Frontrunners Surface Before the Presidential Primaries?" Paper presented at the Annual Meeting of the American Political Science Association, Chicago, IL, September 2-5, 2004.
- Adkins, Randall E. and Patrick T. McNamara. "Teaching Leadership Across the University: A Study of Leadership Programs in the Upper Midwest Region." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 15-19, 2004.
- Adkins, Randall E. and Gary L. Gregg. "The Healer In Chief: Presidential Leadership Following Public Scandal." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 15-19, 2004.
- Adkins, Randall E. and Andrew J. Dowdle. "Overcoming the Pitfalls of Forecasting Presidential Nominations." Paper presented at the Annual Meeting of the Southern Political Science Association, New Orleans, LA, January 8-11, 2004.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "The Exhibition Season: Forecasting Presidential Nominations in the Post-Reform Era." Paper presented at the Annual Meeting of the American Political Science Association, Philadelphia, PA, August 28-31, 2003.
- Adkins, Randall E. and Natalie Ross Adkins. "Political Advertising in an Era of Reform: What Effect Will the McCain-Feingold Campaign Finance Law Have on Television Advertising?" Paper presented at the American Marketing Association Marketing and Public Policy Conference, Washington, D.C., May 29-31, 2003.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "The New Hampshire Effect: What Function Does the Bellwether Primary Really Perform in the Outcome of Presidential Nominations?" Paper presented at the Annual Meeting of the Midwest Political Science Association, April 3-6, 2003, Chicago, IL.
- Adkins, Randall E. and Gary L. Gregg. "America Attacked: Presidential Leadership from Pearl Harbor to 9/11." Paper presented at the Annual Meeting of the Midwest Political Science Association, April 3-6, 2003, Chicago, IL.
- Adkins, Randall E., Andrew J. Dowdle, and Wayne P. Steger. "Before the Primaries: Modeling Presidential Nominating Politics During the Exhibition Season." Paper presented at the Annual Meeting of the American Political Science Association, August 29-September 1, 2002, Boston, MA.
- Adkins, Randall E. and Loree Bykerk. "Simulating Interest Group Strategies in the Stem Cell Research Issue." Paper presented at the Annual Meeting of the Midwest Political Science Association, April 25-28, 2002.
- Adkins, Randall E. and Gary L. Gregg. "The Healer In Chief: Ronald Reagan, the Symbolic Presidency, and the Challenger Disaster." Paper presented at the Conference on the Reagan Presidency, Santa Barbara, CA, March 28-30, 2002.

- Adkins, Randall E. and Kent A. Kirwan. "Historical Anomalies of the Electoral College: What Role Does the 'Federalism Bonus' Play in Presidential Selection?" Paper presented at the Annual Meeting of the American Political Science Association, San Francisco, CA, August 29-September 2, 2000.
- Adkins, Randall E. and Gary L. Gregg. "The Healer-in-Chief." Paper Presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL April 19-22, 2001.
- Adkins, Randall E. and Andrew J. Dowdle. "How Important is Early Organization to Winning Presidential Nominations? An Analysis of Pre-Primary Campaign Organization in the Post-Reform Era." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 19-22, 2001.
- Adkins, Randall E. and Andrew J. Dowdle. "Bumps in the Road to the White House: How Did George W. Bush Win the Republican Presidential Nomination? Paper presented at the Annual Meeting of the Southern Political Science Association, Atlanta, GA, November 9-12, 2000.
- Adkins, Randall E. "Progressive Ambition and the Presidency: Reexamining the Benefit of Running for Higher Office." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 27-30, 2000.
- Adkins, Randall E., Andrew J. Dowdle, and Michael T. Ware. "Do Iowa and New Hampshire Really Matter Anymore? Frontloading and Its Effect on Presidential Nominations." Paper presented at the Annual Meeting of the Southern Political Science Association, Savannah, GA, November 3-6, 1999.
- Adkins, Randall E. and Andrew J. Dowdle. "The Money Primary: Forecasting Fundraising in Post-Reform Presidential Nomination Contests." Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 15-17, 1999.
- Adkins, Randall E. and Andrew J. Dowdle. "Forecasting Nomination Outcomes: Does Media Coverage Throw a Wild Card into the Equation?" Paper presented at the Annual Meeting of the Midwest Political Science Association, Chicago, IL, April 23-25, 1998.
- Adkins, Randall E. and Andrew J. Dowdle. "Break Out the Mint Juleps in New Hampshire? Analyzing the Effects of Momentum on Who Wins, Places, and Shows in the Post-Reform Presidential Nomination Process." Paper presented at the Annual Meeting of the Southern Political Science Association, Norfolk, VA, November 6-8, 1997.
- Adkins, Randall E. and Andrew J. Dowdle. "Forecasting the 1996 Republican Nomination." Paper Presented at the Annual Meeting of the Southern Political Science Association, Atlanta, Georgia, November 7-9, 1996.
- Adkins, Randall E., Ryan J. Barilleaux, Andrew J. Dowdle, Gary L. Gregg, and Russell Lightfoot. "Forward to the Past: Paradigm Shifts in Presidential Studies." Paper Presented at the Annual Meeting of the American Political Science Association, San Francisco, California, August 29-September 1, 1996.
- Adkins, Randall E. "Progressive Ambition and the Presidency." Paper Presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 18-20, 1996.
- Adkins, Randall E. and Andrew J. Dowdle. "Forecasting Presidential Nominations." Paper Presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April 12-15, 1995.

- Adkins, Randall E. and Andrew J. Dowdle. "Predicting Delegate Allocation in a Post-Modern Nomination Environment." Paper Presented at the Annual Meeting of the Western Political Science Association, Portland, Oregon, March, 1995.
- Adkins, Randall E. "Strategic Politician Theory & the Presidency: Why the 'First Tier' Candidates Rarely Win the Nomination." Paper Presented at Annual Meeting of the Southern Political Science Association, Atlanta, GA, November, 1994.
- Adkins, Randall E. "The Post-Modern Nominating Environment: What Happens to Presidential Elections After 1992?" Paper Presented at the Annual Meeting of the Midwest Political Science Association, Chicago, Illinois, April, 1994.
- Adkins, Randall E. "Strategic Politician Theory and the Presidency: Toward a Broader Explanation of Presidential Ambitions." Paper Presented at the Annual Meeting of the Northeast Political Science Association, Newark, New Jersey, November, 1993.
- Adkins, Randall E. "Strategic Politician Theory and the Presidency: Putting a New Twist on an Old Theory to Explain U.S. Presidential Nomination Politics." Paper Presented at the Annual Meeting of the Southern Political Science Association, Savannah, GA, November, 1993.

Invited Presentations

- "The Elections of 2024: Change or more of the same?" Nebraska Association of Insurance and Financial Advisors, Omaha, Nebraska, May 22, 2025.
- "The Elections of 2024: Change or more of the same?" Nebraska Association of Benefits and Insurance Professionals, Omaha, Nebraska, April 2, 2025.
- "The Elections of 2024: Change or more of the same?" Omaha Independent Insurance Agents, Omaha, Nebraska, March 27, 2025.
- "The Elections of 2024: Change or more of the same?" Omaha Estate Planning Council, Omaha, Nebraska, January 21, 2025.
- "The Life and Legacy of Jimmy Carter." *Consider This*. Nebraska Public Television, January 14, 2025.
- "The Presidential Transition." *Consider This*. Nebraska Public Television, November 14, 2024.
- "Winner-Take-All." *Consider This*. Nebraska Public Television, September 26, 2024.
- "The Elections of 2024: Change or more of the same?" OCI Experience Summit, September 18, 2024.
- "The Presidential Race Shakeup." *Consider This*. Nebraska Public Television, July 25, 2024.
- "The American Idea." Young Southeast Asia Leaders Initiative (YSEALI) Institute on Civic Engagement. October 16, 2023.
- "The American Idea." Young Balkan Leaders (BOLD) Civic Engagement Fellowship Program. University of Nebraska at Omaha. August 27, 2023.
- "Careers in Political Science." Central High School College Pathway Students. May 1, 2023.
- "The Future of the Republican Party." Pachyderm Club. January 23, 2023.
- "The Elections of 2022." *Consider This*. Nebraska Public Television, November 19, 2022.
- "The Election of 2022: Change or more of the same?" Nebraska Financial Planners Association, Ashland, Nebraska, November 18, 2022.

“The Election of 2022: Change or more of the same?” Nebraska Association of Insurance and Financial Advisors, Omaha, Nebraska, November 3, 2022.

“Which state has the most unique for of government in the U.S.?” *Access the Experts*. University of Nebraska at Omaha. February 25, 2021.

“The Presidential Transition of 2021.” *Consider This*. Nebraska Public Television, January 30, 2021.

“The Election of 2020.” *Consider This*. Nebraska Public Television, November 12, 2020.

“Nebraska and the 2020 Election.” Trinity College, Hartford, Connecticut, October 28, 2020.

“The Election of 2020: Change or more of the same?” Nebraska Association of Insurance and Financial Advisors, Lincoln, Nebraska, October 23, 2020.

“The Presidential Election.” Arts and Sciences Virtual Seminar Series, University of Nebraska at Omaha, October 21, 2020.

“Why does Nebraska split electoral votes?” *Access the Experts*. University of Nebraska at Omaha. October 13, 2020.

“The Election of 2020: Change or more of the same?” Nebraska Financial Planners Association, Omaha, Nebraska, October 8, 2020.

“The Election of 2020: Change or more of the same?” Nebraska Credit Union League, February 3, 2020.

“Change or More of the Same? Federal, State, and Local Elections.” Omaha Executive Institute, Omaha Chamber of Commerce, Omaha, Nebraska, October 11, 2018.

“The Election of 2018: Change or more of the same?” Independent Insurance Agents, September 20, 2018

“The Election of 2018: Change or more of the same?” Nebraska Credit Union League, September 19, 2018.

“The Election of 2018: Change or more of the same?” Nebraska Association of Health Underwriters, September 14, 2018.

Advanced Placement Workshop for Teachers of US Government, College Board, Des Moines, Iowa, October 27, 2017.

“Government and Politics in Omaha and Nebraska,” Omaha Executives Institute, Omaha Chamber of Commerce, Omaha, Nebraska, October 12, 2017.

Advanced Placement Institute for Teachers of US Government, College Board, Largo, Maryland, August 1-3, 2017.

“The First 100 Days.” *Consider This*. Nebraska Public Television, April 20, 2017.

“The Election of 2016: Change or more of the same?” Omaha Estate Planners Council, Omaha, Nebraska, January 17, 2016.

Advanced Placement Workshop for Teachers of US Government, University of Missouri – Kansas City, Kansas City, Missouri, January 10, 2017.

“The Election of 2016: Change or more of the same?” *Leadership Omaha Class 39*, Omaha, Nebraska, December 15, 2016.

“The Election of 2016: Change or more of the same?” National Association of Insurance and Financial Advisors, Omaha, Nebraska, October 27, 2016.

“The Election of 2016: Change or more of the same?” National Association of Insurance and Financial Advisors, Lincoln, Nebraska, October 21, 2016.

“The Election of 2016: Change or more of the same?” Omaha Association of Health Underwriters, Omaha, Nebraska, September 28, 2016.

“The Election of 2016: Change or more of the same?” Douglas County Retirement Strategists, Omaha, Nebraska, September 13, 2016.

Advanced Placement Workshop for Teachers of US Government, Advanced Placement Annual Conference, College Board, Anaheim, California, July 17, 2016.

“The Election of 2016: Change or more of the same?” Nebraska Financial Planners Association, Omaha, Nebraska, July 29, 2016.

“The Election of 2016: Change or more of the same?” National Association of Insurance and Financial Advisors, Omaha, Nebraska, October 27, 2016.

“The Election of 2016: Change or more of the same?” Center for Economic Education, University of Nebraska at Omaha, Omaha, Nebraska, June 15, 2016.

“The Election of 2016: Change or more of the same?” Downtown Omaha Rotary Club, Omaha, Nebraska, May 25, 2016.

“The Election of 2016: Change or more of the same?” Nebraska International Society of Certified Employee Benefit Specialists Forum, Omaha, Nebraska, March 28, 2016.

“The Election of 2016: Change or more of the same?” Nebraska Credit Union League, Lincoln, Nebraska, February 10, 2016.

“The Election of 2016: Change or more of the same?” Millard Rotary Club, Omaha, Nebraska, November 23, 2015.

“The Election of 2016: Change or more of the same?” Nebraska Association of Health Underwriters, Omaha, Nebraska, October 28, 2015.

“The Election of 2016: Change or more of the same?” University of Nebraska at Omaha Alumni Association Golden Circle, Omaha, Nebraska, October 8, 2015.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 1-4, 2015.

“The Election of 2014: Change or more of the same?” Omaha Association of Health Underwriters, Omaha, Nebraska, November 13, 2014.

“The Election of 2014: Change or more of the same?” Leadership Omaha Class 37, Omaha, Nebraska, November 12, 2014.

Advanced Placement Workshop for Teachers of US Government, College Board, Cincinnati, Ohio, June 23, 2014.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 2-5, 2014.

“The Election of 2014: Change or more of the same?” Nebraska Association of Insurance and Financial Advisors, Omaha, Nebraska, March 28, 2014.

