

September 2026 Academic & Student Affairs Committee

Schedule

Wednesday, September 2, 2026 8:30 AM — 9:00 AM CDT

Organizer

Colton Cockrum

Agenda

1. Call to Order and Opening Remarks Presented by Jeffrey Marchetta	1
2. Roll Call & Declaration of Quorum For Approval - Presented by Jeffrey Marchetta	2
3. Approval of Academic & Student Affairs Committee Meeting Minutes from June 3, 2026 For Approval - Presented by Jeffrey Marchetta	3
 Meeting Minutes ASA June 3 2026.docx	4
4. Research Update Presentation - Presented by Jeffrey Marchetta and Jasbir Dhaliwal	7
 JD BOT Sept 2026 PowerPoint FINAL.pptx	8
5. Student Affairs Update Presentation - Presented by Melinda Carlson	18
 BOT Sept 2026 PowerPoint DSA.pptx	19
6. Additional Business Presented by Jeffrey Marchetta	26
7. Adjournment Presented by Jeffrey Marchetta	27

1. Call to Order and Opening Remarks

Presented by Jeffrey Marchetta

2. Roll Call & Declaration of Quorum

For Approval

Presented by Jeffrey Marchetta

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

For Approval

Presented by Jeffrey Marchetta

**University of Memphis Board of Trustees
Academic and Student Affairs Committee Meeting
June 3, 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, were in attendance in-person. Several trustees who were not on the committee were also in attendance and those included Trustees Edwards, Carter, Keeney, and Springfield. Secretary Cockrum declared a quorum.

Agenda Item 3: Approval of Academic & Student Affairs Committee Meeting Minutes from March 4, 2026

Trustee Marchetta called for a motion and a second to approve the meeting minutes from March 4, 2026. Trustee Johnson provided the motion and a second was provided by Trustee Gregory. There was no discussion on the meeting minutes. Secretary Cockrum called a voice vote, and the meeting minutes were approved.

Agenda Item 4: College of Health Sciences Name Change/KWS Changes

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno updated the Board on a change in the name of one of the colleges within the university and alignment of one particular school within that college. Dr. Russomanno explained that the College of Health Sciences would be renamed to the College of Health and Human Sciences, to better reflect all academic programs of study within the college. Also, he explained that the university was going to move the Kemmons Wilson School of Hospitality & Resort Management to the College of Health and Human Sciences. Additionally, he notified the Board that the Sport and Entertainment academic program would be moved out from the Kemmons Wilson School to be directly overseen by the College of Health and Human Sciences.

This item was for information purposes and did not require a vote of the committee.

Agenda Item 5: Merger of JRSM & Communication and Film

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno updated the committee that the university would be establishing a School of Communication and Media as a new academic unit within the College of Communication and Fine Arts. The School of Communication and Media would consist of two departments that

would merge into one department, the Department of Communication and Film and the Department of Journalism and Strategic Media.

This item was for information purposes only and did not require a vote of the committee.

Agenda Item 6: Approval of Tenure & Academic Freedom Policy (Tenure Upon Appointment section).

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Provost Russomanno explained the need to modify the Approval of Tenure & Academic Freedom policy to give the Board flexibility to recruit and retain distinguished faculty and senior academic leaders.

Trustee McKinney expressed support for the potential revisions as it could help the institution go out and recruit top talent. Trustee Marchetta acknowledged the importance of shared governance within the university and commented that he appreciated the time that the faculty senate spent in reviewing the policy changes. He then outlined what the potential policy changes meant.

Trustee Marchetta then called a motion to approve the revisions to the Tenure and Academic Freedom Policy-Tenure Upon Appointment section as reflected in the meeting materials. Trustee Johnson seconded the motion. Secretary Cockrum called a voice vote and the motion carried.

Agenda Item 7: Promotion of Faculty

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno shared with the committee that there were 42 faculty who were recently promoted.

This item was for information purposes only and did not require a vote of the committee.

Agenda Item 8: Approval of Tenure & Promotion and Tenure of Faculty

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno shared with the committee that there were three faculty who were being recommended for tenure and another 25 faculty who were being promoted and recommended for tenure. Trustee Marchetta called for a motion to 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 as indicated in the meeting materials. Trustee McKinney seconded the motion. There was no further discussion. Secretary Cockrum called a voice vote and the motion carried.

