



Minutes of the Faculty Senate

Presiding: Jeffrey Marchetta (Mech Engr)

Date: 8-25-20

Secretary: R. Jeffrey Thieme (Marketing & Supply Chain Management)

Senators Present: Alena Allen (Law), Reza Banai (City & Regional Planning), Thomas E. Banning (Engr Tech), Brennan K. Berg (KWS), Eugene Buder (Comm. Sci. Disorders), Theodore J. Burkey (Chemistry), Gerald Chaudron (Univ Libraries), Coriana Close (Art), Jill Dapremont (Nursing), Frances Fabian (Management), Hal Freeman Jr. (Professional & Lib. Studies), Michail Gkolias (Civil Engineering), David Goodman (Communication), David Gray (Philosophy), Denis D. Grele (World Lang & Lit), Melissa Hirschi (Social Work), Leigh Falls Holman (CEPR), Stephanie Huetten (Psychology), Brian Janz (Business Info. Tech), Holly Lau (Theatre & Dance), Erno Lindner (Biomed. Engineering), Jeni Loftus (Sociology), J. Joaquin Lopez (Economics), Scott Marler (History), Melissa Janoske McLean (Jour. & Strategic Media), Sanjay Mishra (Physics), Fawaz Mzayek (Public Health), Deanna Owens-Mosby (Instr. & Curr. Leadership), Micheal Perez (Anthropology), Steven L. Nelson (Leadership), Esra Ozdenerol (Earth Sciences), George E. Relyea (Public Health), Zabihollah Rezaee (Accountancy), Curt Schuletheis (Mil Sci-Naval Sci), Steven D. Schwartzbach (Biology), Sajjan G. Shiva (Computer Science), Mark Sunderman (Fin, Ins, & Real Estate), Scott Sundvall (English), Jeff Thieme (Marketing & Supply Chain Management), Jennifer Thompson (Architecture), William P. Travis (Health Studies), Stephen J. Watts (Criminal Justice), & Máté Wierdl (Mathematical Sciences), Mohommed Yeasin (Electrical & Computer Engineering), Daryn Zubke (Music).

Senator Present by Proxy: Kris-Stella Trump (Political Science); proxy Dursen Peksen

Senators Absent: Steven L. Nelson (Leadership)

Faculty Senate Information Officer: To be determined.

Guests: M. David Rudd (President's Office), Thomas Nenon (Provost's Office), Raaj Kurapati (Finance Office), Carol Hull-Toye (Information Tech Services), Stanley Hyland (UMAR), Martha Robinson (ad hoc Budget & Finance Committee/ Lambuth Liaison), David M. Kemme (Board of Trustees, Faculty Rep.), Gloria F. Carr (Faculty Ombudsperson), Zaneta Ivy (Athletics), and Peter McMickle (Faculty, Accounting).

The four-hundred-and-seventy second meeting of the University of Memphis Faculty Senate was held on Tuesday, August 25, 2020 via the Zoom video conferencing platform due to restrictions imposed in response to the COVID-19 global pandemic.

8.25.20.01 Call to Order

President Jeff Marchetta called the virtual meeting to order at 2:40 pm with a quorum present.

8.25.20.02 Approval of Agenda

The agenda was approved as written.

8.25.20.03 Approval of Minutes

Faculty Senate – April 28, 2020

The minutes of the April 28,2020 Faculty Senate (FS) meeting were approved as written.

8.25.20.04 President’s Report

Service to the Senate & Shared Governance

President Marchetta reported that he has been communicating various administrative decisions to Senators throughout the summer. He added Raaj Kurapati, Executive Vice-President for Business & Finance and Chief Financial Officer, to the agenda to discuss the financial state of the university. He referred Senators to the statement on recognition of service for Faculty Senators: “Senators shall be recognized for their participation in the Senate by being relieved of all departmental committee duties unless they voluntarily decide otherwise. Service in the Faculty Senate shall be acknowledged as University service.” He reminded them that they should be relieved of departmental and college service to allow them to serve on the Senate. He acknowledged that in some smaller departments and units exceptions could be made for essential service duties. He emphasized that most of the work done by the Senate is done in committees. He encouraged Senators to work hard in their committees so that the Senate can properly provide faculty’s voice in university decisions. Administration welcomes input from the FS. He articulated his interpretation of shared governance: 1) faculty are involved in the broader issues of the university and 2) There is adequate transparency in decision-making. Faculty should have a seat at the table. We (the FS) don’t make decisions, but we should be able to provide input before decisions are made. Transparency is important to ensure that everyone has the same data to make decisions.

Rules of Order

President Marchetta yielded to Parliamentarian Mark Sunderman. Parliamentarian Sunderman reviewed the special rules for virtual meetings since all FS meetings are expected to be virtual due to the COVID-19 global pandemic (See Appendix for details). President Marchetta asked Senators to send any potential motions for the FS to the Executive Committee (EC) at least ten days prior to the FS meeting.

Charges to the Standing Committees

President Marchetta shared the standing committee assignments (See Appendix for details). He mentioned that in addition to charges from the EC, committees can charge themselves with any issues within their committee’s scope. He reported that work continues on updating the FS web page to include resources like the committee assignments, the FS charge log, etc.

He reviewed the charges in the Faculty Senate Charge Log AY2020-21 (See Appendix for details). He reminded Senators that we have a new standing committee: budget and finance. It was created because the Faculty Policies Committee has been overloaded with charges.

8.25.20.05 Standing Committee Reports

President Marchetta yielded to Senator Zabi Rezaee, Chair of the Budget and Finance Committee. Senator Rezaee reviewed the committee's report (See Appendix for details). He reported that the committee has reached consensus on the committee's duties and responsibilities. He also noted that some of the issues in the Lean Management and Continuous Improvement Strategies section of their report are controversial and there still isn't a consensus on how to move forward with those initiatives. The Lean Management and Continuous Improvement Strategies section of their report was also part of the university budget task force's final report. All of these duties, responsibilities, and initiatives will become very important if we move into phase 2 budget reductions. He emphasized that the Lean Management and Continuous Improvement Strategies are guidelines and do not represent decisions already made. He also emphasized that the committee serves an advisory role to administration in the decision-making process. He asked for Senate support for the report.

