



## Minutes of the Faculty Senate

**Presiding:** Jeffery G. Marchetta (Mech Engr)

**Date:** 11-17-20

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

**Senators Present:** Alena Allen (Law School ), Reza Banai (City & Regional Planning), 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), Denis D. Grele (World Lang & Lit), Melissa Hirschi (Social Work), Stephanie Huette (Psychology), Brian Janz (Business Info. Tech), Holly Lau (Theatre & Dance), Erno Lindner (Biomed. Engineering), Jeni Loftus (Sociology), J. Joaquin Lopez (Economics), Jeffrey G. Marchetta (Mech Engr), Scott Marler (History), Melissa Janoske McLean (Jour. & Strategic Media), Peter L. McMickle (Accountancy), Sanjay Mishra (Physics), Deanna Owens-Mosby (Instr. & Curr. Leadership), , Fawaz Mzayek (Public Health) Steven L. Nelson (Leadership), Esra Ozdenerol (Earth Sciences), Michael Perez (Anthropology), Zabiholah Rezaee (Accountacy), 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).

**Senator Present by Proxy:** David Gray (Philosophy); proxy James Bahoh, Leigh Falls Holman (CEPR); proxy Patrick Murphy.

**Senators Absent:** Curt Schuletheis (Mil Sci, Naval Sciences), Steven D. Schwartzbach (Biology), Kris-Stella Trump (Political Science), Mohommed Yeasin (Electrical & Computer Engineering)

**Faculty Senate Information Officer:** To be determined.

**Guests:** M. David Rudd (President Office-absent), Thomas Nenon (Provost Office), Linda Bennett (UMAR-absent), 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), and Meghan Cullen (President, Staff Senate), Elena Delvega (Social Work-absent), Bridgette Decent (OIE-absent), James Orr (Academic Affairs), Darren Wibberding (Office of Student Accountability-absent), Raaj Kurapati (CFO-absent), Zaneta Ivy (Athletic Compliance-absent), Robert Jackson (CIO-absent), Carolyn Hull-Toye (CIO), Devan Yanik (ITS).

The four-hundred-and-seventy fifth meeting of the University of Memphis Faculty Senate was held on Tuesday, November 17, 2020 via the Zoom video conferencing platform due to restrictions imposed in response to the COVID-19 global pandemic.

#### **11.17.20.01 CALL TO ORDER (2:40 P.M.)**

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

#### **11.17.20.02 APPROVAL OF AGENDA**

The agenda was approved as written.

#### **11.17.20.03 APPROVAL OF MINUTES**

##### ***Faculty Senate – October 27, 2020***

The minutes of the October 27,2020 Faculty Senate (FS) meeting were approved as written.

#### **11.17.20.04 PRESIDENT’S REPORT**

President Marchetta reported that the FS will be starting the Faculty Trustee selection process in January. The Trustee serves a term of two years and is selected by the FS. More information to follow. Also, the EC made a charge to the Academic Policies Committee regarding mental health issues for some students. Specifically, with regard to the graduate program, there was concern from some students that they weren’t adequately being supported by faculty mentors. There were only a few comments, but the EC felt it was an appropriate time to review some of the processes and resources on campus related to these issues. The charge asks the Academic Policies Committee to work with the Graduate Student Organization and the Graduate School on these issues.

#### **11.17.20.05 STANDING COMMITTEE UPDATES & REPORTS**

##### ***Executive Committee***

President Marchetta reported that the EC has asked two Senators on the Graduate School Committee, Senators Melissa McLean and Michail Gkolias, to report to the FS on the GA Master’s Working Group. He yielded to Senator McLean who presented a report from the GA Master’s Working Group on behalf of herself and Senator Gkolias. See Appendix for their presentation and the working group’s guiding principles and recommendations. She solicited feedback to be sent to her or Senator Gkolias. Also, Senator Michael Perez is compiling data to support the recommendations and she solicited any data to be sent to Senator Perez.

President Marchetta thanked them for bringing these issues to the FS. He also thanked Provost Thomas Nenon and Robin Poston, Dean of the Graduate School, for their flexibility that allows

the FS the time to work on these issues. He encouraged Senators to send any comments/suggestions to Senators Melissa McLean and Michail Gkolias.

Motion to accept the report.

**Motion to accept the report is adopted by a vote of 32 for, 3 against, and 3 abstain.**

### ***Faculty Policies Committee***

President Marchetta yielded to Senator Eugene Buder, chair of the Faculty Policies Committee, who reported on charges that are underway in the Committee.