Agenda Item 9: Approval of Tenure Upon Appointment

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno explained that two individuals were up for tenure upon appointment. The first individual was Dr. Randall Adkins who had recently been named as dean of the College of Health Sciences and Professor of Political Science. The second individual was Dr. Jung, who had recently been hired as Professor and Chair of Electrical and Computer Engineering. The final individual, was a reappointment, for Mr. Jim Strickland who serves as Dean of the Cecil C. Humphreys School of Law.

Trustee Marchetta called for a motion for the Academic and Student Affairs Committee recommend that the Board approve and grant tenure upon appointment or reappointment for Dr. Randall Adkins as Professor of Political Science; to Dr. Sungyong Jung, Chair of Electrical and Computer Engineering; and to dean Jim Strickland as Professor of Law (Cecil C. Humphreys School of Law), as reflected in the meeting materials. Trustee McKinney seconded the motion. There was no further discussion. Secretary Cockrum called a voice vote and the motion carried.

Agenda Item 10: TN Legislation Impacting Tenure and Dismissal

Trustee Marchetta recognized Executive Vice President for Academic Affairs and Provost, David Russomanno. Dr. Russomanno explained that 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.

Trustee Edwards asked how other institutions within the state were handling this bill and changes to their respective policies. Chief Legal Counsel, Melanie Murry, was asked to provide comment on how they worked with the Attorney General's office to ensure alignment with the statutory requirements. Trustee Johnson asked if THEC had weighed in on the bill that had been passed,

Trustee Marchetta called for a motion that the Academic and Student Affairs Committee approve the revisions to the Tenure and Academic Freedom policy as reflected in the meeting materials. Trustee Johnson seconded the motion. Secretary Cockrum called a voice vote and the motion carried.

Agenda Item 11: Additional Business

Trustee Marchetta asked for additional business and there was none.

Agenda Item 12: Adjournment

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

4. Research Update

Presentation

Presented by Jeffrey Marchetta and Jasbir
Dhaliwal



THE UNIVERSITY OF
MEMPHIS

Board of Trustees

Research and Innovation

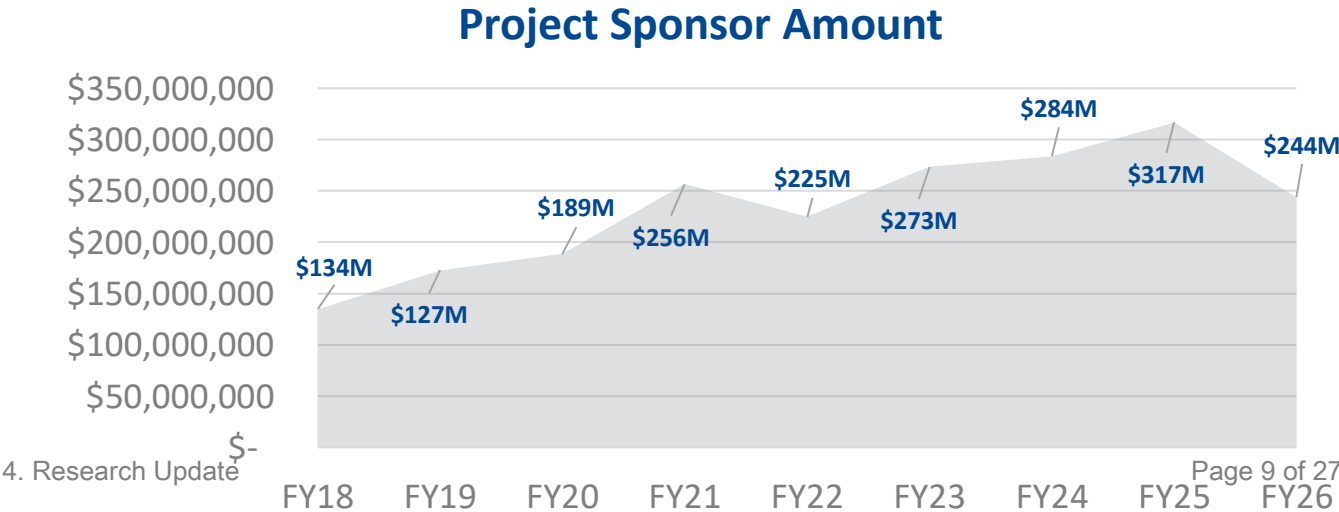
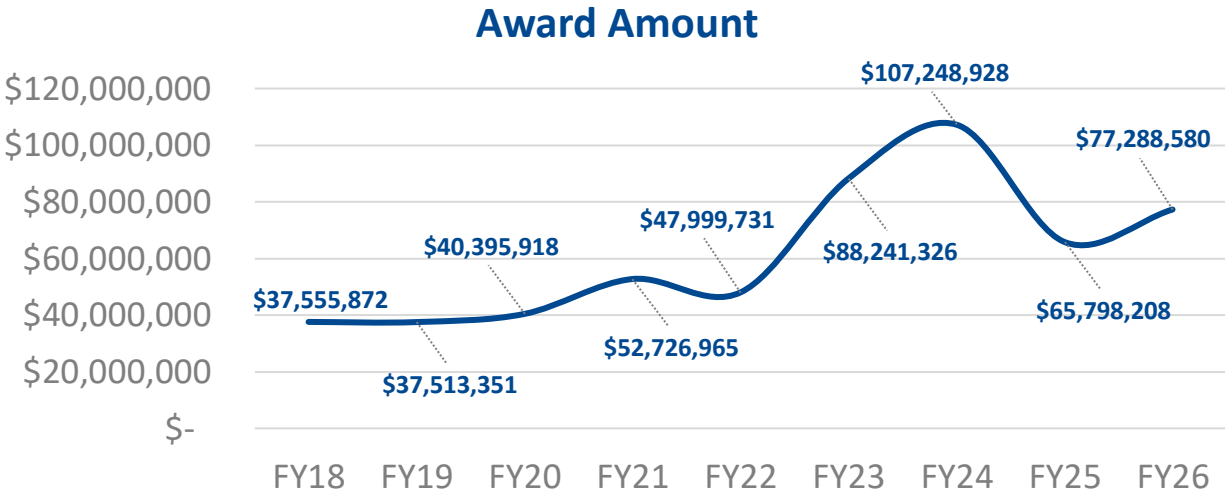
Academic & Student
Affairs Committee