Advanced Placement Workshop for Teachers of US Government, Washington University, St. Louis, Missouri, October 18, 2013.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 3-6, 2013.

Advanced Placement Workshop for Teachers of US Government, University of Cincinnati, Cincinnati, Ohio, December 18, 2012.

“The Election of 2012: Change or more of the same?” Downtown Omaha Kiwanis Club, Omaha, Nebraska, November 16, 2012.

“The Election of 2012: Change or more of the same?” West Omaha Rotary, Omaha, Nebraska, November 9, 2012.

“The Election of 2012: Change or more of the same?” Omaha Association of Health Underwriters, Omaha, Nebraska, September 26, 2012.

Advanced Placement Institute for Teachers of US and Comparative Government, West Virginia Center for Professional Development, Morgantown, West Virginia, July 24-27, 2012.

Advanced Placement Workshop for Teachers of US Government, Advanced Placement Annual Conference, Orlando, Florida, July 21, 2012.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 4-7, 2012.

“Presidential Elections that Shaped America,” University of Louisville, Louisville, Kentucky, February 17, 2012.

“The 2012 Presidential Election,” Nebraska Association of Independent Financial Advisors, Omaha, Nebraska, January 26, 2012.

Advanced Placement Workshop for Teachers of US and Comparative Government, Cedar Rapids, Iowa, November 21, 2011.

Advanced Placement Workshop for Teachers of US and Comparative Government, University of Nebraska at Omaha, Omaha, Nebraska, October 18, 2011.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 6-9, 2011.

“The 2010 Congressional Elections.” Omaha Rotary Club, Omaha, Nebraska, March 23, 2011.

Advanced Placement Workshop for Teachers of US and Comparative Government, Triton College, Chicago, Illinois, March 15, 2011.

“Money in Elections,” Omaha Kiwanis Club, Omaha, Nebraska, February 23, 2011.

Advanced Placement Workshop for Teachers of US and Comparative Government, Butler University, Indianapolis, Indiana, November 23, 2010.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, June 7-10, 2010.

Advanced Placement Workshop for Teachers of US and Comparative Government, Butler University, Indianapolis, Indiana, November 24, 2009.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, June 8-11, 2009.

Advanced Placement Workshop for Teachers of US and Comparative Government, University of Minnesota, Minneapolis, Minnesota, December 19, 2008.

“The 2008 Elections: Time for a Change,” Financial Executives International, Omaha, Nebraska, December 9, 2008.

“The 2008 Elections: Time for a Change,” Omaha Kiwanis Club, Omaha, Nebraska, November 7, 2008.

Advanced Placement Workshop for Teachers of US and Comparative Government, University of Kansas – Edwardsville, Edwardsville, Kansas, November 5, 2008.

Advanced Placement Workshop for Teachers of US and Comparative Government, University of Nebraska at Omaha, Omaha, Nebraska, October 21, 2008.

“Continuity and Change in the 2008 Presidential Election,” Omaha Loveland Kiwanis Club, Omaha, Nebraska, October 27, 2008.

“Continuity and Change in the 2008 Presidential Election,” Black Student Catholic Scholarship Fund, Omaha, Nebraska, October 12, 2008.

“The Evolution of Political Parties, Campaigns, and Elections,” University of Louisville, Louisville, Kentucky, October 4, 2008.

“Change and Continuity in the 2008 Presidential Election,” University of Louisville, Louisville, Kentucky, October 3, 2008.

“Change and Continuity in the 2008 Presidential Election,” Gold Key Club, Omaha, Nebraska, September 5, 2008.

“Change and Continuity in the 2008 Presidential Election,” Optimist Club, Omaha, Nebraska, September 3, 2008.

Advanced Placement Institute for Teachers of US Government, West Virginia Center for Professional Development, Charleston, West Virginia, July 7-11, 2008.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 9-13, 2007.

Advanced Placement Workshop for Teachers of US and Comparative Government, Eastern Michigan University, Ypsilanti, Michigan, November 13, 2007.

Advanced Placement Institute for Teachers of US Government, West Virginia Center for Professional Development, Charleston, West Virginia, November 8-9, 2007.

Advanced Placement Workshop for Teachers of US and Comparative Government, St. Louis University, St. Louis, Missouri, October 19, 2007.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 11-15, 2007.

“The Pardon of President Nixon,” Union Pacific Museum, Council Bluffs, Iowa, May 12, 2007.

“The Invisible Primary: Who will be the last man (or woman) standing?” Omaha Lions Club, Omaha, Nebraska, April 9, 2007.

Advanced Placement Workshop for Teachers of US and Comparative Government, Triton College, Chicago, Illinois, March 20, 2007.

“The Viability Primary: What Drives Mass Partisan Support for Candidates Before the Primaries?” University of North Texas, Denton, Texas, March 15, 2007.

“Pardon of President Nixon,” West Diamond Kiwanis Club, Omaha, Nebraska, November 1, 2006.

Advanced Placement Workshop for Teachers of US and Comparative Government, Butler University, Indianapolis, Indiana, November 21, 2006.

Advanced Placement Workshop for Teachers of US and Comparative Government, Marquette University, Milwaukee, Wisconsin, October 19 and 20, 2006.

“Pardoning the President: Healing the Wounds of Watergate.” American Political Science Association, Philadelphia, Pennsylvania, September 1, 2006.

“The American Presidency,” Teaching American History Grant, Millard and Omaha Public Schools, Omaha, Nebraska, June 26-30, 2006.

Advanced Placement Institute for Teachers of US Government, University of Nebraska at Omaha, Omaha, Nebraska, June 5-12, 2006.

“Pardon of President Nixon,” University of Louisville, Louisville, Kentucky, February 19, 2006.

Advanced Placement Workshop for Teachers of US and Comparative Government, Otterbein College, Columbus, Ohio, December 6, 2005.

“Feeding the Leviathan: The Emergence of an Active Federal Government under FDR,” Teaching American History Grant, Millard and Omaha Public Schools, Omaha, Nebraska, June 27, 2005.

“Money, Media, & Mobilization in 2004,” University of Nebraska at Omaha, Omaha, Nebraska, November 17, 2004.

“The Great Communicator: Reagan’s Leadership during the Cold War,” Teaching American History Grant, Millard and Omaha Public Schools, Omaha, Nebraska, August 6, 2004.

“America Under Attack: From Pearl Harbor to 9-11,” Pacific Springs Village, Omaha, Nebraska, December 5, 2003.

“The Democrats and the State of the Invisible Primary,” University of Louisville, Louisville, Kentucky, September 15, 2003.

“Political Science and the Study of Leadership,” American Political Science Association, Philadelphia, Pennsylvania, August 28-31, 2003.

“The Bush Doctrine,” Augustana Lutheran Adult Forum, Omaha, Nebraska, December 8, 2002.

“Remembering September 11,” University Village, University of Nebraska at Omaha, Omaha, Nebraska, September 11, 2002.

“The 2000 Presidential Election Reviewed,” University Library Friends, University of Nebraska at Omaha, Omaha, Nebraska, April 10, 2001.

“The Electoral College,” Omaha Press Club, Omaha, Nebraska, January 18, 2001.

“The 2000 Election: Retrospect and Prospect,” West Diamond Kiwanis Club, Omaha, Nebraska, December 20, 2000.

“The Presidential Election: Constitutional Crisis?” First Central Congregational Church, Omaha, Nebraska, December 3, 2000.

“The Pedagogy of Leadership: Triumph and Tribulations,” American Political Science Association, Washington, DC, August 29-September 3, 2000.

“Women in Electoral Politics: The 1990s,” American Association of University Women, Concord College, Athens, West Virginia, October 2, 1996.

Professional Service

2024-2025

- Candidate, Board of Directors, Council of Colleges of Arts & Sciences, 2024.
- Facilitator, Seminar for Department Chairs/Heads, Council of Colleges of Arts & Sciences, Wichita, KS, August 4-5, 2025.
- Facilitator, Seminar for Department Chairs/Heads, Council of Colleges of Arts & Sciences, Milwaukee, WI, September 22-24, 2024.
- Member, Central High School College Pathways Advisory Committee.
- Member, Planning Committee, Annual Meeting of the Council of Colleges of Arts & Sciences, Austin, TX, November 6-9, 2024.

2023-2024

- Presenter, Strategic Scheduling: Challenges and Successes in a Time of Uncertainty, Annual Meeting of the Council of Colleges of Arts & Sciences, San Diego, CA, November 1-4, 2023.
- Member, Central High School College Pathways Advisory Committee.

2022-2023

- Member, Central High School College Pathways Advisory Committee.
- Member, Institutional Program Review Team, Political Science, School of American and Global Studies, South Dakota State University.

2018-2019

- *Chair*, Founders Award Committee for Best Graduate Student Paper, Presidents and Executive Politics Group, American Political Science Association.

2017-2018

- *Consultant*, Advanced Placement, College Board.
- *Member*, Legacy Award Committee, Presidents and Executive Politics Group, American Political Science Association.

2016-2017

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.

2015-2016

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Participant*, Leadership Omaha Class 38.

2014-2015

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.

2013-2014

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.

2012-2013

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.

2011-2012

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Member*, Academic Assembly Council, College Board.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.

2010-2011

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Member*, Academic Assembly Council, College Board.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.
- *Member*, George C. Edwards Award Committee, Presidency Research Group, American Political Science Association.
- *Member*, Steering Committee, Advanced Placement Annual Conference, College Board.

2009-2010

- *Consultant*, Advanced Placement, College Board.
- *Division Chair*, Presidency Research, Annual Meeting of the American Political Science Association, Toronto, ON, Canada, September 3-6, 2009.
- *Editorial Board*, *Journal of Political Marketing*.
- *Member*, Academic Assembly Council, College Board.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.
- *Member*, George C. Edwards Award Committee, Presidency Research Group, American Political Science Association.
- *Member*, Steering Committee, Advanced Placement Annual Conference, College Board.

2008-2009

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Judge*, *We the People* State Competition, Nebraska Bar Foundation, Lincoln, Nebraska.

- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.

2007-2008

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Judge*, *We the People* State Competition, Nebraska Bar Foundation, Lincoln, Nebraska.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.
- *Member*, Founders Award Committee, Presidency Research Group, American Political Science Association.

2006-2007

- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Judge*, *We the People* State Competition, Nebraska Bar Foundation, Lincoln, Nebraska.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.
- *Member*, Paul Peck Presidential Award Committee, Presidency Research Group, American Political Science Association.

2005-2006

- *Associate Editor*, *Politics and Policy*.
- *Chair*, Best Undergraduate Paper Award Committee, Presidency Research Group, American Political Science Association.
- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Judge*, *We the People* State Competition, Nebraska Bar Foundation, Lincoln, Nebraska.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.

2004-2005

- *Associate Editor*, *Politics and Policy*.
- *Consultant*, Advanced Placement, College Board.
- *Editorial Board*, *Journal of Political Marketing*.
- *Member*, Board of Directors, Presidency Research Group, American Political Science Association.

2003-2004

- *Associate Editor, Politics and Policy.*
- *Editorial Board, Journal of Political Marketing.*
- *Member, Richard E. Neustadt Award Committee, Presidency Research Group, American Political Science Association.*

2002-2003

- *Editorial Board, Journal of Political Marketing.*
- *Associate Editor, Politics and Policy.*

2001-2002

- *Associate Editor, Politics and Policy.*
- *Editorial Board, Journal of Political Marketing.*
- *President, West Virginia Political Science Association.*

2000-2001

- *Editorial Board, Journal of Political Marketing.*
- *Executive Council, West Virginia Political Science Association.*
- *Program Chair, Annual Meeting of the West Virginia Political Science Association.*

1999-2000

- *Executive Council, West Virginia Political Science Association.*

1998-1999

- *Executive Council, West Virginia Political Science Association.*

1997-1998

- *District Coordinator (WV-3), We The People, Center for Civic Education.*
- *Executive Council, West Virginia Political Science Association.*

1996-1997

- *District Coordinator (WV-3), We The People, Center for Civic Education.*
- *Executive Council, West Virginia Political Science Association.*

Membership in Professional Associations

- American Conference of Academic Deans
- American Political Science Association
- Council of College of Arts & Sciences
- Midwest Political Science Association

The University of Memphis Board of Trustees

Recommendation for Approval

Date: June 3, 2026

Committee: Academic and Student Affairs Committee

Presentation: Tenure Upon Appointment, Jim Strickland, Cecil C. Humphreys School of Law

Presented by: Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Jim Strickland was appointed as dean of the Cecil C. Humphreys School of Law and as a Professor of Practice on June 1, 2024. The intent is to **re-appoint** him as dean of the Cecil C. Humphreys School of Law and as a Professor with tenure upon reappointment on July 1, 2026.

The faculty promotion and tenure committee within the Cecil C. Humphreys School of Law has recommended appointment of dean Jim Strickland at the rank of professor with tenure as reflected in the accompanying materials.

Motion to be Made:

The Academic and Student Affairs Committee recommends that the Board approve and grant tenure for dean Jim Strickland as Professor of Law, Cecil C. Humphreys School of Law on reappointment.

