

Faculty Senate



M2020.21.13 Motion to Approve the Proposal to Conduct Lean Management and Continuous Improvement Reviews of All Academic Affairs Units at the University of Memphis

Originator: Budget and Finance Standing Committee

Whereas,

The University of Memphis has responded to the challenges imposed by the COVID-19 pandemic by appointing a Budget Reduction Taskforce on July 7, 2020. The Budget Taskforce made several recommendations/strategies including conducting operational audits using lean management and continuous improvement strategies (LMCIS). There are three guiding principles of the lean management: (1) promoting the main objective of delivering high quality, sustainable, and affordable education by focusing on productive teaching, research, and services; (2) implementing continuous improvement by identifying strengths and concerns while finding ways to consciously improve the education process; and (3) eliminate waste and duplication by optimizing the use of resources and restructuring, reengineering, and integrating activities. Continuous improvement strategies involve classifying university activities according to four criteria: value-adding, non-value adding, essential, and nonessential. The use of LMCIS model is a strong tool that can help the University of Memphis to address both financial and educational sustainability in the aftermath of the COVID-19 pandemic.

Whereas,

On September 1, 2020, Provost Nenon requested the Budget and Finance Committee (BFC) to conduct Lean Management and Continuous Improvement reviews of the Academic Affairs units.

Be it resolved that,

The Faculty Senate approves the following actions proposed by the Faculty Senate Budget and Finance Standing Committee:

- I. The Faculty Senate Budget and Finance Committee's working group (WGBFS) is to be composed of the following members:

Alena Allen (BFC Member, Law School)

Tom Banning (Past President of Senate, Engineering)

Greg Barnes (KPMG Office Managing Partner, Alumni)

Henry A. Kurtz (Chemistry Department)

Ken Lambert (Past President of Senate, School of Accountancy)

Holly Lau (BFC Member, Theatre & Dance)

Fawaz Mzayek (BFC Member, Epidemiology)

James Orr (ex-Officio, Assistant Vice Provost)

Darryl Poole (Bentley University Trustee Emeritus, Advisory: MIT/Sloan School)

Zabihollah Rezaee (Chair, School of Accountancy)

Genae D. Strong (School of Nursing)

Scott Sundvall (Arts & Sciences, English)

Motion Passed 10/27/2020

Vote: 21 For, 13 Against, 8 Abstain

Faculty Senate



Any faculty members interested in joining the working group are welcome to email the Chair of the working group (no later than November 3rd, 2020)

II. The WGBFS is hereby charged with:

- a) Conduct financial and educational sustainability reviews of various academic units at the University of Memphis.
- b) Reviewing and evaluating efficiency of administrative faculty and staff support in each unit.
- c) Reviewing and evaluating academic programs and identifying the low producing programs that may be unsustainable and need restructuring, downsizing, or consolidation.

III. The WGBFS plan of action is to:

- a) Meet with the administrators and faculty representatives of the academic units this Fall 2020 to provide them with LMCIS framework and guidelines.
- b) Supervise the faculty with driven and self-assessed review processes conducted by leadership in all academic units.
- c) Obtain and discuss review reports from all academic units and address recommendations relevant to financial and educational sustainability in March 2021.
- d) Present the final review reports to the Senate Budget and Finance Advisory Committee for approval.
- e) Present review reports to the Faculty Senate for final approval.
- f) Forward review reports along with related recommendations to the Provost for consideration in April 2021.

Recipients:

Faculty Senate

Tom Nenon, Provost

Helen Johnson, Office of the Provost

Motion Passed 10/27/2020

Vote: 21 For, 13 Against, 8 Abstain