Dr. Jasbir Dhaliwal
*Executive Vice President,
Research and Innovation*

September 2, 2026
Maxine A. Smith UC
Bluff Room (UC 304)

Page 8 of 27

- National research funding environment remained chaotic and highly competitive due to fiscal uncertainty, shifting priorities, and increased competition for federal awards.
- Despite these challenges, the University of Memphis secured more than **\$77 million in research awards—the 3rd best funding year in University history.**
- Faculty earned **more than \$55 million in federal research awards**, demonstrating continued success in a difficult funding environment.
- Strong proposal activity maintained a healthy pipeline for future research growth. Please keep applying and be thinking bigger amounts and larger diverse collaborations!



12

Organizations Funding
\$1M or More in Awards

20

First-Time
Principal Investigators

13

Millionaire
Investigators

31

PI Awarded
\$500K or More

\$77.3

Total Research Award
Dollars

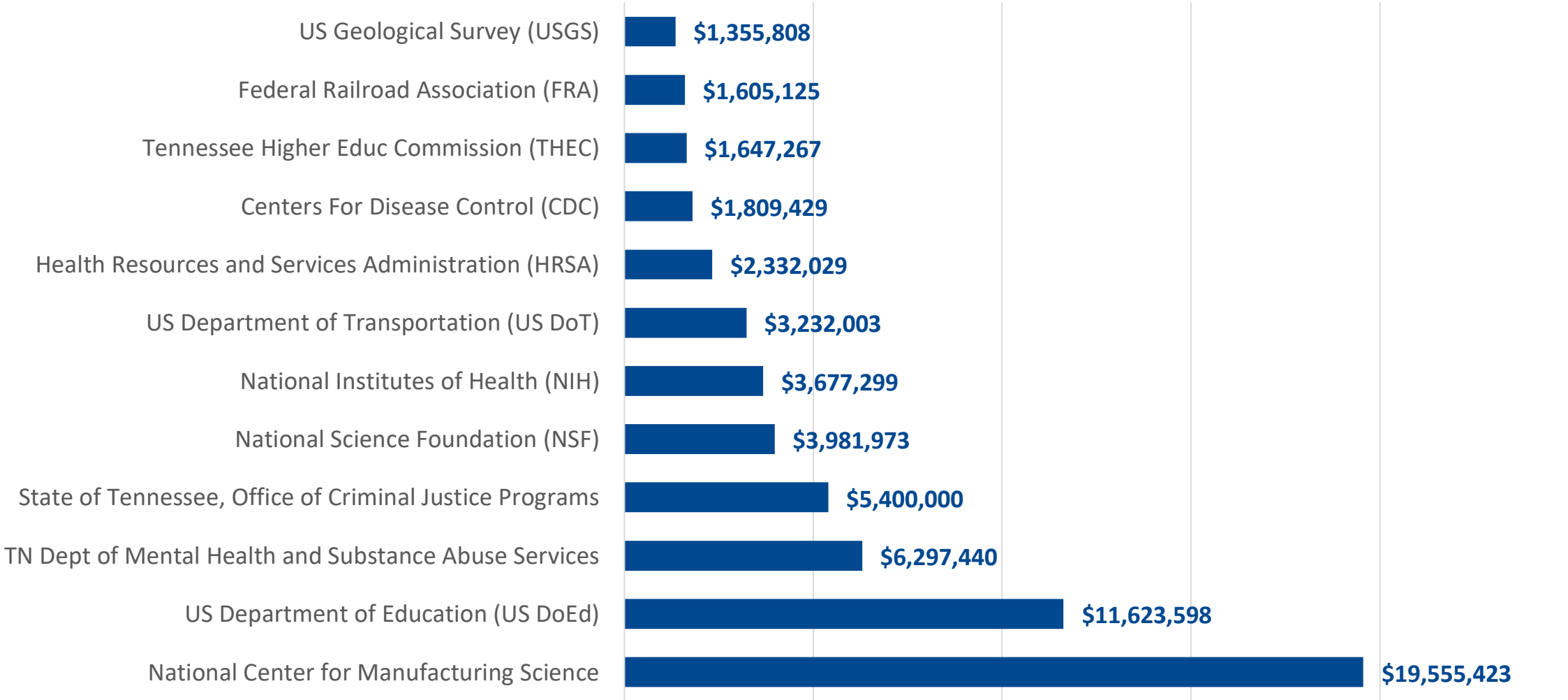
17%

Increase in Awards
Against FY25

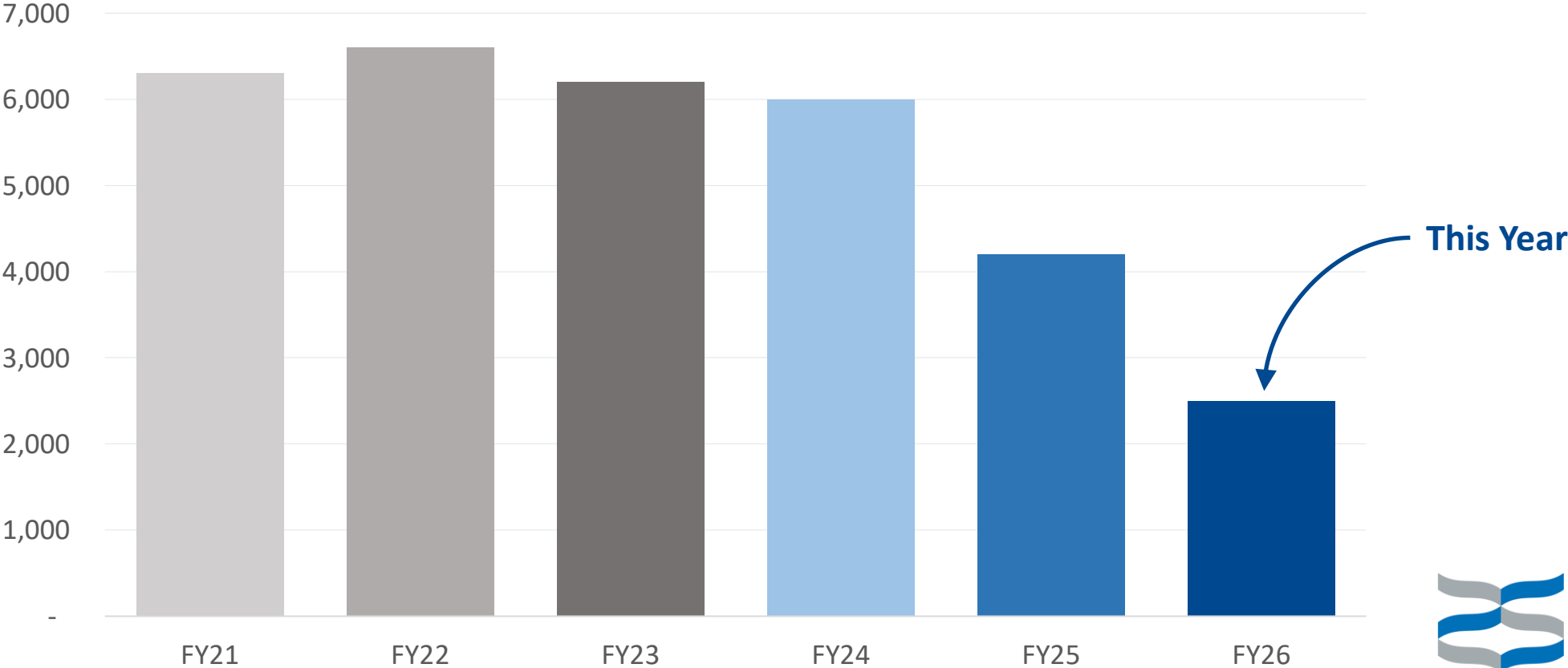
Average Award Size



Research Sponsors Funding \$1M+



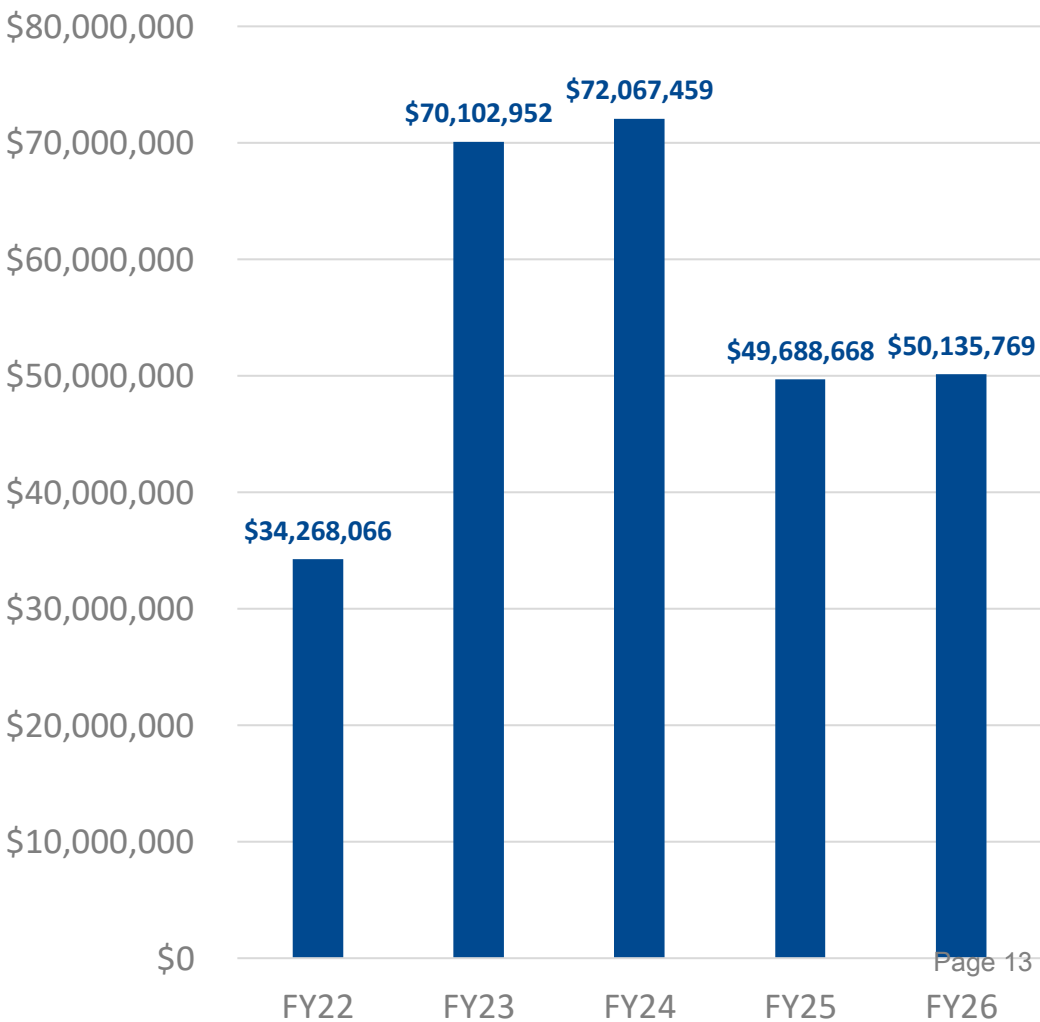
New NSF Grants Awarded
(As of July 12 in the fiscal year)



Federal funding is the primary engine of research growth.