FACULTY INFORMATION

Name: Jim Strickland U-Number: _____
First Middle Last (ex: U00123456)

Faculty's Current Rank: Professor of Practice Initial Date of Employment: Spring 2024

College/School: Law School Department: _____

PLEASE CHECK ONE (1):

- PROMOTION TIMELINE** Number of years reduction being requested: _____
- TENURE TIMELINE** Number of years reduction being requested: _____
 Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____
- PROMOTION & TENURE TIMELINE** Number of years reduction being requested: _____
 Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____
- TENURE UPON APPOINTMENT**

RECOMMEND APPROVAL

RECOMMENDED

Chair Signature Date (MM/DD/YYYY) YES

Dean Signature Date (MM/DD/YYYY) YES

Submit the following documents to provost@memphis.edu

- Completed/signed **Timeline Adjustment Request**
- Justification memo outlining rationale for Timeline Reduction, signed by dean
- Faculty CV

APPROVAL – to be completed by Provost's Office

APPROVED

 04/30/2026 YES

Provost Signature Date (MM/DD/YYYY)

If approved, the adjusted Promotion and/or Tenure will become effective fall of _____ (effective year)



David S. Romantz
Cecil C. Humphreys Professor of Law
Associate Dean for Academic Affairs

Cecil C. Humphreys Law School
University of Memphis
1 North Front Street
Memphis, TN 38103

Office: 901.678.3232
dromantz@memphis.edu

TO: David Russomanno, Provost
FROM: David Romantz on behalf of the Promotion and Tenure Committee
RE: Recommendations for Tenure and Professor of Law for Dean Jim Strickland
DATE: January 30, 2026

On Friday, January 30, 2026, the Promotion & Tenure Committee of the Law School convened via Teams to consider two motions related to Dean Jim Strickland’s faculty rank and tenure. Prior to the committee meeting, the law school faculty met to discuss the dean’s rank and tenure, considering Dean Strickland’s cumulative professional accomplishments, feedback from the ABA regarding the tenure status of the Dean, and a national trend in ABA-accredited law schools to hire non-academic deans.

1. A Motion to Recommend Dean Jim Strickland for Tenure. According to the Law School Governing Rules, tenured faculty are eligible to vote on a tenure recommendation.

Present and eligible to vote were Professors Black, Brashier, Jones, Kiel, Kritchevsky, Ramsey Mason, Newman, Romantz, K. Smith, and Wilson.

YES: 6 votes
NO: 4 votes
ABSTAIN: 0 votes

The motion passed by the necessary margin.

2. A Motion to Recommend Dean Jim Strickland to the rank of Professor of Law. According to the Law School Governing Rules, full professors with tenure are eligible to vote.

Present and eligible to vote were Professors Black, Brashier, Kiel, Kritchevsky, Newman, Romantz, and K. Smith.

YES: 6 votes

NO: 0 votes

ABSTAIN: 0 votes

The motion passed by the necessary margin.

Jim Strickland

PROFESSIONAL EXPERIENCE

2024-Present

Dean and Professor of Practice, University of Memphis Cecil C. Humphreys School of Law

Chief executive and academic officer of public law school. Oversee all operations of the law school including the evaluation of the school's programs and staff, recruitment and admission of students, student affairs, alumni relations, and strategic initiatives that advance legal education, scholarship, and community engagement with Memphis's legal and civic sectors.

Key accomplishments:

- Led team to increase applications by 18%, first year class enrollment by 30%, and recruited the best class academically in over 20 years.
- Led team to raise over \$2 million for student scholarships.

2016-2023

Mayor of Memphis, Tennessee

Elected in 2015 and 2019 to serve as the City's chief executive officer. Responsible for the general welfare of the City as a policy maker and as the senior executive of an entity with over 8,000 employees. Responsible to ensure the City provides core services across Memphis and Shelby County, all united behind one common purpose: to improve the quality of life for Memphians, every day.

Key Accomplishments:

- Restructured city government leadership into a C-Suite, improving communication, strategy, and operations. Expanded the traditional direct report structure where only the Chief Administrative Officer reported to the Mayor to include the police, fire, operations, communications, human resources, legal and finance chiefs. Weekly strategy meetings were held with the Mayor and all chiefs to review operations and determine policy.
- Transformed City government's communications internally and externally to better and more often share information with employees and citizens.
- Led the planning and execution of the City's operating budget, which was \$800 million in 2023. With little growth in tax revenue the first 6 years in office, strenuous budget decisions governed by priorities and cooperation with city council members were key to maintaining the balance between revenues and expenditures without a tax increase.
- Fully funded the city's pension plan for the first time since 2005 through difficult decision making, resulting in improvements in the City's credit ratings with bond rating agencies.
- Implemented the use of data to measure performance and outcomes of City services to help guide improvements and to improve internal and external communications on both current and future planned improvements. Recognized and received two gold medals by "What Works in Cities" (a division of Bloomberg Philanthropies), for "exceptional use of data to inform policy decisions, allocate funding, improve services, evaluate program effectiveness, and engage residents."

- Developed a policy where department leaders meet with the Mayor monthly as a group to review performance and share ideas for improvement.
- Led City through the COVID pandemic:
 - Issued initial executive orders governing public gatherings in the City in Spring 2020.
 - Co-chaired task force for region,
 - Led creation of a mass testing program for schools to return to in-person classes.
 - Charter schools utilizing the program did not sustain any learning loss after returning to in-class instruction for the 2020-2021 school year.
 - Responded to an emergency request from Tennessee state government to develop and lead a team to assume responsibility for an inefficient mass vaccination program. Within the first 48 hours, implementation of immediate changes greatly improved processes, wait times, and citizen satisfaction. Over 350,000 vaccines were administered over 11 months.
 - Oversaw a team that became proficient in contact tracing and provided the bulk of that service for Memphis and Shelby County.
 - Oversaw a team that assumed responsibility for food distribution for students during virtual school year after the school system suspended its program.
 - Oversaw a communications system focused on reaching citizens with regular updates.
- Directed the team effort in legally removing Confederate statues when faced with a state law prohibiting cities from removing such monuments. These monuments to Jim Crow and segregation were not representative of modern-day Memphis. We rectified some of the underrepresentation of the diversity of historical monuments by installing the Suffrage Monument, the Ida B. Wells Plaza and statue, the MLK Reflection Park, and the I Am a Man Plaza (which may be the only monument in the world honoring sanitation workers.)
- Led the implementation of projects designed to improve and transform the future of Memphis, such as free universal needs-based pre-kindergarten; fiber broadband to 85% of homes and businesses in Memphis; Memphis 3.0, the first comprehensive plan for the city in 40 years; and Transit Vision, the first ever dedicated funding source for Memphis Area Transit Association, to greatly improve public transportation by 2030.
- Prioritized the recruitment and retention of police officers and firefighters and marshalled the team and resources to increase hiring of over 1,100 police officers and 1,200 firefighters.
- Transformed the 911 emergency communications bureau, which handles 1 million calls per year, by reducing the average wait time to answer from around one minute to below eight seconds.
- Improved the City's fire department and achieved the highest national rating for the first time since the 1960s, putting Memphis in the top 1% of the country's fire departments.
- Oversaw the creation of the Healthcare Navigator program that diverts those with mental health challenges away from jail and those without urgent health care needs away from emergency rooms to appropriate care providers.
- Improved the City's library system, which was recognized in 2021 with the nation's highest honor, the National Medal for Museum and Library System.
- Dramatically improved the City's contracting with Minority and Women Owned Business Enterprises (MWBE) from 12% to over 27% by leading the effort to be more equitable in the city's purchasing process.
- Led the formation and execution of a reimaging of the Memphis-built environment, including Accelerate Memphis, a \$200 million investment in parks and neighborhoods particularly in underserved areas; \$200 million of investments in parks and

community centers, building new ones and improving others; a \$245 million modernization of the airport concourse and a \$200 million overhaul of the Renasant Convention Center; construction of a \$65 million youth sports complex; and a \$60 million award-winning redesign of Tom Lee Park.

- Transformed Memphis Animal Services and improved the save rate from around 50% to 85-90%, which led to being one of five organizations in the country recognized for its lifesaving work by Best Friends Animal Society.
- Planned and executed the lobbying effort to obtain one of the largest cash grants in history from Tennessee state government to the City (\$350 million to renovate Fed Ex Forum and Simmons Bank Liberty Stadium).
- Led the partnership which developed the \$30 million Leftwich Tennis Center and coordinated the private fundraising responsible for paying over one-half the total cost.

1998- 2015

Kustoff & Strickland PLLC

Full partner of a law office located in Memphis, Tennessee with areas of practice in general practice, commercial litigation, collections, family law, guardianship for veterans, breach of contract, personal injury, and civil matters.

2008-2015

Memphis City Councilman

Elected District 5 representative and 2014 Chairman

1990-1998

Glankler Brown, PLLC

Associate attorney. Based in Memphis, Tennessee, Glankler Brown represents clients across a wide spectrum of business and personal issues. Represented individuals and businesses in general civil litigation practice and occasional criminal defense litigation in state and federal court.

1989-1990

Tennessee Supreme Court

Clerk for Justice William H.D. Fones

1989-1996

University of Memphis Cecil C. Humphreys School of Law

Adjunct Instructor, Legal Methods

EDUCATION

1986-1989

University of Memphis Cecil C. Humphreys School of Law

Juris Doctor (with honors)
Moot Court Board, Chief Justice
Herbert Herff Law Scholarship
American Jurisprudence Award - Evidence

1982-1986

University of Memphis

Bachelor of Business Administration (magna cum laude)
Student Body President

COMMUNITY SERVICE EXPERIENCE

Alpha Omega Veterans Services, Inc.
Ave Maria Home
Catholic Schools of Memphis Advisory Council
Habitat for Humanity
Kiwanis Club of Memphis
Leadership Memphis
Leadership Tennessee
Memphis Botanic Gardens
Memphis City Council, Chairman
Memphis/Shelby County Board of Adjustment
Mississippi River Cities and Towns Initiative Executive Committee
St. Vincent de Paul Society
Tennessee Municipal League Board of Directors
University of Memphis Alumni Association National Board of Directors
University of Memphis Tiger Scholarship Fund Board of Directors

HONORS

Christian Brothers High School - Hall of Fame
Christian Brothers University - Honorary Doctor of Public Service
Christian Brothers University - Commencement Speaker
Commercial Appeal- Best Local Politician
Hyde Park Matters Neighborhood Association - Boots on the Ground Award
Ida B. Wells Memphis Memorial Committee - Impact Award
Impact Baptist Church - Civic Hero
Leadership Memphis - Community Champion of the year to City Government
Memphis Bar Association – Judge Jerome Turner Lawyer's Lawyer Award
Memphis Bar Association - Sam A. Myar, Jr. Memorial Award
Memphis Business Journal, Top 40 under 40
Memphis Flyer, Top 40 under 40
Memphis Urban League - Diamond Award
NAACP Memphis Branch-Presidential Award
National Association of Women Business Owners - Star Award and MWBE Champion
Rotary Club of Memphis East Bobby Dunavant Public Servant Award
Rep. Barbara Cooper - Harriet Tubman Living Legend Award
Sierra Club - We're Glad We Elected You Award
Southern College of Optometry - Honorary Doctor of Humane Letters

Southern College of Optometry - Commencement Speaker
Tennessee Municipal League - Municipal Champion Award
University of Memphis Commencement Speaker
University of Memphis Alumni Association - Scheidt Community Impact Award
WLOK Radio - Courage in Politics Award

The University of Memphis Board of Trustees

Recommendation for Approval

- Date:** June 3, 2026
- Committee:** Academic and Student Affairs Committee
- Presentation:** Tenure Upon Appointment, Dr. Sungyong Jung, Professor, Electrical and Computer Engineering
- Presented by:** Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Dr. Sungyong Jung has been selected as the chair of Electrical and Computer Engineering department effective fall 2026.

Dr. Jung previously served as an Associate Chair (Jan. 2017 – Jun. 2024) in the Department of Electrical Engineering at the University of Texas at Arlington. Currently, he is serving as a Dept. Chair (Jul. 2024 – present), McComish Department of Electrical Engineering and Computer Science, South Dakota State University.

Dr. Jung earned his B.S. in Electronic Engineering from Yeungnam University, Taegu, South Korea, in 1991, his M.S. in Electronic Engineering from Yeungnam University, Taegu, South Korea, in 1993, and his Ph.D in in Electric Engineering from Georgia Institute of Technology in 2002. He served as an Assistant Professor at the University of Texas at Arlington from 2002-2008, Associate Professor from 2008-2023 at the University of Texas at Arlington and as Full Professor from 2023-to present at South Dakota State University.

Jung's research interests include electrochemical and bio sensing embedded systems, wearable devices, analog and mixed signal integrated circuits; radio Frequency integrated circuits and systems, opto-electronic integrated circuits and systems and digital signal processing. He has numerous journal publications, a book chapter, conference publications and a US patent.

Motion to be Made:

The Academic and Student Affairs Committee recommends that the Board approve and grant tenure upon appointment for Dr. Sungyong Jung as Professor of Electrical and Computer Engineering, Herff College of Engineering.

