



## Minutes of the Faculty Senate

**Presiding:** Richard D. Evans (Fin, Ins, & Real Estate)

**Date:** 2-18-14

**Secretary:** Cynthia G. Tucker (English)

**Senators Present:** Charles D. Bailey (Accountancy), Jeffrey S. Berman (Psy), Lawrence B. Blackwell (Thea & Dance), David C. Burchfield (Public Health), Charles W. Crawford (History), Jill A. Dapremont (Nursing), Maria E. Delavega (Social Work), Michael R. Duke (Anthropology), Richard D. Evans (Fin, Ins, & Real Estate), Donald R. Franceschetti (Physics), Edwin G. Frank (Univ Libraries), Michail Gkolias (Civil Engr), Reginald L. Green (Leadership), Michael G. Huffman (Health & Sport Sci), Eddie Jacobs (Elec & Computer Engr), Wade M. Jackson (Manag Info Systems), Donna R. Jones (Law), Evan T. Jones (Music), Benwari Kedia (Management), Erno Lindner (Biomedical Engr), J. Harvey Lomax (Political Science), Lisa Lucks Mendal (Comm Sci & Disorders), Robert Kozma (Math Sci), Cedar L. Nordbye (Art), Larry R. Petersen (Sociology), Timothy D. Roche (Philosophy), Sandra J. Sarkela (Comm), Steven D. Schwartzbach (Biology), James C. McCutcheon (Crim & Criminal Justice), R. Jeffrey Thieme (Mrktng & Suply Chain Mang), Roy B. Van Arsdale (Earth Sci), Yongmei Wang (Chemistry), Ryan T. Williams (Couns Ed, Psy & Res), James F. Williamson (Architecture)

**Senators Present by Proxy:** Dipankar Dasgupta (Computer Sci) Vasile Rus

**Senators Absent:** Economics (vacant), Mil Sci ROTC (vacant), Sch Urb Aff & Pub Pol (vacant), Thomas E. Banning (Engr Tech), Patti Bradford (Univ College), Michael M. Grant (Instr & Curr Ldrship), Jiada Mo (Mech Engr), Heike Polster (Foreign Lang & Lit).

**TBR Representative:** Reginald L. Green (Leadership)

**Faculty Senate Information Officer:** Maria E. Delavega (Social Work)

**Guests:** Andrew Laws (Huron Consulting Group), Sylverna Ford (University Libraries), David Cox, (President Office) M. David Rudd, (Provost), Ellen Watson (Provost Office), Robert Marchini (UMAR), Lawrence A. Pivnick (Faculty Ombudsperson)

The four-hundred-and-fifteenth meeting of the University of Memphis Faculty Senate was held Tuesday, February 18, 2014, in the Senate Chambers of the University Center.

### 2.18.14.01 Call to Order

The meeting was called to order at 2:45 p.m. with a quorum present.

### 2.18.14.02 Approval of Agenda.

Senator H. Lomax asked that we take up Old Business immediately to ensure we have time to discuss and vote on the Faculty Policies Committee's motion, None-Renewal of Faculty Due to

Budgetary Concerns, a matter of utmost importance for protecting faculty rights. The body agreed to amend the agenda accordingly, and it was modified with this change.

### **2.18.14.03 Approval of Minutes**

The minutes for January 28, 2014, were approved.

### **2.18.14.04 Old Business**

1. Non-Renewal of Faculty Due to Budgetary Concerns: Faculty Policies Committee Chair E. Jacobs reported that the last sentence of the motion he would be bringing to us for a vote as New Business reflects a slight modification made after consulting with Sheryl H. Lipman (Interim President R. Brad Martin's Chief of Staff).

This version, if passed, will appear in the Faculty Handbook

#### Non-Renewal of Appointment due to Budgetary Concerns

On occasion, shortfalls in budgets may not rise to the level of a financial exigency but nonetheless force reductions in workforce at the University. In those cases, it is imperative that the academic mission of the University guide those reductions. Unless the President demonstrates (preferably by means of past performance evaluations) that an exception should be made to insure proper operation of the University or one of its educational units, the following procedures must be followed.

Sharp reductions must be made to the following categories of employees prior to any reductions in teaching, research, or clinical faculty.

- Employees of the University non-essential to the academic mission.
- Administration and staff not associated with academic units.

Only after drastic reductions have been made in these categories, any further reductions in teaching, research, or clinical faculty must be made as follows.

The President will request that an academic unit identify personnel for a possible reduction in force. The academic unit will use the following guide for the order of faculty reductions.

- Tenure-track faculty will have preference for retention over clinical and research faculty
- Clinical and research faculty will have preference for retention over temporary, part time and adjunct faculty

The academic unit will conduct an assessment of the impact of the reduction to the academic mission of the unit. This assessment should address the impact to teaching, research, and other scholarly activities, of any proposed reduction including but not limited to the impact of additional teaching load on tenured faculty, the reduction of research productivity, the reduction or elimination of classes or sections due to lack of available instructors, and the impact on the progression of students. The academic unit will then make a recommendation for or against the proposed reduction based on this assessment and deliver the list of personnel selected, the academic assessment, and final recommendation to the President. The President will then make a decision regarding the reductions. Should the President decide to take action against the

recommendation of the academic unit, the President will provide an independent assessment of the academic impact justifying the decision to the affected academic unit and the Faculty Senate.