- 1) A working group has convened to work on our charge to update Handbook policies regarding Post-Tenure Review: Committee member Stephen Watts was appointed Chair, and will be working with Senators Lau, Gkolias, and Shwartzbach along with Henry Kurtz, Chair of Chemistry, and Damon Fleming, Dean of Fogelman College of Business and Economics. Initial discussions focused on tightening up timelines and specifying the composition and roles of units' Committees charged with review of tenured Faculty, but all aspects of the Handbook section are under consideration. We anticipate their recommendations by early in the new year and motions for Handbook amendments by February or March at the latest.
- 2) Another subset of committee members has been working in consultation with Ombudsperson Gloria Carr to calibrate the role of the Senate's Faculty Grievance Committee regarding the Code of Conduct language that our committee developed under the leadership of Esra Ozdenerol. It's likely that some new language will be added to our report from earlier this Fall to enhance the role of that committee in the University's shared governance.
- 3) In December I will begin handling the charge of reviewing criteria for Chairs of Excellence performance with specific reference to Teaching.
- 4) Other charges are in development, and we have a motion on today's agenda to be considered later.

### ***Administrative Policies Committee***

President Marchetta yielded to Senator Ted Burkey, chair of the Administrative Policies Committee, who reported:

- 1) The Administrative policy committee has completed a review of a faculty survey regarding faculty reports of student threats and we are finalizing questions for the administration about University procedures, records, and responses to faculty reports of student threats.
- 2) The committee has settled on a motion for a non-retroactive proposal to clarify the University of Memphis policy pertaining to the salary adjustment for administrators stepping down from administrative duties to a concurrent faculty appointment. The committee will be submitting the motion pending administration comments.

3) A draft motion has been completed for a charge distinguishing the roles of Faculty Search Committees and Hiring managers. Additional revisions are expected.

### ***Budget and Finance Committee***

President Marchetta yielded to Senator Zabi Rezaee, chair of the Budget and Finance Committee, who thanked Senators for their vote on the committee's work in the last meeting. He commented that it was a split vote which means that there are some outstanding issues in the Senate with the committee's work. He is hopeful that through this process they will be able to build more trust between faculty and administration. There are currently about 17 members on the team that is split into two groups. One team will address financial sustainability, and another will address academic sustainability. The overall team will meet with deans tomorrow to start the process.

President Marchetta yielded to Senator Máté Wierdl who made a presentation of analysis of UofM salary increases. See Appendix for details. Senator Wierdl then read the First Report of Budget Review Team: Plan to the Senate. See Appendix for details.

He made a motion to accept the report.

**Motion to accept the report is adopted by a vote of 35 for, 2 against, and 1 abstain.**

### ***Academic Support Committee***

President Marchetta yielded to Senator Michael Perez, chair of the Academic Support Committee, who reported that the Committee has nothing new to report, but noted that there will be a demonstration from ITS later in this meeting that will update the FS on new technologies in some classrooms.

### ***Library Policies Committee***

President Marchetta yielded to Senator David Goodman, chair of the Library Policies Committee, who reported:

1) There will be a change to how content is accessed on the Kanopy streaming resource beginning December 1, 2020. This means that there is a new process for requesting a license for films through the library for course-related content. Requested films will need to be approved ahead of time instead of being selected in an unmediated fashion. Course-related film selections will be given priority. There are many existing licenses already in place for films selected in the last year. There is a full description of the new model including a list of the films currently available at a link in the FS discussion board.

2) The committee continues to work on its charge and has scheduled meetings with Dr. John Evans, Executive Director & Associate Dean of University Libraries, and Provost Nenon at the start of the spring semester. In consideration of the continually changing nature of the

2020/2021 academic year, we believe this will help us deliver the most up to date information in our report for the February 2021 Faculty Senate meeting.

### ***Academic Policies Committee***

President Marchetta yielded to Senator Denis Grele, chair of the Academic Policies Committee, who reported that the Academic Policy Committee has been working on two projects:

- 1) The creation of a work group whose mission will be to propose concrete changes to our current SETE. Once a new SETE is put in place, the Academic Policy committee is planning on revising the teaching evaluation by Chairs and Deans.
- 2) Regarding a way to facilitate better communication between faculty and graduate students who are experiencing mental health issues, a motion is in the works, but we are having some technical difficulties that need to be solved before we can present it to the Senate. We plan to have this motion ready next time the Senate meets.
- 3) He met with Darren Wibberding, Associate Dean of Students, Office of Student Accountability, who discussed another issue: we do not have a way to handle student complaints. This is a problem for accreditation. The Committee is looking into this and will have something to report in the next meeting.

### ***Research Policies Committee***

President Marchetta yielded to Senator Sanjay Mishra who represented the Research Policies Committee in place of Senator David Gray, chair of the Committee. Senator Mishra reported on developments from the last University of Memphis Research Council UMRC meeting. Based on data from 2019-2020, the R1 account has increased by 13%, award dollars has increased by 25%, and the total federal award dollars has increased by 48%. The R1 post doc update indicated that there were 29 R1 post doc positions filled in 2020, 54 external funding proposals were submitted (including post doc efforts), a 50% increase in external funding for the second year, and \$4million in external funding has been secured. He reported that two programs were launched: the Department of Defense (DoD) Research Academy and the National Science Foundation (NSF) Early CAREER Academy to assist faculty with writing and submitting grants as well as conducting a series of workshops. A new task force was announced to address some of the issues related to research on campus. The task force is working to align our promotion and tenure process with a Carnegie R1 classification.