FACULTY INFORMATION

Name: Sungyong Jung U-Number: _____
First Middle Last (ex: U00123456)

Faculty member's Current Rank: N/A

College/School: Herff College of Engineering Department: Electrical & Computer Engineering

PLEASE CHECK ONE (1):

PROMOTION TIMELINE Number of years reduction being requested: _____


TENURE TIMELINE Number of years reduction being requested: _____
 Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____

PROMOTION & TENURE TIMELINE Number of years reduction being requested: _____
 Will this reduction result in a change in the mid-tenure review timing? YES NO
 if YES, indicate the adjusted mid-tenure year (20XX): _____

TENURE UPON APPOINTMENT

RECOMMEND APPROVAL


 Chair Signature


 Dean Signature

04/29/2026

Date (MM/DD/YYYY)

04/30/2026

Date (MM/DD/YYYY)

RECOMMENDED


YES

YES

Submit the following documents to provost@memphis.edu

- Completed/signed **Timeline Adjustment Request**
- Justification memo outlining rationale for Timeline Reduction, signed by dean
- Faculty CV

APPROVAL – to be completed by Provost's Office


 Provost Signature

05.27.2026

Date (MM/DD/YYYY)

APPROVED

YES

If approved, the adjusted Promotion and/or Tenure will become effective fall of 2026 (effective year)

FACULTY INFORMATION

Name: Sungyong Jung U-Number: _____
First Middle Last (ex: U00123456)

Faculty member's Current Rank: N/A

College/School: Herff College of Engineering Department: Electrical & Computer Engineering

Individual is applying for: Promotion Tenure Promotion and Tenure

DEPARTMENT PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: POSITIVE NEGATIVE | VOTE BREAKDOWN: 3 POSITIVE 1 NEGATIVE ___ ABSTAIN ___ ABSENT


 Department Committee Chair Signature 5/26/2026
 Date

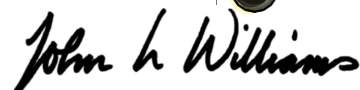
DEPARTMENT CHAIR RECOMMENDATION

RECOMMENDATION: POSITIVE NEGATIVE


 Department Chair Signature 5/26/2026
 Date

COLLEGE PROMOTION AND/OR TENURE COMMITTEE

RECOMMENDATION: POSITIVE NEGATIVE | VOTE BREAKDOWN: 4 POSITIVE 1 NEGATIVE 1 ABSTAIN ___ ABSENT


 College Committee Chair Signature 26th May 2026
 Date

COLLEGE DEAN RECOMMENDATION

RECOMMENDATION: POSITIVE NEGATIVE


 Department Dean Signature 26th May 2026
 Date

MEMORANDUM

TO: Dr. Okenwa Okoli, Dean
Herff College of Engineering

FROM: John L. Williams, Ph.D., Chair *JLW*
Tenure and Promotion Committee
Herff College of Engineering

SUBJECT: Tenure application of Dr. Sungyong Jung

DATE: 26th May 2026

The College Tenure and Promotion Committee, composed of Drs. John Williams (Chair), Kevin Berisso, Sabyasachee Mishra, Mohammed Yeasin, and Stephanie Ivey met on May 26, 2026. Dr. Gladius Lewis was unable to attend but voted in absentia. Sungyong Jung's application file was reviewed by the committee, in addition to the recommendations from the EECE Department's Tenure and Promotion Committee and the Department Chair. Dr. Yeasin was recused from voting in this case since the candidate would be a colleague in his department.

Having completed its review of Dr. Jung's application for expedited tenure the committee presents the following votes:

The committee vote was: 4 (YES) and 1 (NO), with 1 (ABSTAIN)

Sungyong Jung

Home Address
1329 Bluestem Path
Brookings, SD 57006
Phone: (C) 214-517-2200

I. PROFESSIONAL EXPERIENCES

EDUCATION

Ph.D. in Electrical Engineering: May 2002
Georgia Institute of Technology, Atlanta, Georgia

M.S. in Electronic Engineering: February 1993
Yeungnam University, Taegu, South Korea

B.S. in Electronic Engineering: February 1991
Yeungnam University, Taegu, South Korea

RESEARCH INTERESTS

- Electrochemical and bio sensing embedded system.
- Wearable devices
- Analog and mixed signal integrated circuit.
- Radio Frequency integrated circuits and systems.
- Opto-electronic integrated circuits and systems.
- Digital signal processing.

HONORE AND AWARD

- Faculty Advisor, 2006 IEEE International Conference on Ultra-Wideband best student paper award.
- Research Excellence Monetary Award, 2009, College of Engineering, UTA
- Grantwinship Award, 2025, J. Lohr College of Engineering, SDSU

PROFESSIONAL EXPERIENCES

Full Professor: Jul. 2024 – present
McComish Department of Electrical Engineering and Computer Science
South Dakota State University

Full Professor: Sep. 2023 – Jun. 2024
Department of Electrical Engineering
University of Texas at Arlington

Associate Professor: Sep. 2008 – Aug. 2023
Department of Electrical Engineering
University of Texas at Arlington

Assistant Professor: Sep. 2002 – Aug. 2008

Department of Electrical Engineering
University of Texas at Arlington

Advanced Circuit Engineer: Feb. 2001 – July. 2002
Quellan Inc., Atlanta, GA

Research Assistant: Jan, 1996 – Feb, 2001
Georgia Institute of Technology, Atlanta, GA

II. ADMINISTRATIVE EXPERIENCES

DEPARTMENT HEAD

Jul. 2024 – present

McComish Department of Electrical Engineering and Computer Science
South Dakota State University

- Completed ABET evaluation for the computer science program
- Led and completed undergraduate curriculum revamping
- Led and completed 5-year BS/MS accelerated program in electrical engineering program.
- Leading ABET preparation for the Electrical Engineering
- Initiating and leading two graduate certificate programs for intelligent systems engineering and power systems engineering
- Initiating and leading new UG minor degree program development in intelligent systems engineering and power systems engineering
- Initiating and leading Artificial Intelligence BS/MS/PhD degree program development
- Leading six new faculty hiring process
- Leading computer science online program
- Maintaining department budget
- Initiating and leading AI symposium and AI colloquium at the department level
- Initiating and leading new EECS student club
- Obtained the department endowment (\$1M) by collaborating with SDSU Foundation

ASSOCIATE CHAIR

Jan. 2017 – Jun. 2024

Department of Electrical Engineering
University of Texas at Arlington

- Course scheduling
- Faculty teaching assignments
- Mentoring faculty/staff
- Preparing for ABET evaluation
- Observing faculty teaching
- Forming/leading committees
- Developing undergraduate (UG) track program
- Leading UG/MS certificate program development for embedded system, electronic propulsion, photonics, power system management, and cyber-physical system
- Selecting and assigning graduate teaching assistants and graders
- Managing EE catalogue

- Developing/implementing EE UG research initiative programs
- Organizing EE UG research forum
- Forming/leading student feedback groups
- Leading graduate teaching assistant (GTA)/grader meetings and GTA evaluation

III. RESEARCH AND SCHOLARLY ACTIVITIES

JOURNAL PUBLICATIONS

1. Q. Qu, S. Lu, L. Shang, S. Jung, Q. Liang, and C. Pan, "Variation-Aware Memristor-Based Analog Accelerator for Vision Transformer," *IEEE Transactions on Emerging Topics in Computing*, submitted, 2025.
2. S. Lu, P. Z. Pei, L. Shang, S. Jung, Q. Liang, and C. Pan, "Graphene-Based Interconnect Exploration for FPGA Design and Optimization Towards End-of-the-Roadmap," *IEEE Transactions on Nanotechnology*, submitted, 2025.
3. L. Shang, S. Lu, S. Jung, Q. Liang, and C. Pan, "Novel FPGA Technology Mapping for Dual-Output LUTs: Methodology and Application," *IEEE Transactions on Computer-Aided Design of Integrated Circuits and Systems*, accepted, 2025.
4. S. Lu, L. Shang, S. Jung, Q. Liang, C. Pan, "A Novel RFET-based FPGA Architecture based on Delay-Aware Packing Algorithm," *IEEE Transactions on Emerging Topics in Computing*, vol. 13, issue 3, pp. 1230-1241, 2025.
5. S. Lu, L. Shang, S. Jung, Y. Zhang, Q. Liang, and C. Pan, "Technology/System Co-Optimization for FPGA Using Emerging Reconfigurable Logic Device," *Journal on Emerging Technologies in Computing Systems*, vol. 21, issue 3, pp. 1-21, 2025.
6. S. Lakshminarayana, H. Park, and S. Jung, "Emerging Technologies in CMOS Integrated Sensing System-On-Chip: A Review," *IEEE Sensors Reviews*, vol. 2, pp. 397-404, 2025.
7. M. Reddy, M. Ranganatha, S. Lakshminarayana, J. Kim, S. Jung, Y. Sun, and H. Park, "Detection of Cisplatin Resistance in Bladder Cancer Using Machine Learning," *IEEE Access*, vol. 13, pp. 105434-105445, 2025.
8. L. Shang, S. Lu, S. Jung, Q. Liang, and C. Pan, "An Efficient Multi-Output LUT Mapping Technique for Field-Programmable Gate Arrays," *Electronics*, vol. 14, issue 9, 2025.
9. M. Chilukuri, S. Lakshminarayana, H. Park, C. Pan, H. Chung, and S. Jung, "A Low-Noise, Low-Offset CMOS Readout IC for Amperometric Biosensors," *IEEE Access*, vol. 12, pp. 180619-180630, 2025.
10. S. Lakshminarayana, R. Perumalsamy, C. Pan, S. Jung, H. Chung, and H. Park, "A CMOS Switched Capacitor Filter Based Potentiometric Readout Circuit for pH Sensing System," *Journal of Low Power Electronics and Applications*, vol. 15, issue 1, 2025.
11. S. Lakshminarayana, M. Ranganatha, H. Park, and S. Jung, "Trimodal Watch-Type Wearable Health Monitoring Device," *Applied Science*, vol. 14, pp. 9267, 2024.
12. L. Shang, S. Lu, Y. Zhang, S. Jung, and C. Pan, "Directed Acyclic Graph-Based Datapath Synthesis Using Graph Isomorphism and Gate Reconfiguration," *Chips*, vol. 3, pp. 182-195, 2024.
13. H. Park, Y. Sun, and S. Jung, "Balanced Resistive Matrix Array for High-density Electrochemical Sensor Array," *IEEE Sensors Journal*, vol. 23, pp. 14323-14329, 2023.
14. H. Park, L. Nguyen, S. Lakshminarayana, Y. Sun, and S. Jung, "Watch-Type Dual-Mode Wearable Health Device," *ECS Sensors Plus*, vol. 2, no. 1, 2023.

15. H. Park, Y. Park, S. Lakshminarayana, H. Jung, M. Kim, K. Lee, and S. Jung, "Portable All-in-One Electroanalytical Device for Point of Care," *IEEE Access*, vol. 10, pp. 68700-68710, 2022.
16. L. Shang, S. Jung, and C. Pan, "Fault-Aware Adversary Attack Analyses and Enhancement for RRAM-based Neuromorphic Accelerator," *Frontiers in Sensors*, vol. 3, 2022.
17. S. Lakshminarayana, Y. Park, H. Park, and S. Jung, "A Readout System for High Speed Interface of Wide Range Chemiresistive Sensor Array," *IEEE Access*, vol. 10, pp. 45726-45735, 2022.
18. H. Cho, F. Tong, S. You, S. Jung, W. Kim, and J. Kim, "Prediction of the Immune Phenotypes of Bladder Cancer Patients for Precision Oncology," *IEEE Open Journal of Engineering in Medicine and Biology*, vol. 3, pp. 47-57, 2022.
19. H. Park, S. Lakshminarayana, C. Pan, H. Chung, and S. Jung, "An Auto Adjustable Transimpedance Readout System for Wearable Healthcare Devices," *Electronics*, vol. 11, issue. 8, 1181, 2022.
20. S. Lakshminarayana, Y. Park, H. Park, and S. Jung, "High Density Resistive Array Readout System for Wearable Electronics," *Sensors*, vol. 22, issue. 5, 1878, 2022.
21. Z. Pei, A. Dutta, S. Jung, and C. Pan, "Interconnect Technology/System Co-Optimization for Low-Power VLSI Applications Using Ballistic Materials," *IEEE Transactions on Electron Devices*, vol. 68, issue 7, pp. 3513-3519, 2021.
22. Z. Pei, L. Shang, S. Jung, and C. Pan, "Deep Pipeline Circuit for Low-Power Spintronic Devices," *IEEE Transactions on Electron Devices*, vol. 68 (4), pp. 1962-1968, 2021.
23. S. Kim, J. Brady, F. Al-Badani, S. Yu, J. Hart, S. Jung, T. Tran, and N. Myung, "Nanoengineering Approaches Toward Artificial Nose," *Frontiers in Chemistry*, vol. 9, pp. 1-29, 2021.
24. H. Park, P. Jin, S. Jung, and J. Kim, "Quick overview of diagnostic kits and smartphone apps for urologists during the COVID-19 pandemic: a narrative review," *Translational Andrology and Urology*, vol. 10 (2), pp. 939-953, 2021.
25. P. Jin, H. Park, S. Jung, and J. Kim, "Challenges in Urology during the COVID-19 Pandemic," *Urologia Internationalis*, vol. 105. No. 1-2, pp. 3-16, 2021.
26. H. Park, S. Jung, and H. Chung, "An Analog Correlator Based CMOS Analog Front End with Digital Gain Control Circuit for Hearing Aid Devices," *Analog Integrated Circuits and Signal Processing*, pp. 157-165, 2020.
27. F. Tong, M. Shahid, P. Jin, S. Jung, W. Kim, and J. Kim, "Classification of the Urinary Metabolome using Machine Learning and Potential Applications to Diagnosing Interstitial Cystitis," *Bladder Journal*, vol. 7 (2), pp. 1-7, 2020.
28. H. Park, J. Kim, and S. Jung, "Development of Non-Invasive Biosensor Devices for the Detection of Bladder Cancer in Urine," *Clinical Oncology and Research*, vol. 3 (6), pp. 1-4, 2020.
29. S. Jung and J. Kim, "Biomarker Discovery and Beyond for Diagnosis of Bladder Diseases," *Bladder Journal*, vol. 7(1), pp. 1-5, 2020.
30. M. Chilukuri, S. Jung, and H. Chung, "A Charge Amplifier Based CMOS Analog Front End for Hearing Aid Devices," *Journal of Low Power Electronics*, vol. 15, no. 3, pp. 315-322, 2019.
31. N. V. Myung, S. Jung, and J. Kim, "Application of Low-cost, Easy-to-Use, Portable Biosensor Systems for Diagnosing Bladder Dysfunctions," *International Neurourology Journal*, vol. 23, no. 1, pp 86-87, 2019.