President Marchetta reminded the Senate that they will be voting to either accept or reject the committee's report. He called for a vote on accepting the report.

Report is adopted by a vote of 30 for, 5 against, and 3 abstain.

8.25.20.06 Old Business

President Marchetta reported that there is no Old Business.

8.25.20.07 New Business

(M.2020.21.1) Motion to Ratify Faculty Senate Statement – from the Executive Committee

President Marchetta yielded to President-elect Jill Dapremont who spoke to the motion. She described the creation of the ad hoc Anti-racism Committee. The committee was created in response to various movements that intensified over the summer. She read the motion:

Whereas: The University of Memphis Faculty Senate supports work towards racial justice keeping with our vision to prepare students for success in diverse and inclusive environments along with our core values: accountability, collaboration, diversity and inclusion, innovation, service and student success. The Faculty Senate is committed to addressing systemic and institutionalized racism and implicit bias towards African Americans and people of color.

Be it resolved that,
The Faculty Senate Executive Committee will issue the following statement on behalf of the Faculty Senate:

The University of Memphis Faculty Senate supports the University working towards racial justice keeping with our vision to prepare students for success in diverse and inclusive environments along with our core values: accountability, collaboration, diversity and inclusion, innovation, service and student success. The Faculty Senate is committed to addressing systemic and institutionalized racism and implicit bias towards African Americans and people of color.

The nation has witnessed tremendous systemic racism and police brutality towards African Americans and people of color leading to a climate of incredible distress for many Americans, specifically African Americans and people of color.

As University of Memphis President M. David Rudd stated, “We have an identified set of core values that embrace fairness, equity and justice, and we are committed to living those on a daily basis, particularly when they are most needed.”

The Faculty Senate stands in solidarity with African Americans and people of color who are faculty, staff and students speaking up to eliminate systemic racism, police brutality and racial injustices. The Faculty Senate Executive Committee has begun the process of seeking diverse, interested faculty members across the University to serve on a Special Committee on Anti-Racism with a charge to explore issues of systemic racism affecting faculty members and to develop recommendations to the administration for institutional changes.

-Faculty Senate Executive Committee

Motion is adopted by a vote of 32 for, 2 against, and 4 abstain.

(M.2020.21.2) Motion to Ratify Creation of Special Committee on Anti-Racism – from the Executive Committee

President Marchetta yielded to President-elect Dapremont who read the motion:

Whereas: The University of Memphis Faculty Senate supports the University working towards racial justice keeping with our vision to prepare students for success in diverse and inclusive environments along with our core values: accountability, collaboration, diversity and inclusion, innovation, service and student success. The Faculty Senate is committed to addressing systemic and institutionalized racism and implicit bias towards African Americans and people of color.

The nation has witnessed tremendous systemic racism and police brutality towards African Americans and people of color leading to a climate of incredible distress for many Americans, specifically African Americans and people of color.

As University of Memphis President M. David Rudd stated, “We have an identified set of core values that embrace fairness, equity and justice, and we are committed to living those on a daily basis, particularly when they are most needed.”

The Faculty Senate stands in solidarity with African Americans and people of color who are faculty, staff and students speaking up to eliminate systemic racism, police brutality and racial injustices.

Be it resolved that,

The Faculty Senate establishes an Ad-Hoc Special Committee on Anti-Racism with a charge to explore issues of systemic racism affecting faculty members and to develop recommendations to the administration for institutional changes., by the January 2021 Faculty Senate meeting. The composition of the committee will be as follows:

Committee Composition suggestion:

1. Jill Dapremont, Chair
2. Gloria Carr, Ombudsperson
3. Faculty Senator
4. Faculty Senator
5. Faculty Senator
6. Faculty Member At Large
7. Faculty Member At Large
8. Faculty Member At Large

Motion is adopted by a vote of 38 for, none against, and 6 abstain.

(M.2020.21.3) Motion to Adopt Boards for Faculty Senate Discussions and Reserve Distribution List for Outgoing Communications from the Office of the Faculty Senate – from the Executive Committee

President Marchetta yielded to Senator Pat Travis who provided background on the motion. The intent is to eliminate email traffic among Senators and replace it with a discussion board within the eCourseware shell. He read to motion:

Whereas,

The Faculty Senate has a Distribution Email list “Faculty Senators 2020-2021” for communications and has recently established a Discussion Board in an Ecourseware Shell titled ‘Faculty Senate FY21.’

Be it resolved that,

The Faculty Senators agree to exclusively adopt the use of the Discussion Board to informally discuss issues between official Senate meetings and Senate Standing committee meetings and reserve the use of the Distribution Email list for outgoing communications from the Office of the Faculty Senate. Further, all activities occurring with the Discussion Board format are considered

unofficial and cannot substitute for the official business that is conducted in Senate meetings and Senate Standing Committee meetings.

Motion is adopted by a vote of 26 for, 9 against, and 4 abstain.

President Marchetta suspended New Business and yielded to the guest speaker, EVP/CFO Raaj Kurapati, who shared his computer screen and spoke to a PowerPoint presentation (See Appendix). He recognized the impacts of the COVID-19 global pandemic on the University's finances, emphasized various costs, reviewed the actions taken to address those impacts, reviewed student initiatives from both spring and summer related to COVID-19, reviewed financial impacts that we face in FY2021 (we ended the FY2020 budget year with a balanced budget and the overall impact for FY2021 is roughly \$40M), reviewed actions that are being employed to respond to the FY2021 budget gap, and reviewed key assumptions for the revised FY2021 budget. He ended the presentation and asked for any questions.

Senator Deanna Owens-Mosby asked: If faculty were awarded grants for travel, are they ceased? EVP/CFO Kurapati responded: We are considering travel on a case by case basis. The travel restrictions (general out of state travel ban) have not been lifted. Provost Tom Nenon added: If it's a grant fund, it's exempted from being taken back. The money should still be available, but it's going to be difficult to use.

Senator Mohommed Yeasin asked: Given the hiring freeze are there any increases to faculty loads? Also, what are the relative distributions of overall salary costs across faculty and staff? Provost Nenon responded: There are no changes/increases in faculty teaching loads due to the budget.