### ***Special Committee on Anti-Racism***

President Marchetta yielded to President-elect Jill Dapremont who reported that the committee is charged with developing recommendations to address systematic racism on campus. The committee has completed its recommendations and will bring them to the Senate in the January meeting.

### 11.17.20.06 OLD BUSINESS

There was no Old Business.

### 11.17.20.07 NEW BUSINESS

***(M2020.21.17) Motion to Recommend Amendment of Faculty Handbook Sections 3.5.5. “Clinical Faculty” and 4.3.2 “Promotions” – from Faculty Policies Committee***

President Marchetta yielded to Senator Buder who presented the motion to reconsider and amend a motion from our last meeting.

Motion is adopted by a vote of 34 for, 1 against, and 1 abstain.

~~Whereas,~~

~~Standard salary increases associated with promotions of clinical and tenure-track faculty are not provided in the Faculty Handbook~~

~~Be it resolved that,~~

~~“For clinical faculty receiving a promotion, the standard salary increase is 5%.”~~

~~be added to the end of the second paragraph in Section 3.5.5, and that~~

~~“For tenure-track and tenured faculty receiving a promotion, the standard salary increase is 7%.”~~

~~be added to the end of the paragraph in Section 4.3.2.~~

Whereas,

Standard salary increases associated with promotions of clinical and tenure-track faculty are not provided in the Faculty Handbook.

Be it resolved that

(1) The following language be added at the end of the second paragraph in Section 3.5.5:

“For clinical faculty receiving a promotion, the standard salary increase is 5%. However, if the promotion is from Assistant to Associate Clinical Professor and the prior salary was \$50,000 or less, the standard increase is \$2,500, and if the promotion is from Associate to full Clinical Professor and the prior salary was \$80,000 or less, the standard increase is \$4,000.”

(2) The following language be added at the end of the paragraph in Section 4.3.2:

“For promotion to tenured positions, the standard salary increase is 7%. However, if the promotion is from Instructor to Assistant and the prior salary was \$21,500 or less, the standard

increase is \$1,500. If the promotion is from Assistant to Associate and the prior salary was 50,000 or less, the standard increase is \$3,500. If the promotion is from Associate to full Professor and the prior salary was \$85,700 or less, the standard increase is \$6,000.”

Recipients:

Tom Nenon, Provost

Helen Johnson, Office of the Provost

***(M2020.21.18) Motion to Approve the Proposal to Conduct Review of Student Evaluation of Teaching Effectiveness (SETE) – Academic Policies Standing Committee***

President Marchetta yielded to Senator Grele who presented the motion to the FS. He solicited any comments/suggestions to the working group’s work on the FS discussion board.

**Motion is adopted by a vote of 33 for, 0 against, and 0 abstain.**

Whereas,

On September 1, 2020, The Faculty Senate Executive Committee charged the Academic Policies Committee to review the University of Memphis Student Evaluation of Teaching Effectiveness (SETE).

Be it resolved that,

The Faculty Senate approves the following actions proposed by the Academic Policies Standing Committee:

1. The Faculty Senate Academic Policies Committee’s SETE Working Group (SWG) is to be composed of the following members:

- Alena Allen (Associate Professor, School of Law)
- Ryan Fisher (Associate Dean, College of Communication and Fine Arts, R. E. S. School of Music)
- Eli Jones (Assistant Professor, Education Psychology and Research)
- Abby Parrill-Baker (Dean, College of Art and Sciences)
- Scott Van (Assistant Director of Digital Learning, Center for Innovative Teaching and Learning)
- Karen Weddle-West (VP Student Academic Success)

- Mohamed Yeasin (Associate Professor, Electrical and Computer Engineering)

\*Note: The chair of SWG will be named at the first meeting.

2. The SWG is hereby charged by the Academic Policies Standing Committee with revising the University of Memphis Student Evaluation of Teaching Effectiveness according to this included but not limited set of guidelines:

- a. Design the Student Evaluation of Teaching Effectiveness to provide meaningful feedback to faculty for improving teaching first and foremost rather than evaluating faculty performance.
- b. Provide explicit guidance on whether the mean score for each question for a course section is statistically significantly different from the mean of the entire set of sections, prefix, department, college means.
- c. Provide a section in which every department/college has the possibility to create and ask questions related to their own field and their own assessment of learning. In this section, questions should be more specific about course objectives, feedback, structure and organization.
- d. Provide two sets of evaluation, one for instructors teaching online (M50 courses), and one for instructors teaching face to face.
- e. Provide space for comments after each question.
- f. Consider renaming the Student Evaluation of Teaching Effectiveness to emphasize that students are not evaluating teaching effectiveness but their perception of teaching effectiveness.
- g. Explore the feasibility of utilizing software that allows reports to be run by both instructors and administrators.
- h. Ask questions related to diversity and inclusion.
- i. Remove questions that are subjective and vague; for example, the questions that ask about whether the instructor was enthusiastic and interested in teaching.