32. H. Park, N. D. Karandikar, S. Jung, and K. Ryoo, "Variable Gain Potentiostat Architecture for Glucose Sensing from Blood and Tear Fluid," *Journal of Low Power Electronics*, vol. 13, no. 2, pp. 271-278, 2017.
33. B. Arigong, H. Ren, J. Ding, H. Chung, S. Jung, H. Kim, and H. Zhang, "An Ultra-Slow-Wave Transmission Line on CMOS Technology," *Microwave and Optical Technology Letters*, vol. 59, issue 3, pp. 604-606, 2017.
34. N. Karandikar, S. Jung, Y. Sun, and H. Chung, "Low Power, Low Noise, Compact Amperometric Circuit for Three-Terminal Glucose Biosensor," *Journal of Analog Integrated Circuits and Signal Processing*, vol. 82, issue 2, pp 417-424, 2016.
35. C. Lim, S. Dermal, S. Jung, N. Myung, and K. Ryoo, "A Compact CMOS Electrochemical Sensor Readout Circuit for a Conductometric Sensor Array," *Journal of Low Power Electronics*, vol. 10, pp. 635-639, 2014.
36. B. Arigong, H. Zhang, S. Yoon, S. Jung, and H. Kim, "An Eye-Opening Measurement Circuit for a Feed-Forward Equalizer," *Microwave and Optical Technology Letters*, vol. 56, issue 9, pp. 2136-2141, 2014.
37. C. Lim, S. Govardhan, H. Kim, K. Ryoo, and S. Jung, "A CMOS Switched Capacitor Based Low Power Amperometric Readout Circuit for Microneedle Glucose Sensor," *Journal of Low Power Electronics*, vol. 10, no. 2, pp. 279-285, 2014.
38. V. Shenoy, S. Jung, Y. Yoon, Y. Park, and H. Chung, "A CMOS Analog Correlator based Painless Non-enzymatic Glucose Sensor Readout Circuit," *IEEE Sensors Journal*, vol. 14, pp. 1591-1599, 2014.
39. H. Kim, S. Woo, S. Jung, and K. Lee, "A CMOS transmitter leakage canceller for WCDMA applications," *IEEE Transactions on Microwave Theory and Techniques*, vol. 61, pp. 3373-3380, 2013. ISSN: 0018-9480
40. B. Arigong, H. Zhang, S. Jung, and H. Kim, "A Feed-Forward Equalizer with Winner-take-all Variable Gain Amplifiers for Backplane Channels," *Microwave and Optical Technology Letters*, vol. 55, no. 11, pp. 2666-2670, 2013.
41. J. Li, S. Jung, H. Kim, P. Gui, and H. Chung, "A Carrier-Based CMOS Impulse Generator for Ultra-wideband Vehicular Radar Application," *Microwave and Optical Technology Letters*, vol. 55, no. 8, pp. 1881-1887, 2013.
42. Y. Joo, H. Kim, and S. Jung, "A CMOS 802.15.4a Transmitter for Sub-GHz Applications," *Microwave and Optical Technology Letters*, vol. 53, no. 8, pp. 1919-1921, 2011.
43. J. Li, S. Jung, and H. Moon, "A Fully Integrated 3-10 GHz IR-UWB CMOS Impulse Generator," *Microwave and Optical Technology Letters*, vol. 53, no. 8, pp. 1887-1890, 2011.
44. H. Zhai, S. Jung, and M. Lu, "Wireless Communication in Boxes with Metallic Enclosure based on Time-Reversal Ultra-Wideband Technique: a Full-Wave Numerical Study," *Progress In Electromagnetics Research*, vol. PIER 101, pp. 63-74, 2010.
45. N. Thakoor, J. Gao, and S. Jung "Embedded Planar Surface Segmentation System for Stereo Images," *Journal of Machine Vision and Applications*, vol.21, no. 2, pp. 189-199, 2010.
46. H. Zhai, S. Sha, V. Shenoy, S. Jung, M. Lu, K. Min, S. Lee, and D. Ha, "An Electronic Circuit System for Time-Reversal of Ultra-Wideband Short Impulses based on Frequency Domain Approach," *IEEE Transactions on Microwave Theory and Techniques*, vol. 58, no. 1, pp. 74-86, 2010.
47. P. Ghosh, M. Lu, and S. Jung, "Design of a Radiation Hard Phase-Locked Loop at 2.5 GHz using SOS-CMOS," *Journal of Systems Engineering and Electronics*, vol. 20, no. 6, pp. 1159-1166, 2009.

48. M. Lu and S. Jung, "On the Well-Posedness of Integral Equations Associated with Cavity Green's Functions around Resonant Frequencies," *Microwave and Optical Technology Letter*, vol. 51, no. 6, pp. 1476-1481, 2009.
49. M. Lu, J. Bredow, S. Jung, S. Tjuatja, "Evaluation of Green's Functions of Rectangular Cavities around Resonant Frequencies in the Method of Moments", *IEEE Antennas and Wireless Propagation Letters*, vol. 8, pp. 204-208, 2009.
50. N. Thakoor, J. Gao, and S. Jung "Hidden Markov model based weighted likelihood discriminant for 2D shape classification," *IEEE Transactions on Image Processing*, vol. 16, Issue 11, pp. 2707-2719, 2007.
51. D. Park, Y. Jeong, J-B. Lee, and S. Jung, "Chip-level integration of RF MEMS on-chip inductors using UV-LIGA technique," *Journal of Microsystem Technologies*, vol. 14, numbers 9-11, pp. 1429-1438, 2007.
52. G. Zhang, S. Saw, J. Liu, S. Sterrantino, D. K. Johnson, and S. Jung, "An Accurate Current Source with On-Chip Self-Calibration Circuits for Low-Voltage Current Mode Differential Drivers", *IEEE Transactions on Circuits and Systems I*, vol. 53, Issue 1, pp. 40-47, 2006.
53. S. Jung, M. A. Brooke, and N. M. Jokerst, "Parasitic Modeling and Analysis for a 1 Gb/s CMOS Laser Driver", *IEEE Transactions on Circuits and Systems II*, Vol. 51, No. 10, pp. 517-522, 2004.
54. N.M. Jokerst, M. A. Brooke, J. Laskar, D. S. Wills, A. S. Brown, M. Vrazel, S. Jung, Y. Joo, J. J. Chang, "Microsystem optoelectronic integration for mixed multisignal systems", *IEEE Journal of Selected Topics in Quantum Electronics*, Vol. 6, Issue: 6, pp. 1231 –1239, 2000.
55. S. W. Bond, O. Vendier, M. Lee, S. Jung, A. Lopez-Lagunas, S. Chai, G. Dagnall, M. Brooke, N. Jokerst, D. Wills, and A. Brown, "A Three Layer 3D System Using Through-Si Vertical Optical Interconnections and Si CMOS Hybrid Building Blocks," *IEEE Journal of Selected Topics in Quantum Electronics*, Vol.5, No. 2, pp. 276 – 286, 1999.
56. O. Vendier, S. W. Bond, M. Lee, S. Jung, M. Brooke, N. Jokerst, and R.P. Leavitt, "Stacked Silicon CMOS Circuits with a 40 Mb/s Through-Silicon Optical Interconnect," *IEEE Photonics Technology Letters*, vol. 10, no. 4, pp. 606-608, 1998.

BOOK CHAPTER

- M. Lu, J. W. Bredow, S. Jung, and S. Tjuatja, "A quasi-planar wide band conical antenna," published as a book chapter to *Ultra Wideband, Short Pulse Electromagnetics*, C. Baum, A. Stone, and S. Tyo, Ed., pp. 25-32, ISBN: 978-0-387-73045-5, Springer New York, 2007.

US PATENT

- M. Vrazel, S. Ralph, J. Lasker, S. Jung, V. Hietala, and E. Gebara, "Increasing Data Throughput in Optical Fiber Transmission Systems", US 7173551 B2, 2007.

CONFERENCE PUBLICATIONS

1. Q. Qu, S. Lu, L. Shang, S. Jung, Q. Liang, and C. Pan, "Fast and Energy-Efficient Analog Accelerator for Vision Transformer," *EEE International Midwest Symposium on Circuits and Systems*, August 2025.
2. S. Lu, Z. Pei, L. Sang, S. Jung, Q. Liang, and C. Pan, "Graphene-Based FPGA Design and Optimization at the 7nm FinFET Technology Node," *International Symposium on Quality Electronic Design*, April 2025.

3. L. Shang, S. Lu, S. Jung, Y. Zhang, and C. Pan, "A Novel Delay-Aware Packing Algorithm for FPGA Architecture Using RFET," IEEE International Midwest Symposium on Circuits and Systems, August 2024.
4. S. Lu, L. Shang, S. Jung, and C. Pan, "Emerging Reconfigurable Logic Device Based FPGA Design and Optimization," International Symposium on Quality Electronic Design, April 2024.
5. L. Shang, S. Lu, S. Jung, and C. Pan, "Novel Fence Generation Methods for Accelerating Reconfigurable Exact Synthesis," IEEE International Midwest Symposium on Circuits and Systems, August 2023.
6. S. Lu, Z. Pei, L. Shang, S. Jung, and C. Pan, "Technology/Circuit Co-Design Framework for Emerging Reconfigurable Devices," IEEE International Midwest Symposium on Circuits and Systems, August 2023.
7. H. Park, S. Lakshminarayana, L. Nguyen, C. Pan, and S. Jung, "Portable Indoor Air Quality Measurement System," IEEE International Conference on E-Health and Bioengineering, October 2022.
8. T. T. Huu Tran, H. Park, D. To, K. Gangadhara, J. Brady, J. Hart, S. Jung, and N. V. Myung, "A Multimodal Electronic Nose Based on High-Density Flexible Sensor Array of Carbon Nanotubes and Photoactive Macromolecules Hybrid Nanostructures," 18th International Meeting on Chemical Sensors, Vol. MA2020-01, 2020.
9. M. Chilukuri and S. Jung, "A Mixed-Mode Variable Gain Amplifier for Hearing Aid Devices," IEEE Dallas Circuits and Systems Conference, November 2018.
10. M. Chilukuri, S. Jung, and K. Ryoo, "A Low Power and Low Noise Preamplifier Circuit for Hearing Aid Devices," IEEE Dallas Circuits and Systems Conference, October 2016.
11. U. Mahendran, S. Jung, K. Ryoo, and S. Pyo, "A Switched Capacitor based Transimpedance Amplifier for Detection of HAB using an Optical Sensor," IEEE Dallas Circuits and Systems Conference, October 2016.
12. M. Chilukuri, and S. Jung, "A High Frequency Memristor Emulator Circuit," IEEE Dallas Circuits and Systems Conference, pp. 1-4, October 2015.
13. H. Zamankhan, S. Jung, S.-Y. Cho, J.-M. Park, H. Choi, "Comparison between Various Observing Systems for Monitoring Harmful Algal Blooms and Preliminary Concept of Innovative Sensing Network for In-Situ Monitoring of Biological Toxins", Special Symposium on Advances in Sensing Technologies for Real-Time and Remote Monitoring of Water Quality, The 250th American Chemical Society (ACS) National Meeting, August 2015.
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44. N. Thakoor, J. Gao, and S. Jung, "Occlusion resistant shape classifier based on warped optimal path matching," IEEE International Conference on Pattern Recognition, pp. 60-63, August 2006.
45. D. Maxwell, S. Jung, Y. Joo, J. Gao, and H. Doh, "A Two-Stage Cascode CMOS LNA for UWB Wireless Systems", IEEE Midwest Symposium on Circuits and Systems, pp. 627-630, August 2005.
46. H. Kim, S. Jung, and Y. Joo, "Digitally Controllable Bi-Phase CMOS UWB Pulse Generator," IEEE International Conference on Ultra-Wideband, pp. 442-445, September 2005.
47. N. Thakoor, J. Gao, S. Jung, "Generalized Probabilistic Decent Method based Minimum Error Shape Classification using Hidden Markov Models," IEEE ICME, pp. 342-345, July 2005.
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49. H. Liu, X. Lin, Y. Kim, J. Liu, and S. Jung, "Electronic Dispersion compensation for 10 Gbps Data Transmission over Multi-mode Fibers," IEEE Dallas CAS Workshop, pp. 159-162, September 2004.
50. S. Jung, J. Gao, and J. Liu, "CMOS Multi-level Signal Transmitter for Optical Communication," IEEE Midwest Symposium on Circuits and Systems 2004, pp. II-185 – II-188, July 2004.
51. Y. Jeong, H. Doh, S. Jung, D. Park, and J. Lee, "CMOS VCO & LNA Implemented by Air-Suspended On-Chip RF MEMS LC," IEEE Midwest Symposium on Circuits and Systems, pp. I-373 – I-376, July 2004.
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53. S. Nazar, B. A. Shirazi, and S. Jung, "Performance/Energy efficiency analysis of register files in superscalar processors", The International Conference on VLSI, pp. 325 – 331, June 2004.