Should tenure-track, clinical, research, or temporary faculty be selected for non-renewal, all procedures outlined in section 2, parts c-g of the American Association of University Professors Recommended Institutional Regulations on Academic Freedom and Tenure (2013 Revision) shall be followed with the following clarifications.

- In part 2.d., the individual making the decision not to renew an appointment is the President of the University.
- In part 2.g., the committee that reviews the faculty member's allegation that the decision was the result of inadequate consideration in terms of the relevant standards of the institution shall be the Faculty Grievance Committee.

This policy does not apply to the discontinuance of an academic unit, and should not be interpreted as giving preference to tenure-track over tenured faculty.

**Adopted by unanimous voice vote on February 18, 2014.**

#### **2.18.14.05 Reports**

1. Andrew Laws, Managing Director, Huron Consulting Group Report on Budget Model (RCM): Our speaker gave us an overview of how his group is helping our 16-person steering committee redesign the university's budgeting methods. His power point presentation titled, Budget Model Redesign Initiative Stakeholder Discussions (dated February 18, 2014) is available at now on the Faculty Senate web site: <http://www.memphis.edu/facultysenate/> . He stressed the importance of moving from our traditional way of distributing funds to one that makes allocations strategically. With this change, which is also a shift from centralized control to decentralized budgeting management, decisions will be based on more broadly defined incentives and be more transparent. Each college or unit will have the incentive and means to show how it's doing financially. In moving toward this reconstruction, the task force will ask itself where on the spectrum of centralization-decentralization the U of M wants to be? It will also consider what goals will drive the standards we set for recruitment, instruction, and research. Huron's estimated time for completing this work is 18 months, and we are currently two months into the process.

The speaker's responses to several questions provided no other information except that the university is still operating on the old budgeting model and will continue to do so through academic year (AY) 2014-2015.

2. Annual State of Library Report (Dean Sylverna Ford, University Libraries): Our yearly update from Dean S. Ford (whose presentation is archived at the Faculty Senate Office) was encouraging. Buoyed by the Provost's promise not to cut library funding, and equipped with a new vision statement---"The University Libraries will be the information and research destination of choice for the University of Memphis community, committed to developing lifelong learning and research skills in a welcoming, resource-rich, innovative, and stimulating environment, embracing collaborative opportunities and cultivating a technologically-enhanced, user-centered setting for the discovery, creation, organization, preservation, and communication of knowledge."---December 2013. Her staff has been busy expanding its services. These include

creating a “Tutoring Zone” which groups or individuals can reserve; a “Consultation Corner” where librarians will assist both students and faculty; a “Maker Space” with a 3D printer for creating work. The 3D (three-dimensional) printing technology is used for both prototyping and distributed manufacturing with applications in architecture, construction (AEC), industrial design, automotive, aerospace, military, engineering, civil engineering, dental and medical industries, biotech (human tissue replacement), fashion, footwear, jewelry, eyewear, education, geographic information systems, food, and many other fields.

The Provost put together a committee charged to make some recommendations on vision for the University Library. The committee is headed by Ellen I. Watson, Chief Information Officer and Vice Provost of Information Technology, to chair this effort. The committee is charged with determining near and long-term goals for the University of Memphis libraries, and to produce a report with specific recommendations by the end of May, 2014. The committee is composed of 3 library persons, 3 faculty representatives (Thomas Hrach (Journalism), Gene Eckstein (Biomedical Engineering), E. Trey Martindale (Instruction & Curriculum Leadership) and a couple of community persons.

A question and answer session followed the presentation. The library is still on probation, but the Provost is committed to moving the department from this status. There are 4 branch libraries: Communication Sciences, Lambuth Campus, Math, and Music. The School of Law library is a separate entity.

3. Report Special Meeting TBR Vice Chancellor Tristan Denley: President R. Evans stated that this meeting never materialized.

4. Budget Working Group Meeting: President R. Evans referenced Provost Rudd’s e-mail Monday, February 10, 2014, 2:55 pm, To: All Faculty and Staff, Subject: Budget Plans Finalized describing the university’s budget cuts. In essence: “I have asked Dick Evans, President of the Faculty Senate, to work with the Senate membership and offer recommendations on a mechanism for annual reviews of academic program performance, along with administrative efficiency and effectiveness. This group will provide input for the Budget Working Group and the central administration on how well our budget decisions continue to align with university priorities.”

5. Summary of Responses on Issues for Faculty Senate: President-Elect R. Green asked that faculty send him issues they want to see prioritized by the Faculty Senate next year.