3. The Faculty Senate Academic Policies Committee's SWG plan of action is to present a report with recommendations to the Senate Academic Policies Committee for review by March 2nd.

Recipients:

Faculty Senate

Tom Nenon, Provost

Helen Johnson, Office of the Provost

#### **11.17.20.08 PRESENTATIONS AND DISCUSSION**

##### ***“Salary Information and Trends 2020” by Provost Tom Nenon***

President Marchetta yielded the floor to Provost Nenon who began with the presentation, “History of Salary Increases.” See Appendix for details. He then moved on to the presentation, “Faculty and Staff Salary Trends: Fall 2014 – Fall 2020.” See Appendix for details.

##### ***“Demonstration of Upgraded Smart Rooms for Recording” by Sue Hull-Toye***

President Marchetta yielded the floor to Sue Hull-Toye, ITS Chief Information Officer (CIO), who played a video demonstration of the upgraded smart rooms for recording lectures.

[https://www.memphis.edu/umtech/smarttech\\_services/smartclassroomupgrade.php](https://www.memphis.edu/umtech/smarttech_services/smartclassroomupgrade.php)

#### **11.17.20.09 ADJOURN**

The meeting adjourned at 4:53 pm.

# Report on GA Master's Working Group

Melissa and Mike  
November 17, 2020

## Rationale and Context

- Fee-paying students are needed
- Carnegie 1 only counts PhD and “research expenditures”
  - Money spent on GAs and tuition waivers for master's students counts as research expenditures
- Funding formula from state: \$2,000 per Master's/ \$4,000 per PhD per year
- Deadline is to let depts know for AY21-22 offer letters (all current commitments will be honored)
- 2 GA funded master's students = 1 staff position
- Adjunct = \$754 per credit hour minimum

## Draft recommendations, part one

- Maintain doctoral funding/keep current process of PhD GA tuition assistance and stipends
- Separate requirement of offering both tuition assistance and stipend to a master's Graduate Assistant (tax info in recommendations document)
- Adopt a minimum stipend pay rate of \$10/hour for master's students
- Continue to move funds from Master's to PhD (where one exists); encourage more PhD programs
- Encourage more doctoral programs to offer a master's on the way to the PhD

## Draft recommendations, part two

- Encourage more grant funding for master's students
- Create an OIR dashboard of the percentage (%) of fee-paying master's students
- Move GA master's funding to average revenue stream (grant funded, self-funded, or donor funded, etc.)-Goal 50%-50% split (one 100% funded student needs one full fee-paying student to reach this) & 80% of students in research-oriented positions. Goal is to hit this over next three academic years.
- Acknowledge continued need for diversity, resume building; potential impact on ranked programs

## Follow-up from Provost Nenon (emphasis ours)

- Multiple GA positions that are more appropriately for hourly basis (e.g. coaching undergrad students, tech support, administrative support, editing, etc.)
- **GAs should be appointed based primarily on their academic credentials and used for work directly related to their academic training**
- **We should not continue to assign GAs to work that is not directly and clearly related to their graduate education.**
- Student workers can be either undergrad or graduate students. **Some of this work is most appropriately performed by undergraduates, especially if it is clerical, but some of it is better performed by graduate students since it is more complex or requires higher-level training and skill levels and should also have a higher pay rate.**

## Timeline for Work

- November 17: working group recommendations presented to FS
- November – January: FS to provide feedback/suggestions on recommendations to Melissa ([mljnoske@memphis.edu](mailto:mljnoske@memphis.edu)) and Mike ([mgkolas@memphis.edu](mailto:mgkolas@memphis.edu))
- November – January: other senators working on compiling data to support feedback/suggestions (see Michael Perez, [mvperez@memphis.edu](mailto:mvperez@memphis.edu))
- January 26: FS meeting; voting on a motion to support/not support recommendations in final document
- January 27: results of FS vote sent to Robin Poston and Tom Nenon

# Master's Student GA Working Group

## Guiding Principles and Recommendations

This is our Guiding Principles and Recommendations for Tom Nemon about how to manage Graduate Assistantships for master's students starting FY22.