- Federal awards increased from \$11.4 million in FY18 to \$50 million in FY26.
- The most significant change occurred between FY22 and FY23, when federal awards increased from \$34.0 million to \$70.1 million.
- Even after the FY24 peak, federal funding has remained consistently at \$50 million, indicating that the increase was not limited to a single year.

Federal Awards



State-sponsored research has expanded meaningfully.

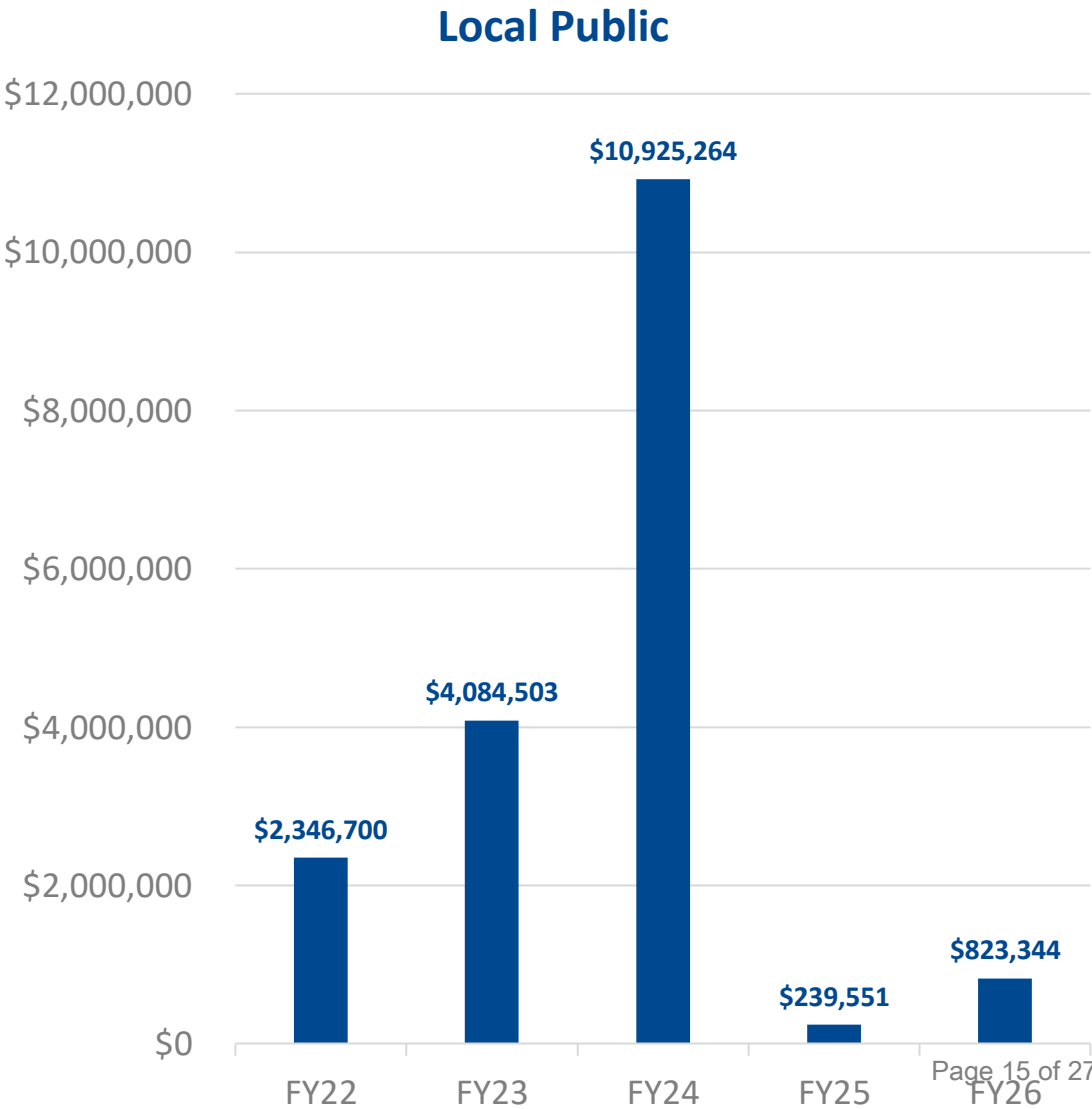
- State awards grew from \$1.4 million in FY18 to \$16.2 million in FY26.
- Although year-to-year funding fluctuates, the long-term trend is strongly upward, making state agencies an increasingly important source of sponsored research.
- We expect state support for research to increase given the new Office of Innovation in TNECD and programs like IRIS, TTAC and TQI.