6. Presidential Search: President R. Evans informed the senators that on February 19 and 20, the search committee will have its first all-day meeting to pare down the current pool of 10 candidates still in contention to 5 or 6 who will be invited for campus interviews during the week of March 17. The committee is not permitted to contact the candidates’ institutions to vet them until March 6.

7. Academic Policies Committee: B. Kedia, chair of the Academic Policies Committee informed the senate that the committee would present a motion under New Business at the March 25 meeting. The committee recommendation to include women's studies courses as an elective option for undergraduate students for General Education.

8. Academic Support Committee: The chairman, P. Bradford was absent therefore, the committee had not report.

9. Faculty Policies Committee: E. Jacobs, chair would present a motion on interdisciplinary faculty appointments under New Business.

10. Research Policies Committee: R. Van Arsdale, chair report on the committee activities. The committee requested of Vice Provost Andrew “Andy” Meyers that a member of the Research Policies Committee be a member of any committee that will follow-up on the Research Services Implementation Team Recommendation report. A. Meyers responded that he will be requesting that we provide a member to any such future committees. We also discussed how to increase funded research and how to get more faculty involved in funded research at the University. However, we currently have no recommendations to submit to the Senate.

11. Administrative Policies Committee: L. Petersen, chair had no report.

12. Library Policies Committee: T. Hrach, chair report on the committee activities. This committee has met and took action to fill a faculty position on the Library Visioning Committee (now called the Redefining the Library Committee). Informed the Senate that he had been selected to serve on the Redefining the Library Committee and D.R. Jones member of the senate’s Library Policies Committee is serve as his alternate. And he attended the first meeting of the Library Redesign Committee on February 17.

13. Committee on Committees: C. Nordbye, chair had no report, but next month committee will bring us a name or names to fill the vacancy on the Faculty Grievance Committee which was established by the Faculty Senate to afford faculty members the opportunity to address what they perceive as mistreatment by fellow faculty or administrators at the university (see Faculty Handbook, Chapter 2).

#### **2.18.14.06 New Business**

1. Interdisciplinary Faculty Appointments: Motion from Faculty Policies Committee: Chair E. Jacobs presented the following motion. This version, if passed, will appear in the Faculty Handbook.

Chapter 3 under Types of Appointments

Interdisciplinary Faculty Appointments

An interdisciplinary appointment consists of one of the appointments listed above which is shared in some manner across departments or colleges within the University. Prior to the initiation of any advertisement or hiring action, the concerned academic units shall create a memorandum of understanding (MOU) that documents the responsibilities of each unit regarding the hiring, mentoring and mid-term evaluations, tenure, and promotion issues related to the interdisciplinary position. While research expectations affecting tenure decisions for interdisciplinary faculty members are expected to be largely the same as those of regular faculty members in each academic unit, some accommodations with respect to teaching assignments and service are anticipated. As a result, the MOU will also document the amount of time with respect to teaching, research, and service the appointee is expected to spend with respect to each academic unit and the financial responsibilities of each unit with respect to start up, salary, and other support. This MOU shall be signed by the department chairs and cognizant dean(s).

Chapter 4 after Departmental Guidelines for Tenure and Promotion

Guidelines for Tenure and Promotion of Interdisciplinary Faculty

Faculty members with interdisciplinary appointments are expected to substantially fulfill all departmental and college requirements for tenure for each of the academic units involved in the appointment. The degree to which each aspect of the guidelines are to be fulfilled for an interdisciplinary faculty member shall be detailed in a Memorandum of Understanding (MOU) created by the concerned academic units prior to the hiring of the faculty member. This MOU shall specifically list the expectations with respect to teaching, research, and service for each academic unit, the mechanism by which mid-term, tenure, and promotion evaluations will be conducted, along with the procedures and constitution of evaluating committees. The MOU shall also clearly state procedures for non-renewal of the appointment following an unsuccessful application for tenure.

Adopted by unanimous voice vote on February 18, 2014.

2. Recommendations by the Committee on Committees: C. Nordbye. There were none.

3. Motion Opposing Academic Boycotts: D. Burchfield, made the following motion on behalf of the Executive Committee; the recommendation, Opposing Academic Boycotts for Faculty Senate consideration, was presented.

Motion: The University of Memphis Faculty Senate rejects the use of intellectual boycotts against universities in nations that are not declared threats to the United States. In particular, the Faculty Senate supports full collaboration between the University of Memphis and universities in Israel, rejecting the boycott organized by the American Studies Association.

The motion was tabled until the March meeting by voice vote on February 18, 2014.

#### **2.18.14.07 Announcements**

1. Black History Month: [http://www.memphis.edu/multiculturalaffairs/PDF/bhm\\_2014\\_calendar](http://www.memphis.edu/multiculturalaffairs/PDF/bhm_2014_calendar)
2. UofM Research Celebration, Tuesday, February 25, 2014, 2:30-4 p.m. with reception to follow, Fogelman Executive Center, Lower Atrium.
3. Faculty Senate Calendar: <http://www.memphis.edu/facultysenate/calendar.php>

**2.18.14.08 Adjourn:** 4:10 pm