### Guiding Principles

- Tuition is a real cost and we are not funded by the state per credit hour. Fee-paying students are needed. Less than 25% of UofM revenue today is funded by the state and 0% of GA stipend funds come from the state. The only UofM revenue funded by the state comes from the funding formula which pays out each time a student graduates and only if the student graduates. The amount we receive averages out to \$2,000 per master's student per year (same amount as for undergrads) and pays out \$4,000 per doctoral student per year.
- Carnegie 1 doesn't count master's students, but it does count PhD production and research support and expenditures. Note that PhD programs are not up for debate, given they support the Carnegie 1 mission. Money spent on GAs and tuition waivers for MA/MS students assigned research positions count as research expenditures. Such funding also supports the Carnegie 1 mission.
- Benefits of master's level GAs: need to have a graduate level program, helps students with the cost, helps us attract and retain faculty. In competitive markets, GA support or something comparable to it helps to successfully recruit our best students. Better students encourage better research productivity and better retention of faculty "all stars."
- Can funds be redirected? And redirected to research? To cover healthcare for students, move the funds to PhD level, move to tenure track lines to keep our faculty strong?
- Deadline is for announcing budgets to departments for GA dollars for their AY21-22 offer letters. We will honor all current commitments as it is not right to do otherwise. Departments are currently recruiting so the sooner a decision is made, the better.
- Whatever model we move to these students need to be eligible for work study. If students are working then they can qualify for work study. Federal work study can be provided to any student who is on a GA regardless of that student getting tuition only or stipend only.
- We need to consider effects on diversity and on the ability to attract high-quality students for any proposals made.
- In programs with no PhD, master's student help with research.
- Hourly wage contracts, tuition only scholarships, AND tuition assistance scholarships all need to offer in-state equivalent rates – we can encourage that these are used strategically to target increasing diversity and attract high-quality students.
- With hourly wage contracts will need to show and differentiate how the work is relevant to degree programs. For those in research-oriented positions master's students should have faculty mentors with a focused research agenda where students sign on with a mentor and are expected to supplement their efforts.
- Current spend on master's GAs: from Fall 2018 to Fall 2019 down -7% tuition assistance and -5% stipend, from Fall 2019 (tuition \$2,320,598; stipend \$2,009,657) to Fall 2020 (tuition \$1,985,711; stipend \$1,511,971) down -14% tuition and -25% stipend.

- Total numbers of master's GAs: Fall 2018 (673) to Fall 2019 (617) down -8% and to Fall 2020 (433) down -30% from prior year.
- While the cost of Masters GAs varies across departments, about 2 GA funded master's student (at \$16k per Fall/Spring each) equal 1 staff member in salary. A combination of staff and GAs is beneficial. Staff add some stability and will be more focused on the job.
- What does it cost to hire an adjunct to teach a course?
  - According to Faculty Admin. Services: The hiring minimum for part-time faculty (adjunct) is \$754 per credit hour. Depending on what the college/school is offering, but the minimum is \$754. There are some schools (Nursing Law, Engineering, Architecture) that regularly pay higher adjunct rates due to the specialized nature of those disciplines.
- Consider setting a minimum for GA stipend pay since the University has indicated a desire to achieve that goal for its workers.
- Per THEC all master's programs need to have an average of 5 graduates across a 5-year period. Consider how GA positions in MA/MS programs are important to insuring this average and external support sought if needed. THEC monitors all programs that fail to meet the threshold (10 graduates for undergraduate programs, 5 graduates for master's programs, and 3 graduates for doctoral programs over a 5-year period). This is for the major and not a concentration.
- We endorse the need to continue to find a way to provide healthcare to our students, possibly in a phased approach, and if needed starting with our doctoral students.

### **DRAFT Recommendations**

Assuming we are honoring all offer letters and current contracts, we propose:

1. Maintain doctoral funding and the process of GA tuition assistance and stipends the same as currently utilized to attract and retain high-quality doctoral students.
  - a. Rationale: this directly supports our Carnegie One mission.
2. Separate the requirement of offering both tuition assistance and stipend to a master's Graduate Assistant. Tuition assistance could be offered for as many hours needed with no stipend coverage depending on what's needed to attract the student to UofM (**Graduate Tuition Scholarship**) or a stipend for 5 to 20 hours of work paid hourly or monthly could be offered (**Graduate Student Worker**) or both at whatever level is needed to attract the student to UofM. Tuition assistance could require weekly service component based on needs of the department.
  - a. Rationale: this allows for the flexibility to offer truly outstanding students both stipend and tuition assistance while conserving funding to lesser amounts when not needed. Funding for some master's students is needed to have graduate level programs, help students with the cost, recruit the best students to UofM in a competitive field, and help us attract and retain faculty. Allows us to attract more student who pay for part of their tuition and fees.
  - b. Answer from Scholarship Office: **Graduate Tuition Scholarship** could be structured similar to our academic scholarships offered to first-time freshmen with Service Hour Component. We would need to work out logistics of collecting the data to be

centralized within the Graduate School and communicated to the Scholarship Office. We would standardize framework and process were possible.