EVP/CFO Kuperati added: There are roughly 2600 full time faculty and staff which breaks down to about 1000 faculty and 1600 staff. He offered to provide specific figures via an email request.

Senator Máté Wierdl asked: What is the composition of the budget reduction committee? Who are they and who chose them? Also, how does that committee function? What's the role of the Senate?

EVP/CFO Kurapati responded: The composition of the committee was by appointment. The FS appointed to the committee a faculty member, Peter McMickle (Accounting), in addition to President Marchetta. The rest were appointed by others (administration and Staff Senate). There was also student representation. The intent of the appointments was to ensure broad representation while keeping the size of the committee small enough to be effective. The campus community was informed of the committee's composition.

President Marchetta yielded to Peter McMickle who described the process the committee went through. He reported that they met multiple times per week. They began by understanding the problem. Then they explored opportunities to save money through phase 1, hoping that a phase 2 wouldn't be needed. The cut in state funding was a significant impact. Faculty on the committee requested that no faculty would be fired as a result. The task force has concluded its work.

Senator Wierdl asked: How likely is it that there will be phase 2 budget reductions? When would that come?

EVP/CFO Kurapati responded: We are doing everything we can to avoid phase 2 budget reductions. Enrollments will be important. State funding is out of our control. The situation is very fluid and hard to predict. We're focusing on being proactive with enrollments.

Provost Nenon added: He hopes that we can avoid drastic impacts and emphasized that student success is important and something we have some control over. We were able to avoid laying people off. But in doing so, we probably gave up too many tenure-track lines. We need to try to restore as many as we can.

President Marchetta thanked EVP/CFO Kurapati and Provost Nenon for participating in our meeting and answering questions.

Note: At this point in the meeting the remaining motions were offered out of order from the original agenda.

(M.2020.21.6) Motion to Appoint Faculty Representatives to University Committees – Committee on Committees

President Marchetta yielded to Senator Melissa Janoske McLean who spoke to the motion. Many positions are filled, but some are still vacant. She solicited any faculty interested in filling those unfilled positions. She read the motion:

Whereas,

The Faculty Senate is responsible for appointments to various university committees. The Committee on Committees is responsible for making nominations to the Faculty Senate for faculty appointments to University committees.

Be it resolved that,

The Faculty Senate appoints the following faculty members nominated by the Committee on Committees to the following University Committees:

Office of the President

Institutional Effectiveness Council

Chrisann Schiro-Geist

Honorary Degree Committee

Thomas E. Banning

Policy Review Board

William Pat Travis

Faculty Athletics Advisory Committee

Tracy M. Collins

Esra Ozdenerol

Office of the Provost

Academic Freedom & Responsibility Committee (Faculty Handbook)

Karyl K. Buddington
Jeffrey Byford
Candace C. Justice
Steven J. Mulroy
Michael S. O'Nele
Jay Gilmore
Robby Byrd

Undergraduate Grade Appeals Committee (Faculty Handbook)

Stephen Watts - Primary
Sanjay Mishra - Alternate
Alena Allen, Law School

University Undergraduate Council (Faculty Handbook)

Terra L. Smith

Division of Business and Finance

Facilities and Services Committee

Culeta Byars
Perveen Rustomfram

Fee Refund and Appeals Committee

Tim Flohr
Joy Goldsmith

Public Records Committee

Peter L. McMickle

Traffic and Parking Committee

Kyle Ferrill
Y'Esha V. Williams

Information Technology Division

IT Policy and Planning Council (ITPPC)

Michael Perez

Deans Technology Access Fees (TAF) Committee

Anthony Pellecchia

Enterprise Systems Advisory Committee (ESAC)

Tim Flohr

Information Security Advisory Committee (ISAC)

Brian Janz

Teaching & Learning Advisory Committee (TLAC)

Mark Sunderman

Office of the Faculty Senate

Tenure & Promotion Appeals Committee (Faculty Handbook)

Kenneth Lambert, Chair

K.B. Turner

Holly Lau

Melissa Janoske McLean

Division of the Research and Innovation

Research Council

David Gray

Sanjay Mishra

Kris Stella Trump

Reza Banai

Erno Lindner

President Marchetta offered the slate of nominees to the Senate for a vote.

Motion is adopted by a vote of 28 for, 0 against, and 0 abstain.

***(M.2020.21.5) Motion to Recommend Approval of Policy Changes to HR5011, RE7003, RE7006
Proposed by Division of Research and Innovation - from Research Policies Committee***

President Marchetta read the motion:

Whereas,

The Division of Research and Innovation is recommending changes to policies proposed by the Division of Research and Innovation related to Faculty Incentive Compensation (RE7006), Extra Compensation and Outside and Employment (HR5011), and Disclosure of Financial Interests Related to Sponsored Research (RE7003). The Research Policies Standing Committee has consulted with the Vice-President of Research and Innovation and is in agreement with the proposed changes.

Be it resolved that,

The Faculty Senate recommends approval of the policy changes to HR5011, RE7003, and RE7006 proposed by Division of Research and Innovation.

Motion is adopted by a vote of 28 for, 0 against, and 1 abstain.

(M.2020.21.4) Motion to Recommend Adjustments by Deans and Chairs in Workload Policies and Expectations Due to Challenges of COVID-19 Pandemic – from Senator Berg & the Executive Committee

President Marchetta yielded to Senator Brennan Berg who read the motion:

Whereas: University of Memphis faculty members recognize the need to be strategic with resources considering the multifaceted effects of the coronavirus pandemic (COVID-19). In light of such decisions now having been made in colleges/schools across campus, university leadership has asked faculty and staff to understand the realities of the budget challenges stemming from the pandemic. However, for this university to be fully prepared for the next several years, university leadership needs to understand the realities that faculty will face, particularly towards the attainment and maintenance of R1 status.

Whereas: Some faculty at the University of Memphis, including tenure-line, have been informed that their regular, expected teaching load will increase and graduate assistant (GA) support will be reduced or eliminated. Understandably, with no GA to support the administration of courses, faculty efforts toward teaching will increase considerably. As a result, those who traditionally take on multiple research projects and significant service commitments (in addition to teaching) may need to shift their focus and/or resources to sustain priorities and balance these with an increased teaching load. Faculty have also reported challenges of longer wait times for publication decisions, reduced access to organizations struggling in the pandemic economy, external funding sources no longer offering grants, and trying to produce research while working from home and keeping care of dependents. All these challenges can have significant implications for how faculty are evaluated annually and for those working toward promotion, whether it is from assistant to associate or associate to full professor. Indications to faculty are that many of the necessary changes that have been made will last for more than a year. Thus, it would be unfair to evaluate faculty whether annually or for promotion without acknowledging all these realities or require faculty to wait multiple years before going up for promotion.