State Governments



Local funding is generally modest but includes one exceptional year.

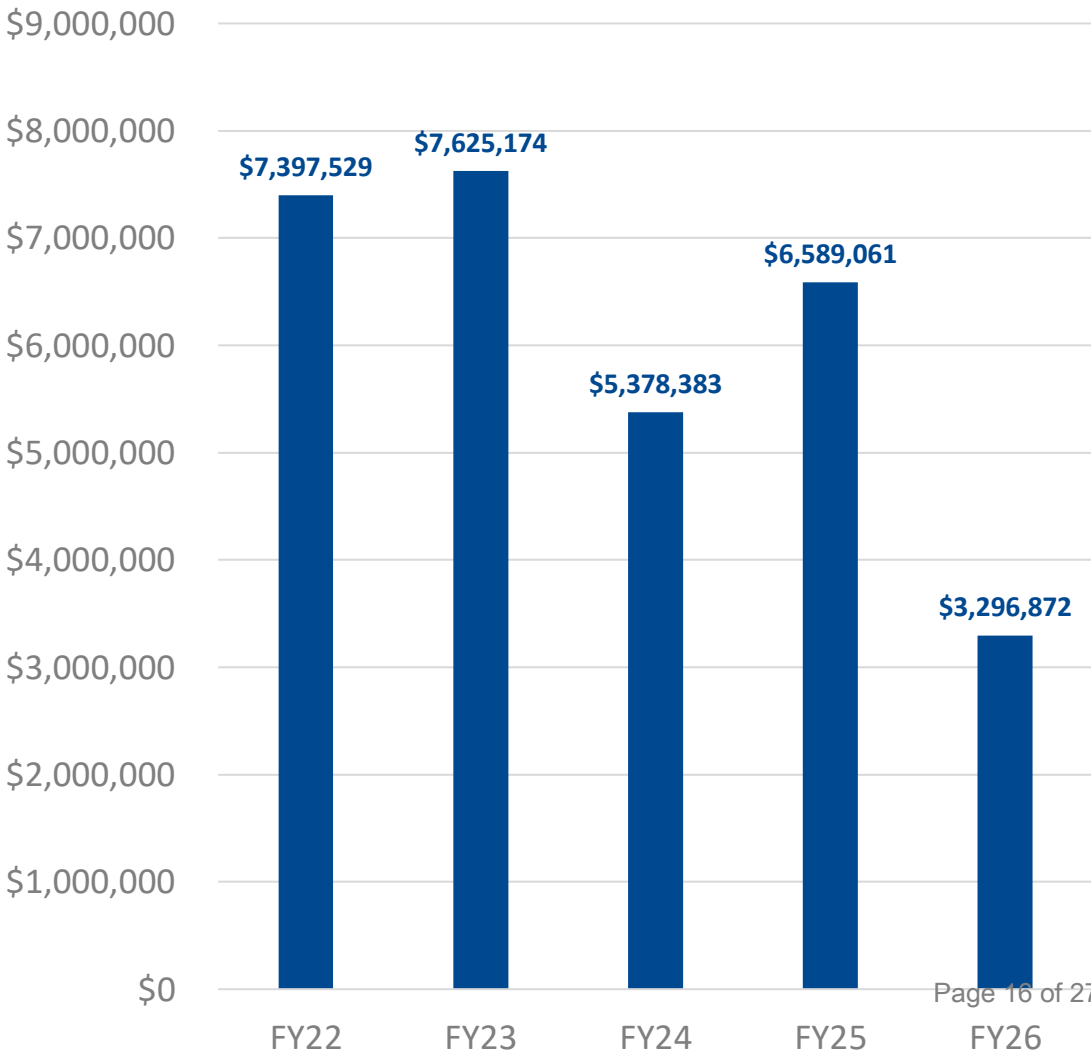
- Local government awards remained below \$2.3 million in every year except FY24.
- FY24 included \$10.9 million in local government awards, representing a one-time surge that contributed to the record funding year with support from Shelby County Health Department and MLGW.



Private funding has remained stable while reaching new highs.

- Private grants increased from \$1.3 million in FY18 to a peak of \$7.6 million in FY23, before totaling \$3.2 million in FY26.
- While private funding has not grown at the same pace as federal funding, it has remained a consistent component of the sponsored research portfolio.
- University now has a centralized corporate engagement function led by Shauna Bateman of Advancement.