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57. G. Zhang, J. Liu, and S. Jung, "An accurate current source with on-chip self-calibration circuits for low-voltage differential transmitter drivers", IEEE International Symposium on Circuits and Systems, Vol. 2, pp. II-192 -II-195, May 2003.
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61. J. Chang, S. Jung, M. Vrazel, K. Jung, M. Lee, M. A. Brooke, N. M. Jokerst, and S. Wills, "Mixed Signal Hybrid OEICs: An InP I-MSM Integrated Onto a Mixed Signal CMOS Analog Optical Receiver with a Digital CMOS Microprocessor," Proceedings of the Optics in Computing Conference, May 2000.
62. J. Chang, S. Jung, M. Vrazel, K. Jung, M. A. Brooke, and N. M. Jokerst, "Hybrid Optically Interconnected Microprocessor: An InP I-MSM Integrated Onto a Mixed Signal CMOS Analog Optical Receiver with a Digital CMOS Microprocessor," Proceedings of the SPIE, Vol. 4089, pp. 708-714, 2000.
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65. S. W. Bond, S. Jung, O. Vendier, A. Lopez-Lagunas, S. Chai, G. A. Dagnall, M. Brooke, N. Jokerst, D. Wills, and A. Brown, "3D Stacked Si CMOS VLSI Smart Pixels using Through-Si Optoelectronic Interconnections," Technical Digest IEEE LEOS Summer topical meeting, pp. 27-28, July 1998.

INVITED PRESENTATIONS

- "All-in-One Electroanalytical System," Korea Institute of Materials Science, May 2023.
- "Electrochemical Sensing Systems and Applications," Hanyang University, May 2023.

- “Development of Electrochemical Sensing System,” Korea Institute of Materials Science, May 2022.
- “A Readout Electronic System for Electrochemical Sensors: From Board to Chip,” Hanyang University, June 2019.
- “Electrochemical Sensing Systems and Circuits,” Kyunghee University, June, 2019.
- “A Low-Noise CMOS Readout Circuit for Glucose Monitoring,” University of California, Riverside, April 2018.
- “A Painless Glucose Monitoring System,” Kwangwoon University, December 2016.
- “A Low-Power CMOS Front End for Hearing Aid Device,” Hanbat National University, South Korea, June 2016.
- “An Optical In Situ Sensing System for Biological Toxins in HABs,” Korea Electronics Technology Institute, June 2016.
- “A Low-Noise CMOS Readout circuit for the Microneedle based Non-Enzymatic Glucose Sensor and A Highly Efficient Long-Range Wireless Charging System,” Electronics and Telecommunications Research Institute, June 2013.
- “Interfacing Circuits for Glucose Sensors,” Korea Electrotechnology Research Institute, June 2012.
- “Low-Noise CMOS Amperometric Circuits for Electrochemical Sensors,” Hanbat National University, South Korea, June 2012.
- “Highly-Efficient Long-Range Wireless Power Transmission System,” US-Korea Conference Forum, June 2011.
- “UWB Circuits and Systems for Radars and Communications”, Virginia Tech CESCA, October 2008.
- “CMOS UWB Vehicular Radar System Development”, New Mexico State University, October 2008.
- “Implementation of Hybrid Opto-wireless Conversion System”, YeungNam University, South Korea, May 2003.
- “High-speed optical transceiver for Multi-level signaling”, Electronics and Telecommunication Research Institute, South Korea, May 2003
- “High-Speed Transceiver Circuitry for Optical and UWB communication Systems”, Samsung Electronics, South Korea, May 2003.
- “High-speed Transceiver Circuitry for Optical Communication Systems”, The IEEE Communications Society seminar, March 2003.

SPONSORED RESEARCH ACTIVITIES

- “Salmonella and Campylobacter! Leveraging Odor Signatures of Microbial Metabolism as a Non-invasive Detection Method of Foodborne Pathogens,” USDA, \$200,000, PI, 09/01/2024-10/01/2027.
- “Development of Novel Sensor System for Water Quality Analysis in Agricultural Watersheds,” USDA, \$106,126, PI, 09/01/2024- 08/31/2026.
- “Low-Cost Infrared Thermometer for Agricultural Applications,” USDA, \$100,000, PI, 08/01/2024-07/31/2025.
- “Research in Elementary Particle Physics,” Department of Energy, \$5,816,872, co-PI, 04/01/2023-03/31/2026.
- “Peanut Warehouse Early Fire Detection Sensor and System Development,” USDA, \$236,640, PI, 09/01/2023-09/01/2026.

- “Real-Time Greenhouse Emission Monitoring using Intelligence Crop Sensor Network,” USDA, \$475,421, PI, 09/01/2021-08/31/2026.
- “Novel Urinary Sensing System for Enhancing Alcohol Use Monitoring and Early Detection of Alcohol-Related Health Effects,” UTA IRP, \$20,000, 09/01/2022-08/31/2023.
- “Gas-Phase Sensor Bag Development,” Naval Sea Systems Command, \$268,536, PI, 04/01/2019-03/31/2022.
- “Development of Smart Health Monitoring System for Livestock,” Korea Institute of Materials Science, \$79,997, PI, 03/01/2019-02/28/2021.
- “A Low-Noise Glucose Monitoring System,” UTA CoE REU, \$2,000, 2018.
- “Development of Low-Power Highly-Efficient Hearing Aid Device,” UTA CoE REU, \$2,000, 2017.
- “Development of ICs for Directional Hearing Aid Devices,” Korea Electrotechnology Research Institute, \$144,000, PI, 01/01/2015-11/30/2016.
- “In Situ Sensing System for the Selective and Sensitive Detection of Biological Toxins in HABs,” NIH, \$386,188, co-PI, 03/15/13-02/29/16.
- “In Situ Sensing System for the Selective and Sensitive Detection of Biological Toxins in HABs,” NSF, \$175,540, co-PI, 09/24/2012-07/31/2015.
- Gift, \$12,000, Electronics and Telecommunication Research Institute in South Korea, PI, 2014.
- “Development of an Adapter Board and a Smart Phone App for the Microneedle Based Non- Enzymatic Glucose Sensor,” UTD (part of Texas Emerging Technology Fund), \$50,000, PI, 07/01/2011-12/31/2012.
- “Low-Power Ultra-Wideband Radio and Radar Chip,” Prime Research LLC, \$29,490, PI, 03/01/2010-07/28/2010.
- “Development of Radar and Image based Automotive High-Safety SoC”, Korea Electronics Technology Institute in South Korea, \$596,465, PI, 09/01/2007-05/31/2011.
- “Integrative Sensor and Stimulator Implant System”, NSF, \$287,983, co-PI, 04/2006-03/2009.
- “SST:Self-managing Radar Sensors Network for Environmental Monitoring”, NSF, \$399,927, co-PI, 01/2006-12/2008.

IV. TEACHING AND ADVISING

COURSES TAUGHT AT UTA

- EE 3444 Electronics II
- EE 4320 VLSI Design and Technology
- EE 5305 Analog Integrated Circuit Design
- EE 5310 Digital VLSI design
- EE 5312 VLSI Design and Technology
- EE 5316 CMOS Mixed Signal IC Design
- EE 5317 Advanced Digital VLSI Design
- EE 5318 Analog CMOS IC design
- EE 5319 Fundamentals of Digital VLSI
- EE 6318 Advanced Analog VLSI Design

ADVISING

- Supervised 8 PhD and 21 MS students and currently supervising 2 post-doc, 3 PhDs and 2 UG students.
- Supervised 1 post-doc.
- Supervised 8 visiting researchers.
- Supervised 15 undergraduate students.
- Supervised autonomous racing team in Electrical Engineering department.

V. SERVICES

JOURNAL EDITORSHIP

- Associate Editor, Sensor Devices Section, Frontiers in Sensors
- Associate Editor, Sensor Network Section, Frontiers in Sensors
- Associate Editor, IEEE Access
- Senior Editor, IEEE Access
- Associate Editor, IEEE Sensors Journal

REVIEWING ACTIVITIES

- IEEE International Symposium on Circuits and Systems.
- IEEE conference on Ultra-Wideband Systems and Technologies.
- International Conference on Knowledge-Based & Intelligent Information & Engineering Systems.
- IEEE Microwave and Wireless Components Letters.
- IEEE Signal Processing Letters.
- IEEE Asia Pacific Conference on Circuits and Systems.
- IEEE Transaction on Circuits and Systems I.
- IEEE Transaction on Circuits and Systems II.
- IASTED International Conference on Circuits, Signals, and Systems.
- IEEE Electron Device Letter.
- Journal of Circuits, Systems, and Signal Processing.
- IEEE Dallas Circuits and Systems Symposium.
- Journal of Signal Processing Systems.
- Journal of Low Power Electronics.
- IEEE Transactions on Ultrasonics, Ferroelectrics, and Frequency Control
- Microelectronics Journal - Elsevier
- IEEE Texas Symposium on Wireless & Microwave Circuits & System
- IEEE International Conference on Microwaves, Communications, Antennas and Electronic Systems
- IEEE Access
- IEEE Transactions on Very Large Scale Integration
- IEEE Biomedical Circuits and Systems Conference
- IEEE Transactions on Microwave Theory and Techniques
- Frontiers in Sensors
- MDPI Sensors
- NSF ECCS proposal review panel.

TECHNICAL PROGRAM COMMITTEE MEMBERS IN PROFESSIONAL SOCIETY

- Steering Committee Member: IEEE International Microwave Symposium (2004).
- International Program Committee Member: IASTED International Conference on Circuits, Signals, and Systems (2006 - 2010).
- Technical Program Committee Member: IEEE Dallas Circuits and Systems Symposium (2009-2010).
- Technical Program Committee Member: International Symposium on Integrated Circuits (2011)
- Steering Committee Member: Mini-Symposium on Wireless and Microwave Circuits and Systems (2012)
- Steering Committee Member: IEEE Texas Symposium on Wireless and Microwave Circuits and Systems (2013-2016)
- General co-Chair: IEEE Dallas Circuits and Systems Conference (2016)
- Secretary: IEEE Circuits & Systems Society, Dallas Chapter (2017)
- Technical Program Committee Member: IEEE International Conference on Microwaves, Communications, Antennas and Electronic Systems (2017-2024)
- Technical Program Committee Member: International Symposium on Olfaction and Electronic Nose (2024)

PROFESSIONAL MEMBERSHIPS

- IEEE Senior Member
- HKN Member
- Tau Beta Pi Member

COLLEGE AND DEPARTMENTAL SERVICES

- Faculty Senator, UTA, (2010 –2014)
- Undergraduate Curriculum Committee, EE UTA, (2010 – 2012, 2017-2020, 2022-2023)
- College of Engineering Review Committee, COE UTA, (2011)
- EE Seminar Coordinator, (2010 –2012)
- EE Faculty Search Committee, EE UTA, (2012)
- Graduate Study Committee Chair, EE UTA, (2011 – 2017)
- College of Engineering Award Committee, COE UTA, (2018)
- F1/10th Autonomous Racing Team Advisor, EE UTA, (2018-2019)
- Society of Asian Scientists and Engineers, Advisor, (2018-2019)
- Industry Specific Partnership Workshop Coordinator, EE UTA, (2019)
- EE Faculty Search Committee Chair, EE UTA, (2019)
- IEEE Student Chapter, Advisor (2019-2020)
- HKN Student Society, Advisor (2019-2021)
- EE Faculty Teaching Observation Committee Chair, EE UTA, (2021-2023)
- EE Staff Search Committee, EE UTA, (2021-2023)
- EE NTT Faculty Search Committee, EE UTA, (2022)
- EE ABET Committee, EE UTA (2022-2023)
- EE Grievance Committee Chair, EE UTA (2022-2023)

10. BOT Policy: TN Legislation Impacting Tenure and Dismissal

For Approval

Presented by David Russomanno

The University of Memphis Board of Trustees

Recommendation for Approval

Date: June 3, 2026

Committee: Academic and Student Affairs Committee

Presentation: BOT Policy: TN Legislation Impacting Tenure and Dismissal

Presented by: David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

During the 2026 legislative session, the Tennessee General Assembly enacted House Bill 2194, which amended state law governing faculty tenure, termination procedures, and disciplinary processes applicable to public institutions of higher education. This legislation requires the Board of Trustees to create a policy that affirms academic freedom and provides for a process for termination of tenure that complies with state and federal law. The attached policy is revised to include the processes for termination for unsatisfactory performance and misconduct. Many changes to the policy were taken from the Faculty Handbook to ensure minimal impact to faculty rights.