Be it resolved that,

The Faculty Senate strongly recommends that the university administration recognize the challenges faculty will encounter and strive to return faculty workloads and support back to pre-pandemic levels as soon as possible. Until such a time, annual evaluations of faculty and decisions for promotion should heavily weigh the adjusted workloads and support of faculty stemming from the pandemic. Faculty should not be negatively affected by unexpected workload demands in their annual evaluations or efforts to be awarded promotion nor should such career advancement be delayed for multiple years as the university recovers from the pandemic.

Motion is adopted by a vote of 27 for, 0 against, and 1 abstain.

8.25.20.07 Adjourn

The meeting adjourned at 5:11pm.

Appendix

Presentation by Mark Sunderman, Parliamentarian: Special Rules for Virtual Meetings



University of Memphis
Faculty Senate
Orientation 2020

Parliamentary Procedure and
Virtual Meeting Special Rules

THE UNIVERSITY OF
MEMPHIS.

PARLIAMENTARY LAW

The application of parliamentary law is the best method yet devised to enable assemblies of any size, with due regard for every member's opinion, to arrive at the general will on the maximum number of questions of varying complexity in a minimum amount of time and under all kinds of internal climates ranging from total harmony to hardened or impassioned division of opinion.

Robert's Rules of Order Newly Revised 11th Ed.



UNIVERSITY OF MEMPHIS STANDING RULES SPEAKING PROTOCOL

Before addressing the assembly, the speaker will clearly speak his/her name and area of representation.





ROBERT'S RULES OF ORDER



MAIN MOTIONS

- Making Motions
 - From a Committee: Requires no second
 - From a member: Requires a second
- Stating the Question
 - Once a motion has been made and seconded (if required) the presiding officer of the meeting states the question on the motion. At this point the control of the motion is in the hands of the assembly.



DEBATE

- In General
 - To speak regarding a motion, a member has to be recognized by the presiding officer.
 - Before addressing the assembly, the speaker will clearly speak his/her name and area of representation





DEBATE

- In General
 - In the debate each member has the right to speak twice on the same question in the same day but cannot make a second speech on the same question so long as any member who has not spoken on that question desires the floor.
 - A member who has spoken twice on a particular question on the same day has exhausted his right to debate that question for that day.



DEBATE

- In General
 - Without permission of the assembly, no one can speak longer than 10 minutes on a motion.
 - Speakers must address their remarks to the presiding officer and not to another speaker.
 - Debate must be confined to the merits of the pending question.
 - Speakers should maintain a courteous tone and avoid interjecting a personal note into the debate.



DEBATE

- **Move to *Limit or Extend Debate***
 - This motion can (1) limit (or extend) the length of speeches; (2) limit (or extend) the time for the debate to a certain length; or (3) limit (or extend) debate to end at a certain time.
 - Requires a second and is not debatable
 - 2/3 vote required to pass
 - Can be reconsidered





Amendments

- **Move to Amend**
 - Enables members to propose changes in the wording of the main motion
 - Requires a second and is debatable
 - While under discussion, there is no discussion on the main motion
 - Adopted by majority vote
 - If adopted the members then continue discussion of the main motion as amended



Amendments

- **Friendly Amendments**
 - Must still receive a second and must be debated and voted on formally regardless whether the maker of the motion “accepts” the amendment
 - Presiding officer can ask if there is any objection to adopting the amendment
 - If no objection the presiding officer may declare the amendment adopted



MOTIONS TO END DEBATE OR POSTPONE DEBATE

- **Move the *Previous Question* (Call the Question)**
 - Used to close debate and vote on the motion on the floor
 - Requires a second and is not debatable
 - Requires a 2/3 vote
 - If passes, the members then vote on the main motion on the floor





MOTIONS TO END DEBATE OR POSTPONE DEBATE

- **Move to *Refer to Committee***
 - Used to send the main motion to a committee for further review
 - Requires a second and is debatable
 - Amendable as to the committee chosen
 - Requires a majority vote



MOTIONS TO END DEBATE OR POSTPONE DEBATE

- **Move to *Postpone Indefinitely***
 - By use of this motion the assembly can decline to take a position on the main question
 - Its adoption kills the main motion for the duration of the session
 - Requires a second and is debatable
 - Not amendable
 - Requires a majority vote



MOTIONS TO END DEBATE OR POSTPONE DEBATE

- **Move to *Postpone to a Certain Time (or Postpone Definitely)***
 - This is a motion by which action on a pending question can be put off, within limits, to a definite day, meeting, or hour, or until after a certain event
 - Requires a second and is debatable
 - Can be amended as to the time
 - Requires a majority vote





MOTIONS TO END DEBATE OR POSTPONE DEBATE

- **Move to *Lay on the Table* (Move to Table)**
 - Enables the assembly to lay the pending question aside *temporarily when something else of immediate urgency has arisen or when something else needs to be considered before consideration of the pending question is resumed.*
 - Requires a second and is not debatable.
 - Requires a majority vote.



MOTIONS REGARDING PROCEDURE OR INFORMATION

- ***Request for Information or Point of Information***
 - A request directed to the presiding officer or through the presiding officer to another officer or member for information relevant to the business at hand but not related to parliamentary procedure
 - A member can make a request while another member has the floor



MOTIONS REGARDING PROCEDURE OR INFORMATION

- ***Parliamentary Inquiry***
 - A question directed to the presiding officer to obtain information for a matter of parliamentary law or the rules of the organization bearing on the business at hand.
 - A member can make a request while another member has the floor
 - The presiding officer responds to the inquiry





MOTIONS REGARDING PROCEDURE OR INFORMATION

- ***Point of Order (Parliamentary Procedure)***
 - A member uses a point of order to bring to the assembly’s attention that there has been a breach of parliamentary procedure
 - A member can make a request while another member has the floor
 - The presiding officer rules on the point of order



SPECIAL RULES FOR VIRTUAL FACULTY SENATE ZOOM MEETING

- Log in 5-10 minutes early to get set up and record attendance through chat.
 - private chat message Kim/Jada “Present”
- All mics will be muted unless called on to speak by moderator, Jeff.
 - Jeff and Mark will always be the only attendees with mics unmuted.
- Use the “Raise Hand” tool to be recognized to speak: Point of Order, Make a Motion, & Discussion.