- c. Could the tuition scholarship be support fully by the department or combination of department/central funding? Please refer to chart below:

Current Structure				
	Percent Covered from Central	Resident Amount	Non-Resident Amount	International Amount
<b>Resident</b>				
Departmental Component (Amount determined by Department)		\$		
<b>Non-Resident</b>				
Departmental Component (Amount determined by Department)			\$	
Non-Resident Tuition Differential (\$ 192 per credit hour)	100%		\$192	
<b>International</b>				
Departmental Component (Amount determined by Department)				\$
International Tuition Differential (\$384 per credit hour)	100%			\$384

Brainstorming (Tiered Approach)				
	Percent Covered from Central	Resident	Non-Resident	International
<b>Tier One</b>				
Departmental Component (Amount determined by Department)		\$	\$	\$
Tuition Differential (per credit hour)	100%	\$0	\$192	\$384
<b>Tier Two</b>				
Departmental Component (Amount determined by Department)		\$	\$	\$
Tuition Differential (per credit hour)	75%	\$0	\$144	\$288
<b>Tier Three</b>				

Departmental Component (Amount determined by Department)		\$	\$	\$
Tuition Differential (per credit hour)	50%	\$0	\$96	\$192

- d. Answer from UofM's Tax Accountant Ms. Laurie Whiteside: Tax implications will vary from student to student depending on their citizenship, tax treaty and type of income. Whether it is a service obligation or work obligation anything over tuition and books is subject to taxation.

There is no difference between service hours & work hours it is the benefit that is taxed not the hours, so if you increase a student's scholarship over his tuition and book (Qualified Expenses) due to the service hours it will still be eligible for taxation.

For Non-Resident Aliens. they would also be taxed at 14% for anything over tuition and books unless they fall under a tax treaty. In order to take advantage of the treaties the Non-Residents have to come to my office for treaty qualification. Resident Aliens are taxed as U. S. Citizens.

Here is the information from the IRS on what are Qualified and Unqualified Expenses:  
 Qualified Education Expenses for Education Credits: Qualified expenses are amounts paid for tuition, fees and other related expense for an eligible student that are required for enrollment or attendance at an eligible educational institution. You must pay the expenses for an academic period\* that starts during the tax year or the first three months of the next tax year. Eligible expenses also include student activity fees you are required to pay to enroll or attend the school. For example, an activity fee that all students are required to pay to fund all on-campus student organizations and activities.

Expenses that Do Not Qualify: Even if you pay the following expenses to enroll or attend the school, the following are not qualified education expenses: Room and board, Insurance, Medical expenses (including student health fees), Transportation, Similar personal, living or family expenses. Depending on the students' tax situation after they file their taxes some of this may be refunded.

3. Adopt a minimum pay rate of \$10/hour for master's students when a stipend is involved, with a commitment to continue to increase and departments may offer more. This applies regardless of being paid monthly or hourly.
  - a. Rationale: Minimum wage is \$7.25/hour in Tennessee and graduate students have more skills and knowledge and we are hiring them because they are qualified and high performing students, thus their wage should be above minimum wage. To be more aligned the UofM minimum wage for staff on campus and revisited over time.
4. Encourage faculty and colleges/schools to elevate efforts to secure external and/or grant funding opportunities for master's students. These agreements should be arranged as needed to suit the funding sources' requirements.

- a. Rationale: this allows departments who seek to increase their master's student funding to do so and benefits UofM with more students and more funding support for those students.
5. Related to UofM GA spending from funds provided by the Provost Office, continue the current trend to reduce spend on Master's GAs moving funds to doctoral levels in programs where doctoral degrees exist. This is in light of retaining funding for terminal master's programs.

<b>Total Master's GA spend:</b>		
Fall 2018 to Fall 2019	-7% tuition	-5% stipend
Fall 2019 (tuition \$2,320,598; stipend \$2,009,657) to Fall 2020 (tuition \$1,985,711; stipend \$1,511,971)	-14% tuition	-25% stipend
<b>Total Numbers of Master's GAs:</b>		
Fall 2018 (673) to Fall 2019 (617)	-8% GAs	
Fall 2019 (617) to Fall 2020 (433)	-30% GAs	
<b>Total spend on Master's students of funds that comes from Provost Office GA funding:</b>	\$3,497,682 of \$11,783,500 total or 30%	

- a. Rationale: this encourages the movement of funds to the doctoral level to support Carnegie One goals.
6. Encourage more doctoral programs to offer a master's on the way to the PhD. Fund students at a reduced rate during their master's coursework. If this is possible given coursework covered and if this works within the competitive landscape of that field of study.
- a. Rationale: this encourages the movement of funds to the doctoral level to support Carnegie One goals.
  - b. *[Jennifer Beech and Mary Kyle to create a 'how to' document on this process] Question: Graduate School to help show how the process works.*
7. Require all qualified (non-international students) graduate students offered a GA to apply for maximum financial aid by completing the FAFSA to obtain Work Study funding. Offer assistance on how to apply.
- a. Rationale: optimize the use of federal aid in lieu of UofM funds.
8. Related to UofM GA spending from funds provided by the Provost Office, create an OIR dashboard of the percentage (%) of fee-paying master's students in each department, percentage (%) of students in research positions, percentage (%) of students by categories illustrating how GA offers increase diversity of student population for that field. Data need to be reviewed by departments to ensure it matches reality and work with OIR if there are any inconsistencies.