The proposed revisions to the Board of Trustees Tenure Policy which are highlighted in the attached materials are intended to align the policy with the new statutory requirements of HB 2194 by:

- Defining “Cause” for termination to include both Unsatisfactory Performance and Misconduct;
- Establishing detailed standards and examples of Unsatisfactory Performance and Misconduct;
- Creating formal procedures governing termination proceedings for Unsatisfactory Performance;
- Establishing procedures governing disciplinary actions and termination for Misconduct;
- Providing procedural safeguards and due process protections for faculty members;
- Clarifying hearing rights under institutional tribunal procedures and the Tennessee Uniform Administrative Procedures Act (“UAPA”); and

The proposed revisions also incorporate procedural language designed to ensure that disciplinary determinations are supported by documented and substantiated evidence.

Also, additional proposed revisions are recommended and included to align Board policy with established University processes, which have been highlighted in the attached materials.

Motion to be Made:

The Academic and Student Affairs Committee recommends that the Board approve the revisions to the Tenure and Academic Freedom policy as reflected in the meeting materials.

Purpose

The Board of Trustees is authorized to promulgate a tenure policy or policies which shall ensure academic freedom and provide sufficient professional security to attract the best quality faculty available for the institution. Pursuant to this authority, the board defines the nature of tenure and institutions and the rights and responsibilities of faculty in this policy. In the event of any conflict or inconsistency between this board policy and the Faculty Handbook, this board policy will apply.

1. ACADEMIC FREEDOM and the Responsibility of the Faculty Member

Academic freedom is essential to fulfill the ultimate objectives of an educational university/college – the free search for and exposition of truth – and applies to participation in shared governance as well as teaching and research. Freedom in research is fundamental to the advancement of truth, and academic freedom in teaching is fundamental for the protection of the rights of the faculty member in teaching and of the student to freedom in learning. Freedom in shared governance is fundamental to the development and maintenance of effective academic policies, national and regional accreditation, and shared responsibility for the redelivery of educational products and services to students.

Implicit in the principle of academic freedom are the corollary responsibilities of the faculty who enjoy that freedom. Incompetence, indolence, intellectual dishonesty, failure to carry out assigned duties, serious moral dereliction, arbitrary and capricious disregard of standards of professional conduct as well as other grounds as set forth policy may constitute cause for dismissal or other disciplinary sanctions against faculty members.

The right to academic freedom imposes upon the faculty an equal obligation to take appropriate professional action against faculty members who are unable or unwilling to discharge their professional responsibilities. The faculty member has an obligation to participate in tenure and promotion review of colleagues as specified in university policy. Thus, academic freedom and academic responsibility are interdependent, and academic tenure is adopted as a means to protect the former while promoting the latter. While academic tenure is essential for the protection of academic freedom, all faculty members, tenured or non-tenured, have an equal right to academic freedom and bear the same academic responsibilities implicit in that freedom.

Board policy recognizes the principle of academic freedom and accordingly states:

- Faculty members are entitled to freedom in the classroom in discussing materials relevant to the course.
- Faculty members are entitled to freedom in research and in the publication of the results, subject to adequate performance of their other academic duties; but all research, including research for pecuniary gain, must be performed in an ethical manner and in compliance with all applicable policies and standards in the field and must be based upon an understanding with the authorities of the university.
- Faculty members are citizens, members of a learned profession, and officers of an educational institution. Academic freedom includes the freedom to speak or write without institutional discipline or restraint on matters of public concern, as well as on matters related to professional

duties, and on matters involving the academic and administrative functioning of the educational institution. When faculty members speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As persons of learning and as educational officers, they should remember that the public may judge the profession and the university by their utterances. Hence, faculty members should at all times strive to be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they do not speak for the university.

2. TENURE

Tenure

Tenure appointments are appointments of full-time faculty who have been awarded tenure by the Board of Trustees upon recommendation of the president. Tenure appointments include the assurance of continued employment during the academic year, subject to the conditions described in the Faculty Handbook. Faculty members who hold a tenured appointment in a department or other academic unit, and then are transferred to another department or academic unit retain their tenure status. A faculty member cannot be compelled to relinquish tenure as a condition of the transfer.

An internal or external search is required for the appointment of all tenure-track and tenured faculty positions, except for the specific circumstances described in the Waiver of Search policy. The university policy and procedures for recruitment, application, and selection of faculty can be found on the **university website**. There are two types of appointments for tenured and tenure-track faculty: full-time academic year(nine-month) appointments and full-time 12-month appointments, typically applicable to some faculty holding administrative appointments.

Minimum Qualifications for Tenure

- Documented evidence of ability in instruction, service, and research.
- Documented evidence of high-quality professional productivity which is leading to national recognition in the academic discipline.
- Professional comportment consistent with the Faculty Code of Conduct

3. POST-TENURE REVIEW

Post-tenure Review is an expanded and in-depth performance evaluation conducted by a committee of tenured peers and administered by the provost. Procedures for conducting a Post-tenure Review are set forth in the Faculty Handbook.

This policy recognizes that the work of a faculty member is not neatly separated into academic or calendar years. To ensure that performance is evaluated in the context of ongoing work, the period of performance subject to Post-tenure Review is the five most recent Annual Performance Review cycles.

Post-tenure Review will be initiated by the provost according to Annual Performance metrics defined in the Faculty Handbook. Post-tenure review will follow procedures defined in the Faculty Handbook.

4. PROBATIONARY PERIOD

A tenure-track faculty member must serve a probationary period prior to being considered for tenure. Except as otherwise stated in the Faculty Handbook, the probationary period will be six years.

Before beginning the sixth (or final) probationary year, a faculty member with the rank of assistant professor or higher must make application for tenure. Absent an approved exception, application and all supporting documentation for tenure should be submitted before the sixth or final probationary year in accordance with the tenure and promotion calendar maintained by the provost. Candidates for tenure must meet eligibility requirements for promotion to associate professor or have already attained that rank. A tenure-track assistant professor recommended for tenure must also be recommended for promotion.

Tenure applications receive one of two responses: tenure may be granted; or tenure may be denied. Re-application for tenure is not possible and the seventh year, or other final year following application for tenure, will be terminal if tenure is denied.

A. TENURE UPON APPOINTMENT (Section A & C revisions were proposed as a separate agenda item – Tenure Upon Appointment)

No faculty member shall be granted tenure upon initial appointment except by positive action of the Board of Trustees upon the recommendation of the president. In exceptional cases, a distinguished faculty member, dean, provost, or president may be awarded tenure upon her or his initial appointment in accordance with the procedures described in the Faculty Handbook.

The Board of Trustees will only grant tenure upon initial appointment if the proposed appointee (1) holds tenure at another higher education institution and the Board determines that the president has documented that the proposed appointee cannot be successfully recruited to the university without being granted tenure upon initial appointment, and (2) will be appointed as an associate or full professor.

B. CREDIT FOR PRIOR SERVICE

Credit toward completion of the probationary period may be permitted for previous full-time service at other universities provided that the prior service is relevant to the needs and criteria of the university. All credit for prior service shall be approved by the provost upon the recommendations of the department chair and dean. Any credit for prior service that is approved must be confirmed in writing at the time of the initial appointment.

C. CREDIT FOR TRANSFER

If a faculty member serving a probationary period is transferred to another academic unit or department, time spent in the first appointment will count toward the probationary period unless a request from the faculty member to begin a new probationary period is approved in writing by the provost.

5 CRITERIA FOR TENURE

Full-time, tenure-track faculty appointments at the academic rank of assistant professor, associate professor, or professor are eligible for tenure consideration. A faculty member appointed to an administrative position must attain or retain tenure in a particular unit, department, or approved center/institute. Faculty holding temporary appointments are not eligible for tenure.

Tenure is awarded after a thorough review, which culminates in the university acknowledging a reasonable presumption of the faculty member's professional excellence and the likelihood that this excellence will continue to contribute to the mission and anticipated needs of the academic unit in which tenure is granted.

Professional excellence is reflected in the faculty member's

- teaching (which includes advising and mentoring),
- research/scholarship/creative work (according to the terms of the candidate's appointment),
- service, and,
- professional comportment consistent with the Faculty Code of Conduct.

It is the responsibility of departments and academic units to define professional excellence in terms of their respective disciplines. Criteria for tenure and/or promotion shall be established by each department. These criteria may be more restrictive than the criteria of the academic unit and the university, but they must be consistent with those criteria. Criteria for tenure and/or promotion shall be established by the academic unit. These criteria may be more restrictive than the criteria of the university, but they must be consistent with those criteria. Criteria for the tenure and/or promotion shall be established by the university. Academic unit criteria for tenure and/or promotion shall become effective upon approval by the provost. Departmental criteria for tenure and/or promotion shall become effective upon approval by the dean and the provost.

In addition to the criteria for tenure and/or promotion stated in university, academic unit, and department guidelines, administrative criteria such as enrollment patterns and trends, curricular changes, program development, financial consideration, and rank distribution, are considered in tenure and/or promotion decisions. Therefore, a decision to deny tenure or deny promotion does not necessarily mean that a faculty member's work or conduct has been unsatisfactory.

6 CONDITIONS PRECEDENT TO THE AWARD OF TENURE BY THE BOARD OF TRUSTEES

All candidates applying for tenure and/or promotion are required to submit a dossier unless an exception is granted as specified in the Faculty Handbook Tenure Upon Appointment.

The dossier should reflect the faculty member's cumulative performance in satisfying the requirements for the award of tenure regarding teaching, research / scholarship / creative activity, and service. The

dossier contents are described in the Faculty Handbook. The dossier will be reviewed as described in the Faculty Handbook. Appeals of a negative tenure recommendation are described in the Faculty Handbook.

REVIEW AND RECOMMENDATION BY THE PRESIDENT:

After receiving recommendations from the provost and the Faculty Appeals Committee (if there was an appeal), the president makes final recommendations to the Board of Trustees and notifies the candidate, provost, dean, and department chair of this recommendation. In the case of a negative recommendation, the president will provide the candidate written reason(s) for the decision. The recommendation made by the president on tenure and/or promotion is not subject to an appeal.

ACTION BY THE BOARD OF TRUSTEES:

Only the Board of Trustees is authorized to grant tenure and/or promotion. The -provost will present a list of the positive recommendations for tenure and/or promotion for board approval. The board will notify the president of its decision and the president will provide the faculty member, provost, dean, and department chair written notice of the board's decision. For positive action by the Board of Trustees to grant tenure and/or promotion, the president shall give the faculty member written notice of the effective date of tenure and/or promotion.

7 TERMINATION OF TENURE

Grounds for Termination

A. RELINQUISHMENT OR FORFEITURE OF TENURE:

A tenured faculty member relinquishes tenure upon resignation or retirement from the university.

B. EXTRAORDINARY CIRCUMSTANCES:

Extraordinary circumstances warranting termination of tenure may involve financial exigency or program discontinuance.

1. In the case of financial exigency, tenured faculty may be terminated because of financial exigency at the university if the Board of Trustees declares such a condition. Personnel decisions (including those related to tenured faculty) resulting from a declaration of financial exigency at the university must comply with the procedures in the Faculty Handbook and Board of Trustees policy.
2. In the case of program discontinuance, tenured faculty may be terminated if:

- a. A program, such as degree major, concentration, and/or other curricular component, is discontinued by formal action of the Board of Trustees.
- b. Student enrollment in a program has decreased over a period of at least three years at a rate which is considerably higher than that of the institution as a whole and/or in comparison with similar institutions as determined by the president.
- c. An approved center/institute with tenured faculty lines is dissolved by action of the president.

C. CAUSE

Cause for terminating a faculty member's employment or suspending a faculty member without pay means Unsatisfactory Performance and/or Misconduct

1. **UNSATISFACTORY PERFORMANCE** includes the following and similar types of performance.

- a. Incompetence or dishonesty in teaching or research.
- b. Willful failure to perform the duties and responsibilities for which the faculty member was employed.
- c. Refusal or continued failure to comply with the policies of the academic unit or department; or to carry out specific assignments when policies or assignments are reasonable and nondiscriminatory.
- d. Failure to maintain the level of professional excellence and ability demonstrated by other members of the faculty in the department or division of the university.

2. **MISCONDUCT** includes gross violations of the following and similar types of behavior:

- a. Acts or credible threats of harm to a person or university property, including, without limitation, sexual harassment, or other sexual misconduct.
- b. Theft or misappropriation of university funds, property, services, or other resources.
- c. Indictment by a state or federal grand jury, or arrest and charge pursuant to state or federal criminal procedure for a felony or a non-felony directly related to the fitness of a faculty member to engage in teaching, research, service, or administration.
- d. Violation of university policies related to equal educational opportunity, discrimination, harassment, and disability accommodations.
- e. Entering into a relationship with a student in violation of the university's Nepotism and Personal Relationship Policy which is available on the university website.
- f. Use of the position or powers of a faculty member to coerce the judgement or conscience of a student or to cause harm to a student.