SPECIAL RULES FOR VIRTUAL FACULTY SENATE ZOOM MEETING

- Utilize the YES and NO tool and the COFFEE CUP to Abstain for voting on motions.
 - These tools are found by clicking PARTICIPANTS; a dialog box with the tools will pop up.
 - Click the More dialog in the Participant's panel to access the COFFEE CUP
 - Be sure to disable your choice after the vote is completed.
- If your internet reception is poor in your area, please turn your camera off.





SPECIAL RULES FOR VIRTUAL FACULTY SENATE ZOOM MEETING

- Remember that if you DO NOT change your message settings that **YOUR MESSAGES IN THE CHAT WILL GO TO EVERYONE.**
 - You can change your setting to send private chat to specific individuals.
 - Please see Kim for instructions, if needed.



SPECIAL RULES FOR VIRTUAL MEETING – SPEAKING / DEBATE

- To speak regarding a motion, a member must be recognized by the presiding officer.
- Senators must be recognized by the President before addressing the Senate.
 - Senators can request to speak by using the raise hand tool.
 - Once recognized, the Senator's microphone will be enabled by the meeting host and then disabled when finished speaking.



Faculty Senate Charge Log AY2020-21

Faculty Senate Charge Log AY2020-21

Type	Date	Reporting Date	Charge	Committee Assigned	Status
One-time	8/25/2020	Nov & April	Edit Faculty Handbook for all Sections of Chapter 4 as appropriate with emphasis on detailing and modernize Post-Tenure Review Section 4.2	Faculty Policies	In progress
One-time	8/25/2020	Nov	Revise Section 2.4 on Department Chairs to strengthen emphasis on internal hires & selection by department faculty first with approval of Dean.	Faculty Policies	New
One-time	9/6/2019	Jan	Edit Faculty Handbook Chapter 1 with emphasis on addition of Faculty Code of Conduct and statements on Shared Government.	Faculty Policies	In progress
One-time	8/25/2020	Oct	Determine Process for Senate Selection of Faculty Hearing Officers for Title IX Panel for OIR	Administrative Policies	New
One-time	8/25/2020	Jan	Revise Univ. Policy on Search Committees to strengthen shared governance. Clearly define role between Search Committee and Hiring mgr. (for faculty typically Dept Chair or Dean).	Administrative Policies	New
One-time	8/25/2020	Nov	Add new non-retroactive Univ. of Memphis policy clarifying step down salary adjustment for administrators stepping down from admin duties.	Administrative Policies	New
One-time	10/18/2019	Nov	Investigate faculty safety issues on campus related to student threats and report to the Faculty Senate Executive Committee with any recommendations for improvements/updates/additions to current University Policy.	Administrative Policies	In progress
Standing	8/25/2020	Nov & March	Review annual University Budget Proposals with Univ. Executive VP of Business and Finance and make recommendations as needed.	Business & Finance	Continuing

One-time	8/25/2020	Nov & March	Work with Administration to quantify and carefully assess low producing programs for potential permanent budget reductions beginning FY22. Consider student success, student retention, research productivity, and the broader impacts of budget reductions to the unit or the university.	Business & Finance	New
One-time	8/25/2020	Nov & March	Review unit budget proposals for potential permanent budget reductions beginning FY22. Look for Administrator and Staff efficiencies at unit levels. Student success, student retention, and research productivity should be considered.	Business & Finance	New
Standing	8/25/2020	Oct	Review previous year's faculty senate compensation motion and retain/revise	Business & Finance	Continuing
Standing	9/6/2019	Report monthly as needed but at least twice a year	Report monthly to the Executive Committee on relevant ITS activities and report to the Faculty Senate as needed.	Academic Support	Continuing
Standing	8/25/2020	February	Meet with the Provost and Dean/Director at least once each term to review of policies, procedures, and practices associated with the libraries. Include review of support personnel, facilities, acquisitions, and related activities along with the allocation of fiscal resources.	Library Policies	Continuing
Standing	8/25/2020	Report monthly as needed but at least twice a year	Coordinate with Faculty Senate representatives on the Undergraduate and Graduate Councils and report to the Faculty Senate on major programmatic, curricular changes, academic advising, and admissions policy	Academic Polices	Continuing

			changes that may require broader Senate input.		
One-time	8/25/2020	Nov (Interim) & March	Review current instrument for student evaluation of teaching (SETE). Provide recommendations to the Senate for improving and/or replacing the current instrument.	Academic Polices	New
One-time	8/25/202	Nov	Review the Student Code Conduct with the Dean of Students	Academic Polices	New
Standing	8/25/2020	Report monthly as needed but at least twice a year	Meet with VP for Research and Innovation at least twice each term to review faculty research opportunities, the award and administration of University supported grants, administration and support of grant and contract research, important changes in research policies, computer applications and utilization, and allocation and use of over-head funds	Research Polices	Continuing
One-Time	8/25/2020	September	Review changes to Policy HR5011, consult with PRB, Legal Council, and send recommendations to Faculty Senate for approval	Research Polices	New
One-Time	8/25/2020	September	Review changes to Policy RE7003, consult with PRB, Legal Council, and send recommendations to Faculty Senate for approval.	Research Polices	New
One-Time	8/25/2020	September	Review changes to Policy RE7006, consult with PRB, Legal Council, and send recommendations to Faculty Senate for approval.	Research Polices	New
One-time	8/25/2020	January	Explore issues of systemic racism affecting faculty members. Develop recommendations to the administration for institutional changes.	SC on Anti-Racism	New
One-time	8/25/2020	August	Develop motion to use Discussion Boards in lieu of Distribution List	Executive Committee	New

One-time	8/25/2020	August	Develop motion to reaffirm Stop the Clock and Faculty Evaluation Motions pass by last year's Senate	Executive Committee	New
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Budget and Finance Committee Report

Business and Finance Standing Committee

Faculty Senate, The University of Memphis

Drafted August 3, 2020

Approved August 24, 2020

Mission

The purpose of the Faculty Senate Business and Finance Committee is to serve as a conduit between the administration and the faculty regarding budgetary issues of concern to the faculty, offer the administration with a comprehensive and timely feedback regarding budget-related policies and decisions, and provide information to the faculty regarding the University's budget and overall financial position.