- a. Rationale: enhances visibility of data and the opportunity to discuss any data discrepancy while monitoring how programs are doing regarding meeting goals of the use of these funds.
9. Related to UofM GA spending from funds provided by the Provost Office, establish that across departments, or college/school if no departments exist, receiving UofM GA master's funding needs to maintain an average revenue stream (grant funded, self-funded, or donor funded, etc.) from master's students with the goal of 10% within the next three academic years, working toward 50% within five year. For every 100% level of funding, one fee-paying student is needed to meet the 50% average.
  - a. Rationale: tuition is a real cost and we need fee-paying students to help us offset the costs of the university. By using a percentage-based approach, this offers units the flexibility to manage their use of UofM funds to attract outstanding students while balancing this with fee-paying students who help cover operational costs.
10. Related to UofM GA spending from funds provided by the Provost Office, maintain that across departments, or college/school if no departments exist, ensure that for the pool of students with GA allocated dollars (\$), with the goal of 50% within the next three academic years, working toward at least 80% of the students are in research-oriented positions. For graduate students to teach, encourage stipend only funding, adjunct funding, or student worker funds be used. Given there is professional value to the student teaching for 1-2 semester, then thereafter the value becomes diminishing, and thus students discontinue teaching.
  - a. Rationale: by assigning students to research roles, Carnegie One is supported via research spend.
  - b. *Question: Talk with a couple programs (e.g., English and World Lang.) on impact to offer courses*
11. Encourage departments that the work that a student is doing for their GA is related to their field of study and is a resume builder. We would encourage supervisors to monitor work hours and maintain a student work log where needed.
  - a. Rationale: need to ensure the experience is in the best interest of the student and is a productive use of UofM funds
12. Emphasize the opportunity for departments to focus on utilizing master's GA funding to enhance diversity of the student population for that field.
  - a. Rationale: this encourages departments to increase diversity across UofM supporting underrepresented populations of students.
13. Work with support units to partner with departments in order to offer service-oriented GAs to those departments would like to attract to their programs and where the student has an aptitude and interest in the work.

14. Consider moving unused funds (carry forwards) from GA balances to places needed (e.g., we have 9 doctoral students who lost their funding this year and are searching for funds to help them).
15. Ensure GAs funded in terminal master's programs either have a path to a UofM doctoral degree, are performing research-oriented work, or aligned with strategic needs of the university.
16. Acknowledge the impact of funding changes on top ranked master's programs.
17. Work with HR and Accounting to ensure all changes are in line with the Fair Labor Standards Act (<https://www.dol.gov/agencies/whd/flsa>). Logistics need to be addressed of how all these changes are implemented smoothly with sufficient lead time.

- Purpose
- Employee groups
- Increase of Total Salaries 2019-2018
- Increases of Median Salaries
  - What's the median? 2019-2018
  - Inflation 2019-09 2019-2009 150K
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  - Total Salaries 2019-2018
  - Medians 2019-18 for over 150K
  - Over \$200K raise

# UofM salary increases

## Comparison of tenured profs' and support staff's raises

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Budget Review Team

University of Memphis

Nov. 17, 2020

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# Purpose

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These slides and the statistics in them serve as a motivation for the Budget Review Team's plan to examine salary budgets of all fulltime UofM employees.

# Employee groups

Purpose

**Employee groups**

Increase of Total Salaries 2019-2018

Increases of Median Salaries

What's the median? 2019-2018

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**Core employee:** Professor, Instructor, Lecturer in positions that are primarily non-administrative. Chairs and Directors who are faculty are Core, so are Chairs of excellence. Deans are not in this group.

**Tenured employee:** Core employee who is tenured or on tenure track. For simplicity, they are referred to as *Tenured*.

**Staff employee:** All employees not belonging to the core group, such as deans, secretaries, maintenance workers, custodians, police, etc.

# Number of employees in 2019

Purpose

**Employee groups**

Increase of Total Salaries 2019-2018

Increases of Median Salaries

What's the median? 2019-2018

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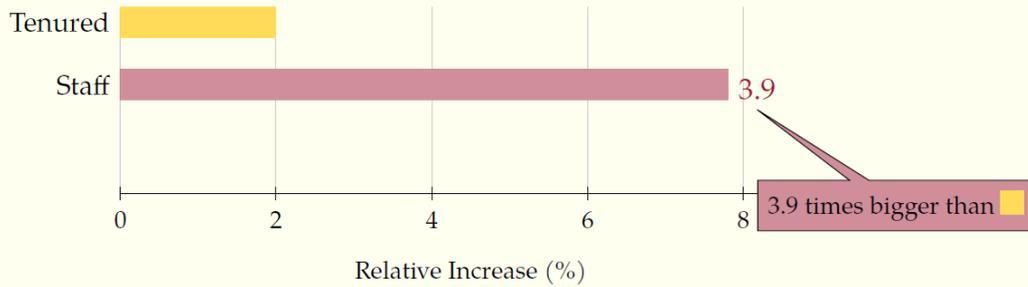
Tenured 663.

Staff 1600

Ratio 2.4.