- g. Participating in or deliberately abetting disruption, interference, or intimidation in the classroom in violation of university policies and/or federal, state, and local laws.
- h. Breach of the privacy rights of students in violation of the Family Educational Rights and Privacy Act (FERPA).
- i. Unauthorized or inappropriate use of self-authored instructional materials in violation of the Faculty Authored Educational Material policy, which is available on the university website.
- j. Research misconduct as prohibited by the university's Research Misconduct policy, which is available on the university website.
- k. Engaging in any activities which may constitute a violation of the university's Conflict of Interest policy, which is available on the university website.
- l. Violation of university policies related to discrimination and harassment.
- m. Knowingly violating any academic unit, college, or university policy.
- n. Intentional disruption of functions or activities sponsored or authored by the university. Unauthorized use of university resources or facilities in violation of state or federal law or university policy.
- o. Threats of physical harm, verbal threats or gestures that would suggest physical harm, and other similar acts in violation of the university's Workplace Violence Prevention policy, which is available on the university website.
- p. Discrimination, harassment, or retaliation against another member of the university in violation of university policy.
- q. Violation of university policy at a level that would warrant discipline if engaged in by any member of the university community.
- r. Knowingly furnishing false information to the university, or forging, altering, or misusing university documents or instruments of identification.
- s. Plagiarism, misrepresentation, and fraud in performance of responsibilities.

D. TERMINATION or SUSPENSION WITHOUT PAY FOR UNSATISFACTORY PERFORMANCE:

The following procedures apply to termination or suspension without pay of a tenured or tenure-track faculty appointment for unsatisfactory performance. The following termination or suspension without pay proceedings for unsatisfactory performance may be initiated by the provost, in consultation with the president, after a negative outcome at the conclusion of the Post-tenure Review, described in Section 4.9.2 of the Faculty Handbook. Termination or suspension without pay procedures for unsatisfactory performance in research shall only be initiated after the university has made documented effort to make workload adjustments or reassignments appropriate to the skills of a faculty member who still contributes to the core missions of the university, academic unit, and department and that adequate resources have been provided to the faculty member as determined by the peer committee through a

performance improvement plan during Post-tenure Review.

1. TEMPORARY DISCIPLINARY ACTION:

After consulting with the president and the president of the Faculty Senate, the provost may suspend the faculty member with pay or change his or her assignment of duties pending completion of the termination or suspension without pay proceedings. This action is not appealable.

2. NOTIFICATION BY THE PROVOST:

The provost will notify the faculty member, the president, the dean, and the department chair in writing of his or her decision to begin the process to determine whether Cause exists for termination or suspension without pay for Unsatisfactory Performance and any decision related to temporary disciplinary action. The provost will provide all documentation collected during the Post-Tenure Review process and provide a timeline for the termination or suspension without pay proceedings to the department chair. The department chair will transmit the documentation and timeline to the department tenure and promotion committee. For academic units without departments, the provost will provide all documentation to the dean who will transmit the documentation and timeline to the academic unit tenure and promotion committee.

3. RECOMMENDATION BY THE DEPARTMENT TENURE AND PROMOTION COMMITTEE:

The department chair will transmit all the documentation collected during the Post-tenure Review process and the timeline for the termination or suspension without pay proceedings to the department tenure and promotion committee. The department chair shall direct the departmental tenure and promotion committee to consider the faculty member's performance by an anonymously cast vote taken in accordance with applicable department and/or academic unit guidelines, and to make a recommendation on the question of whether the faculty member's performance constitutes Cause for termination or suspension without pay for Unsatisfactory Performance. The faculty member under review shall be provided with a copy of the material provided to the department tenure and promotion committee and shall be given a reasonable opportunity to submit responsive written materials before the vote of the department committee. The department tenure and promotion committee shall forward their recommendation to the department chair. The faculty vote shall be advisory to the department chair.

4. RECOMMENDATION BY THE DEPARTMENT CHAIR:

The department chair shall consider the faculty member's performance and the recommendation of the department tenure and promotion committee and make a recommendation on the question of whether the performance constitutes Cause for termination or suspension without pay. The department chair shall forward his or her recommendation and the reasoning supporting the recommendation to the academic unit tenure and promotion committee, together with the history of efforts to encourage the faculty member to improve his or her performance and a report of the recommendation of the

department tenure and promotion committee (including the anonymously cast vote tally) on the question of whether the faculty member's performance constitutes Cause for termination or suspension without pay. The chair's recommendation shall be advisory to the academic unit tenure and promotion committee.

5. RECOMMENDATION BY THE ACADEMIC UNIT TENURE AND PROMOTION COMMITTEE:

The academic unit tenure and promotion committee shall consider the faculty member's performance and the recommendations of the department tenure and promotion committee and the department chair. The academic unit tenure and promotion committee will anonymously cast a vote taken in accordance with applicable department and/or academic unit guidelines and make a recommendation on the question of whether the faculty member's performance constitutes Cause for termination or suspension without pay for Unsatisfactory Performance. The academic unit tenure and promotion committee shall forward their recommendation and the narrative supporting the recommendation to the dean. The faculty vote shall be advisory to the dean.

6. RECOMMENDATION BY THE DEAN:

The dean shall consider the faculty member's performance and the recommendations of the department tenure and promotion committee, the department chair, and the academic unit tenure and promotion committee. The dean will make a recommendation on the question of whether the performance constitutes Cause for termination or suspension without pay. The dean shall forward his or her recommendation and the narrative supporting the recommendation to the provost, together with the recommendations of the department tenure and promotion committee, the department chair, and the academic unit tenure and promotion committee.

7. DECISION BY THE PROVOST:

a. REVIEW BY THE PROVOST: If the provost concludes that Cause for termination or suspension without pay may exist, the provost shall call the faculty member to a meeting to discuss a mutually satisfactory resolution of the matter. If a mutually satisfactory resolution is not reached within 30 calendar days, the provost will forward the recommendations of department tenure and promotion committee, the department chair, the academic unit tenure and promotion committee, the dean, and all documentation relevant to the case to the Faculty Appeals Committee and notify the Faculty Senate president. The Faculty Appeals Committee will convene a hearing panel in accordance with Appendix B.3. in the Faculty Handbook which will make a recommendation as to whether Cause for termination or suspension without pay exists. The recommendation of the Faculty Appeals Committee, along with supportive reasoning, shall be provided to the provost within 30 calendar days of the request and shall be advisory to the provost. If the provost still concludes Cause exists, he or she will decide on sanctions less than termination for cause, described in Section 7b. If the provost concludes that Cause does not exist, then the provost shall provide the faculty member with written notice of the conclusion (with a copy to the dean, department chair, and president), and a determination on whether he or she will pursue additional actions in accordance with the Faculty Handbook and/or university policy.

b. SANCTIONS LESS THEN TERMINATION or SUSPENSION WITHOUT PAY FOR CAUSE:

If the provost concludes Cause exists but that a sanction less than termination or suspension without pay should be imposed, then the provost may impose the lesser sanction. The faculty member may appeal the lesser sanction to the president, whose decision shall be final and is not appealable. If the provost concludes Cause exists but that the sanction should be suspension without pay rather than termination, the provost shall employ the procedures set forth below under section c: Cause Exists for Termination within this policy but tailored to reflect that the proposed sanction is suspension without pay rather than termination.

c. CAUSE EXISTS FOR TERMINATION or SUSPENSION WITHOUT PAY:

If the provost concludes Cause exists for termination or suspension without pay, the provost shall give the faculty member written notice, including a statement of the grounds for the proposed termination or suspension without pay, framed with reasonable specificity, and the opportunity to respond to the stated grounds and the proposed termination or suspension without pay in a meeting with the provost. The faculty member may choose to respond in writing instead of, or in addition to, a meeting with the provost. Any written response must be submitted to the provost within 10 calendar days of delivery of the written statement of the grounds for termination or suspension without pay. All meetings between the faculty member and provost must be concluded within 10 calendar days of delivery of the written statement of the grounds for termination or suspension without pay. If after considering the information provided by the faculty member, the provost still concludes that cause exists for termination or suspension without pay, the provost shall provide written notice to the faculty member which cites the grounds for termination or suspension without pay and the date on which the termination or suspension without pay will become effective. The faculty member can elect to have a hearing before a tribunal as described in Appendix G or select a hearing pursuant to the Tennessee Uniform Administrative Procedures Act. The faculty member has 10 calendar days after receipt of the written notice to elect in writing the form of the hearing. Selection of one type of hearing waives the opportunity to contest the termination or suspension without pay through the other type of hearing. The provost shall send a copy of the written notice to the president of the Faculty Senate and university president at the same time as it is sent to the faculty member. If the faculty member does not make an election within 15 calendar days, the faculty member shall be terminated or suspended without pay and no appeal of the matter will be heard within the university.

8. DECISION BY THE PRESIDENT:

Upon receipt of the tribunal's findings, reasoning, and conclusions, the president shall provide an opportunity for written argument by the parties and may provide the parties an opportunity to present oral argument. After considering the tribunal's findings, reasoning, and conclusions and any arguments of the parties, the president will determine whether Cause has been established and whether termination or suspended without pay is the appropriate sanction.

If the president concludes that Cause has not been established, the president shall provide the faculty member with written notice of the conclusion (with a copy to the tribunal, provost, dean, and department chair) and shall include in the notice any further actions in accordance with this Board policy, Faculty Handbook or university policy. If the president concludes that Cause has been established but that a sanction other than termination should be imposed, including without limitation suspension without pay, the president may impose the lesser sanction by written notice to the faculty member (with a copy to the tribunal, provost, dean, and department chair). The notice shall include the date on which the sanction will become effective. The decision of the president is final and is not appealable.

If the president concludes that Cause has been established and that termination is the appropriate sanction, the president shall provide the faculty member with a written notice of termination stating the grounds for termination (with a copy to the tribunal, Faculty Senate president, provost, dean, and department chair).

E. TERMINATION or SUSPENSION WITHOUT PAY FOR MISCONDUCT:

The following procedures apply to the termination of a tenured or tenure-track faculty appointment for Misconduct. Prior to the issuance of any written notice of proposed termination or suspension without pay for Misconduct, the provost shall ensure that allegations are supported by documented and substantiated evidence and not based solely on uncorroborated or anonymous allegations without independent verification.

1. Notification by the Provost

Before a decision is made to suspend a faculty member without pay or terminate a faculty appointment for Misconduct, the faculty member shall be provided with:

- a. A written notice describing the specific grounds for the proposed termination or suspension without pay,
- b. A summary and explanation of the evidence supporting the proposed action; and
- c. An opportunity to respond and refute the allegations in a meeting with the provost.

The written notice shall be sufficiently detailed to allow the faculty member a meaningful opportunity to understand and respond to the allegations.

2. Submission of Information

The process shall permit the submission and consideration of relevant information and documentation, including but not limited to written statements based on direct knowledge, records and other materials relevant to the allegations. The provost shall make reasonable efforts to evaluate reliability, relevance, credibility and completeness of all submitted information prior to making a decision.

3. Opportunity for Written Response

Prior to the meeting with the provost, the faculty member shall be afforded an opportunity to review the evidence upon which the proposed disciplinary action is based. The faculty member may submit a written response, together with any supporting documentation, following review of the materials and before the meeting with the provost. Any written response submitted by the faculty member shall be considered by the provost prior to rendering a decision.

4. Meeting with the Provost

The faculty member shall have the opportunity to meet with the provost to respond to the allegations and present relevant information. The faculty member may be accompanied by a non-legal advisor of their choosing; however, the advisor's role shall be limited to consultation with the faculty member and shall not include active participation in the meeting. If the advisor disrupts the meeting or fails to comply, the provost may require the advisor to leave and may proceed with the meeting in the advisor's absence. The provost may have an administrative staff member or institutional representative present during the meeting. The administrative staff member or institutional

representative shall be limited to consultation with the provost and shall not be an active participant in the meeting. The Ombudsperson shall be present as a neutral observer but as not an active participant.

5. Decision

The provost shall issue a written decision within 10 calendar days following the conclusion of the meeting, unless additional time is reasonably necessary due to the complexity of the matter or other extenuating circumstances. In such cases, the faculty member shall be notified of the extension and the anticipated timeline for a decision. The written decision shall summarize the basis for the determination and any disciplinary action imposed. The decision of the provost is not subject to appeal except as otherwise provided under the procedures set forth below.

After termination or suspension without pay for Misconduct, the faculty member has a right to a hearing pursuant to the Tennessee Uniform Administrative Procedures Act (UAPA). The faculty member has 15 calendar days after receipt of the written decision to elect in writing the appeal of the termination decision. The provost shall send a copy of the written notice to the president of the Faculty Senate and university president at the same time as it is sent to the faculty member. If the faculty member does not make an election within 15 calendar days, the faculty member shall be terminated and no appeal of the matter will be heard within the university. The termination or suspension without pay shall not be stayed pending the outcome of the hearing.

If the university's final determination (regarding termination or suspension without pay for either misconduct and/or performance) after either a UAPA proceeding or a tribunal proceeding is favorable to the faculty member and concludes that the faculty member should not have been suspended without pay or that the faculty member's employment should not have been/should not be terminated, then full restitution of salary, academic position probationary period lost time, and tenure lost during the suspension without pay or termination will be made.

11. Additional Business

Presented by Jeffrey Marchetta

12. Adjournment

Presented by Jeffrey Marchetta