General Charge According to Standing Rules Article III Section 2

The Budget and Finance Committee shall continuously review and make recommendations to the Senate on University budgets, revenues, expenditures, and resources, and on all policies and procedures relating to faculty salaries, compensation, and benefits.

Specific Duties and Responsibilities under the General Charge

- a. To evaluate policies and procedures concerning the university budget with special emphasis on the academic budget and its impact on faculty members in the performance of their work and compensation.
- b. To participate in the University of Memphis academic budgetary planning process as appropriate.
- c. To make regular reports and recommendations to the Faculty Senate regarding the activities in a and b above and their potential impact on academic programs.
- d. To conduct studies of special financial and budgetary interest to the Faculty Senate as requested.
- e. To review and assess major capital projects and capital budgets prior to submission to the Board of Trustees.
- f. To meet with the President, Provost and/or representatives from the university budget office to represent the faculty in the budget process and provide faculty input on priorities for future expenditure.
- g. To engage with the University, Colleges, Schools and Departments in effective implementation, review, and recommendation of a plan of action in addressing budgetary issues, operational sustainability, and continuous improvement.
- h. To address other budgetary issues as deemed important and relevant.

It is understandable and necessary that in order for the Business and Finance Committee to effectively perform the aforementioned duties it should have unrestricted access to data, documents and evidence pertaining to the university budgets, revenues, expenditures, compensation, and resources.

Membership

The committee consists of at least five members of the Faculty Senate. Committee members shall be selected by the executive committee of the Faculty Senate. The committee chair shall be elected annually by its membership at the first meeting of the committee after the new Faculty Senate is elected, normally in the early fall term. Committee members continue to serve until their replacements are appointed. This Advisory Standing Committee may choose to form sub-committees consisting of both senators and non-senate faculty for special tasks. Committee members for the 2020-21 academic year are as follows:

- Zabihollah (Zabi) Rezaee, Chair
- Holly Lau
- Máté Wierdl
- Alena Allen
- Fawaz Mzayek
- Coriana Lynne Close

Lean Management and Continuous Improvement Strategies
Implementing Phases I and II of Budget Reduction Taskforce Recommendations

The University of Memphis

Drafted August 3, 2020

Approved August 24, 2020

1. Introduction

The social distancing feature of the COVID-19 pandemic demands universities and colleges worldwide to transform their programs and courses to virtual and online classes in the foreseeable future. The COVID-19 pandemic has also caused many financial challenges for universities and colleges because of potential decrease in students' enrollment and government financial supports. The CARES Act provides some financial assistance by allocating \$32 billion to support all levels of education whereas \$7 billion of the funds are allocated toward student aid. Each university and college should establish a steering committee to address education challenges of the COVID-19 pandemic and design strategic plans for possible return to campus in the Fall of 2020 and onwards. The committee should consider guidelines provided at local, state, and federal levels to ensure a safe environment for students, staff, and faculty, maintain the education quality, and secure sustainability and financial health of the university.

At the University of Memphis, the administrators and the entire management team are facing significant challenges brought on by the COVID-19 pandemic. Among these challenges are protecting the students and the employees in terms of safety and health, changing the work environment to enable remote working, performing human capital risk assessment, dealing with

supply chain disruption, and modifying the financial budget to provide adequate cash and liquidity. These challenges provide opportunities for universities to maintain continuity, sustainability and efficient transformation of their education, business, financial, and operational functions. The University of Memphis has responded to the challenges brought on by the COVID-19 pandemic by appointing a Budget Reduction Taskforce on July 7, 2020. The Budget Taskforce has made several recommendations/strategies for the following two phases:

1. Phase I - Recommendations/strategies to address the immediate known shortfall of \$17M.
2. Phase II - Recommendations/strategies to address any additional budget shortfalls because of a drop in enrollments and/or additional financial impacts given the ongoing difficulties related to the COVID-19 pandemic.

The effective implementation of these two phases require a comprehensive and coordinated approach by the central administration and all colleges, schools, and departments in consultation with the faculty senate in assessing and managing their activities. The lean management and continuous improvement strategies (LMCIS) provide a blueprint for and effective and guided execution of this complex task.

In accounting and management literature, both professional and academic, there has been widespread acceptance of a concept known as lean management. The following paragraphs provide insight into the basic features of the lean management concept and how they are applicable to institutions of higher learning as they make necessary adjustments in response to the unusually difficult circumstances brought on by the COVID-19 virus. It should be noted that the most recent report from the University's Budget Task Force included plans to conduct Operational Auditing using LMCIS.

II. Lean Management

The concept of lean management is very relevant in the post-COVID era and applicable to the implementation of phases I and II. There are three guiding principles of the lean management as related to universities: (1) the main objective is to deliver high quality education in teaching, research and service; (2) focus on continuous improvement of identifying strengths and concerns and finding ways to consciously improving the education process ; and (3) eliminate waste and duplication by optimizing the use of resources. The lean management concept promotes the link between cost management (cost centers) and performance management (revenue centers) as they are affected by managerial strategy in response to the COVID-19 challenges. Two managerial concepts of cost management relevant to the cost centers and performance management relevant to revenue centers are interdependent and should be integrated in achieving lean management and operational objectives and effectiveness. Cost management addresses the budget cuts of phases I and II in the context of lean management, whereas performance management focuses on continuous improvement in achieving sustainable high-quality education and generating revenues.