Corporate & Foundation



- **Biggest Risk:** Changes to the Uniform Guidance by the Office of Management & Budget. Massive negative feedback from across the country. Senate has delayed to December.
- Research universities successfully **fought off the push to reduce the federal overhead rate to 15%** but have to remain vigilant for new thrusts.
- The historic balance between basic research versus development/application is being challenged. We will have to **rethink our role and adjust while pushing passionately for basic science.**
- Research for the benefit of humanity versus research focused on our national interests. **Please engage in the larger national conversation about rebalancing.**
- **OSTP just released the report entitled “Science: A New Golden Age”.** Please read it and engage in the national conversation. Will see a shifting of federal research funds away from legacy research universities to other players – we will have to engage more diverse research partners and move with agility.
- National research priorities are shifting as they do with every new administration. We need to adapt and pivot if and as possible.

5. Student Affairs Update

Presentation

Presented by Melinda Carlson



THE UNIVERSITY OF
MEMPHIS

Board of Trustees

Division of Student Affairs Update

Academic and Student
Affairs Committee

Melinda Carlson
Vice President for
Student Affairs

September 2, 2026
Maxine A. Smith University
Center Bluff Room

Page 19 of 27

Four-Year Graduation Rate by Engagement

Student Group	Fall 2021 Cohort (Spring 2025 Grad)	Fall 2020 Cohort (Spring 2024 Grad)	Fall 2019 Cohort (Spring 2023 Grad)	Fall 2018 Cohort (Spring 2022 Grad)
All	33.8%	32.3%	35.2%	33.4%
Emerging Leaders	70.7%	70.0%	66.7%	63.3%
Frosh Camp Counselor	67.6%	84.2%	55.2%	77.4%
Frosh Camp	42.1%	43.7%	39.9%	41.3%
Fraternity/Sorority Life	52.6%	56.6%	52.1%	50.4%
RSO Officers	63.7%	61.5%	51.4%	53.0%
RSO Members	45.4%	53.0%	44.8%	44.7%

Thriving Quotient Changes (AY24/25-AY25/26)

	National Norm Changes	UofM Changes
Engaged Learning		*
Academic Determination		*
Social Connectedness		
Diverse Citizenship		*
Positive Perspectives		*
Thriving Quotient Composite Score		*
Self-Reported Thriving	5. Student Affairs Update	

Score Increase

Score Decrease

* Higher than
National Norm



+100

Increase in Student Organizations
(RSOs)



2,542

Scheduled Events & Programs



+150

Increase in Frosh Camp
Attendance



41,796

Clinical Appointments in Student
Health & Counseling



2,000+

Students Served by the Career
Closet



85%

Increase in Emergency Fund
Assistance



1,390

Parent & Family Association
Memberships



\$440,000

Economic Impact of Volunteerism



75%

Employers Identified Candidates
Through Career Fairs

Where We Are

THE CAREER CENTER ERA

Focus on career exploration, job and internship search, employer relations and much more

Indicators of Success: Attendance at events, appointments, services & program participants

Capacity to Serve Students:

Limited by the number of Career Services Staff

Most of higher education operates in this paradigm today.

Where We're Headed

THE CAREER ECOSYSTEM ERA

Focus on milestones, integrations, and career champions as best practice themes

Indicators of Success: Every student receives career development and readiness during their time at the institution.

Capacity to Serve Students:

Not an issue. Unlimited. Career development is embedded and no longer an avoidable part of the experience.

Many campus have one foot in this era.

WHERE WE ARE

CURRENT FIRST-YEAR Initiatives

- Multiple entry points and support systems
- Strong initiatives exist across campus
- Opportunities to align and scale best practices
- Opportunities for coordination and assessment of success metrics

WHERE WE'RE HEADED

INTEGRATED FIRST-YEAR EXPERIENCE



Belonging &
Community



Orientation
& Transition



Health &
Wellness



Advising &
Support



Academic
Momentum



Career
Exploration
& Readiness

An intentional, coordinated and connected first-year experience that helps every student thrive, progress academically, build confidence, and gain career competencies from the moment they join the Tiger community.

Division of Student Affairs

Connect. Belong. Develop.
Thrive.

Thank You

Questions or discussion

6. Additional Business

Presented by Jeffrey Marchetta

7. Adjournment

Presented by Jeffrey Marchetta