III. Continuous Improvement

Continuous improvement strategies involve classifying university activities into four categories: value-adding, non-value adding, essential and nonessential, and have traditionally been used by business organizations (Rezaee, Agrawal and Pak, 2006). The focus on continuous improvement has become more crucial in the aftermath of the COVID-19 pandemic. The university and its finance function and the CFO in consultation with the faculty senate are in a

unique position to work with administration and colleges, schools and departments in assessing what activities to stop, what activities to prioritize and what activities to emphasize. In the post-COVID environment with advanced technological innovation, continuous improvement becomes crucial in gaining a competitive advantage and maintaining sustainability. Continuous improvement can enable the university to cope with challenges brought on by the COVID-19 pandemic and effectively implement recommendations of the Budget Taskforce in phases I and II. University activities are classified into four categories as depicted in Figure 1:

A. Value-Adding and Essential- These activities add value to the university's main purpose and mission of offering high-quality education and are essential in maintaining the continuity and sustainability. These activities such as teaching, and research are adding value and any disruption can have detrimental effects on sustainability. Examples of these activities are productive undergraduate, graduate and PhD programs with effective teaching, productive research and meaningful services. All academic programs that are cost-effective and efficient are considered value-adding and essential.

B. Value-Adding but Non-Essential

These are activities that are considered as value-adding but may be minimized without losing the value-added feature through re-engineering and restructuring. Colleges, schools and departments should consider optimizing these activities in the post-COVID-19 pandemic and in the light of the current budget cuts. Example of these activities are excessive administrative and staff activities and related compensation.

C. Non-Value-Adding but Essential

These are activities do not add value but are essential. Example of these activities are administrative and staff activities including physical plans. However, activities such as middle-level managerial positions (e.g., associate deans, directors, unnecessary staff) should be minimized, especially in the post-COVID-19 era.

D. Non-Value-Adding and Non-Essential

These are activities typically excluding academic programs that neither add value nor considered essential and thus must be eliminated in the post-COVID-19 era to ensure continuity and sustainability. Example of these activities are unnecessary administrative, staff and instructor positions. At the present time the Senate Budget Committee is unaware of any University of Memphis programs that should be judged to be “Non-Value-Adding and Non-Essential”.

Iv. Conclusion

Colleges and universities have developed a multi-phase plans for reopening their campus with different timeframes for implementing these phases with the final phase aiming at allowing students, staff, and faculty return to campus eventually. Some classes can continue to be online and conducted virtually. The business recovery, sustainability and transformation are essential strategic planning for coping with growing challenges caused by the COVID-19 pandemic. The central administration in collaboration with colleges and faculty senate should consider all possibilities and scenarios under which the university can survive, recover and continue sustainable performance in offering high-quality education.

The Business and Finance Committee of the Faculty Senate, in fulfillment of its current charge, as specified by the Executive Committee of Faculty Senate, is planning to:

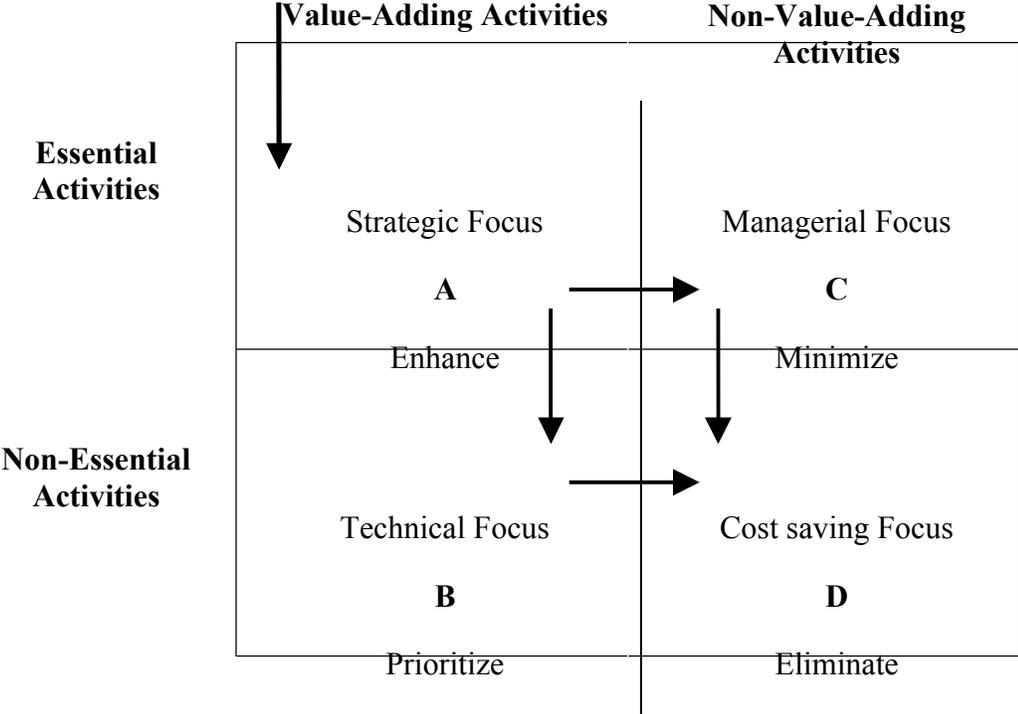
“1. Work with the administration to quantify and carefully assess non-productive activities and services for potential permanent budget reductions beginning FY22.

2. Review unit budget proposals for potential permanent budget reductions beginning FY22.”

3. Design a plan of action to evaluate and recommend implementation guidelines for potential budget cuts.

We are available to meet with the central administration, colleges, schools, departments, and other units to discuss the relevance of LMCIS in implementing recommendations of the Budget Cut Taskforce in phases I and II and ensuring continuity and sustainability of our education programs. Please do not hesitate to reach out to the Faculty Senate and its Business and Finance Committee for assistance, consultation, and recommendation.

Figure 1
Continuous Improvement Model in the Aftermath of the COVID-19
Pandemic



Rezaee, Z, Agrawal, S and H. Pak. 2006. Continuous improvement: An activity-based model. *Management Accounting Quarterly* (Spring), 14–22.

Presentation by guest speaker, EVP/CFO Raaj Kurapati



UofM Faculty Senate Financial Update

August 2020
Raaj Kurapati, EVP/Chief Financial Officer

THE UNIVERSITY OF
MEMPHIS

Impacts of COVID-19 on UofM's Finances

FY2020:

With the rapid onset of COVID-19 and our decision to go remote in March after the Shelter at Home orders were issued by Shelby County and the State the financial impacts on the University finances were significant (\$27M budget impact). The result of:

1. Revenue losses on many fronts (Dining, Events, Holiday Inn, Athletics, etc.)
2. Need for refunding various fees (Dining, Housing, Parking, etc.)
3. Grants, fee refunds and other direct aid to students
4. Expenditures to keep personnel and campus operations going
5. Costs to respond to COVID-19 (PPE, Technology, Tests, etc.)



Actions taken to address FY20 Finances

1. Discontinued all faculty, staff and student travel through the end of Fiscal Year
2. Instituted a hiring moratorium and managed vacancies and attrition to realize costs savings, given personnel costs account for 70% of our budget
3. Adjusted campus operations to realize savings given limited use of facilities, including strategic management of energy usage
4. Centralized procurement activities to ensure expenditures were limited to needs vs. wants, again to maximize cost savings and minimize expenditures
5. Managed operational expenses including deferral of projects not deemed critical
6. Reduced operating costs to address expenditure impacts
7. Strategically moved additional cash flow flexibility into investments to maximize earnings, resulting in the highest level of investment earnings in the University's history at approximately \$8.8M



Actions taken to address FY20 Finances

8. Effected a strategic pullback to capture savings and related budgets net of costs centrally to offset related outlays (see cost savings actions in prior slide)
9. Worked with Holiday Inn management to reduce costs and offset ongoing shortfalls wherever possible through a PPP forgivable loan to minimize losses
10. Leaned strategically into the federal support provided under the CARES Act
 - Processed over \$4.08M in student refunds for parking, housing and dining
 - \$7.8M in direct student payments from HEERF CARES Act funding
11. Minimized losses on the food services front through a strategic partnership with the Shelby County Schools & YMCA to provide meals for school children and community members displaced by the pandemic. This partnership resulted in over a million meals being served over the course of just a few months.
12. Leveraged Summer School initiatives to increase revenues

Effectively managed a budget gap of over \$27M created by impacts of COVID-19



Student COVID-19 Initiatives – Spring/Summer 2020

The financial challenges our students face was clearly evident during this pandemic with many having to choose between helping families and continuing their education. We recognize the financial challenges created by COVID-19 and implemented numerous refunds and cost-reduction measures to promote affordability and ensure student success.

Spring 2020

1. Processed \$4.08M in student refunds for parking, housing, and dining
2. Disbursed \$7.8M in direct CARES payments to over 12,283 students
3. Continued to pay student/hourly GA employees due to related work restrictions

Summer 2020

1. Provided grants to cover the \$50 UofM online fee for a savings of \$300 for 6 credits
2. Expanded the 3+3 program for all freshmen and sophomores
3. Provided \$500 grant for juniors and seniors who enroll in two classes
4. Summer enrollment growth of 20.3% (including Law)



Impacts of COVID-19 on UofM's Finances

FY2021:

Needless to say as we continue to grapple with this pandemic, we continue to manage related financial impacts. While we were able to end FY2020 (Year ended June 30, 2020) on a balanced budget, a larger budget gap for FY2021 of roughly \$40M loomed. The result of:

1. Reduced support from the State for capital maintenance (\$9.5M) and no new support in Formula Funding (\$6.3M).
2. Continued revenue losses on many fronts (Dining, Housing, Events, Holiday Inn, Athletics, etc.)
3. Need to provide prorated refunds of certain fees (Dining)
4. Grants, fee refunds and other direct aid to students
5. Costs incurred to respond to COVID-19 (PPE, Technology, Tests, etc.)



Actions employed to respond to FY21 Gap

1. Captured one-time savings to offset some of the budget gap in the coming fiscal year
2. Established a Budget Reduction Committee with campus-wide representation (implementing strategies/recommendations offered)
3. Continue to identify opportunities to reorganize operations and consolidate offices to realize cost savings
4. University-wide reductions
5. Strategic reinvestments
6. Fall scholarship/grant initiatives
7. Strategic use of federal support provided under the CARES Act
8. Granted TN COVID-19 Relief funds of \$1.6M



Student COVID-19 Initiatives – Fall 2020

1. Grants to eliminate the online course fees
2. Waiver of late registration fees
3. Extension of late registration period to August 26
4. Review of the traditional approach of dropping for non-payment
5. 100% refund of the payment plan fee if sign-up occurs by August 14
6. Prorated reduction of TigerEat\$ fee from \$300 to \$220 (to coincide with delayed start of traditional on-ground offerings)
7. Establishing a COVID-19 need-based scholarship and loan program



Key Assumptions for Revised FY21 Budget

Revenues/Sources:

1. Reversed anticipated increase in State Appropriations (original Budget from the State)
2. Reduced revenue for drop in Foundation operations support
3. No revenue increases from tuition and fees (deferred FY21 tuition and fee increase (1.8%) planned to backfill expenditure commitments, e.g. online fees)
4. Reduced revenue projections of key fee and sales-driven enterprises, e.g. Athletics



Key Assumptions for Revised FY21 Budget

Expenses:

1. Reversed distribution of anticipated State Appropriations from all units
2. Backfilled ongoing base commitments with a base budget pull-back of \$7M
 - Scholarships
 - Faculty promotions (related salary and benefits cost increases)
 - Advancement and Alumni Operations (from reduction in Foundation Support)
 - Dual enrollment support & UofM Global support (ongoing costs to support programming)
 - Culinary School (program launch delayed due to impacts of COVID-19)
 - Student recruiters (funded with one-time funds in prior year)
 - Ongoing technology needs (Cayuse, Chrome River, etc.)
 - Center for Communications and Writing (funded with one-time funds in prior year)



Key Assumptions for Revised FY21 Budget

Expenses, continued:

3. Backfilled one-time costs strategic to maintaining institutional trajectory and growth. Sources of these investments include strategic central reserves and use of central and distributed (instituted a pullback) carryforward balances.
 - COVID-19 specific institutional aid (strategic investments to retain and graduate students)
 - Support to Athletics to offset revenue losses (coupled with deep cost reductions)
 - Research support and Carnegie R1 investments
 - Law scholarships
 - FIT technology plan
 - Online fee grants (fee reduced but offsetting tuition and fee increase deferred)



Questions?