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Total salary for a group of employees: add up all the salaries of the employees in the group.



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Median is the number in the middle in a list of numbers.

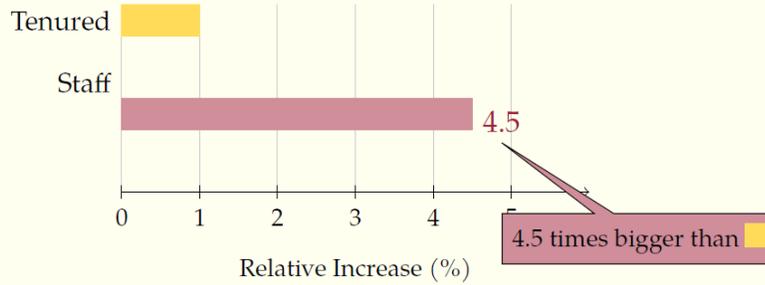
Data	Median
49, 50, 51	50
1, 50, 51	50
49, 50, 100	50

So the median is **not the average** and it's more stable to changes.

Budget and Finance Standing Committee Report  
**Increases of Median Salaries**  
2019-2018

11-17-2020

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See actual salaries in Appendix.

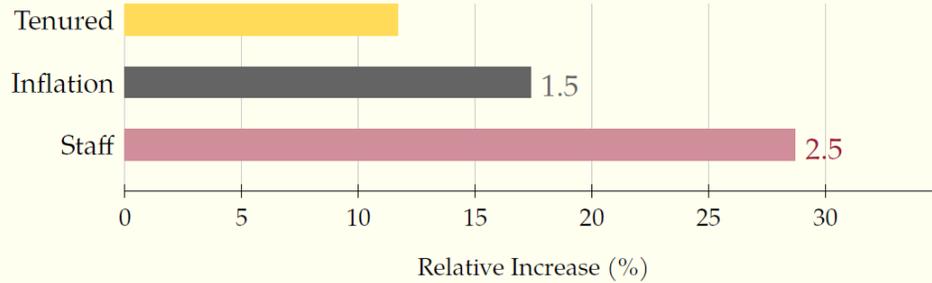
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Budget and Finance Standing Committee Report  
**Increases of Median Salaries vs Inflation**  
2019-09

11-17-2020

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## Increases of Median Salaries for over 150K 2019-09

Purpose

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Increases of Median Salaries

What's the median? 2019-2018

Inflation 2019-09 2019-2009 150K

Takeaways

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Total Salaries 2019-2018

Medians 2019-18 for over 150K

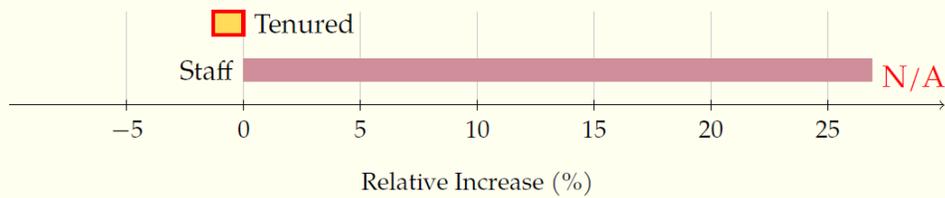
Over \$200K raise

Nov. 17, 2020

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Budget Review Team

Group	2019 (\$)	2009 (\$)	Increase (\$)	Increase (%)
Tenured	172,800	175,000	-2,200	-1.3%
Staff	217,900	171,600	46,300	26.9%



## Takeaways

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Increases of Median Salaries

What's the median? 2019-2018

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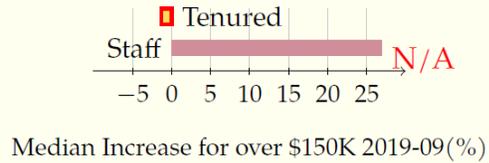
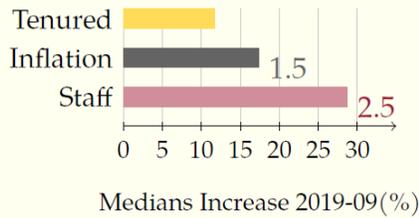
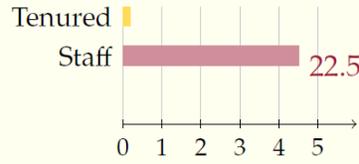
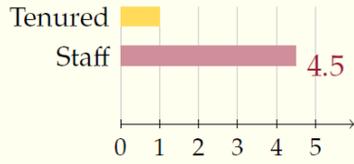
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Budget Review Team

- 1 There is an indication that money accumulates in administration more readily than in academia, and this accumulation is systemic, spanning a decade.
- 2 To confirm this, we need to obtain and analyze raw UofM employee salary data starting from 2008/09 academic year.
- 3 We need to obtain the data urgently to make sure the budget reductions and reorganizations already under way will be changed to cut more in places where more money has been accumulating.

# Farewell

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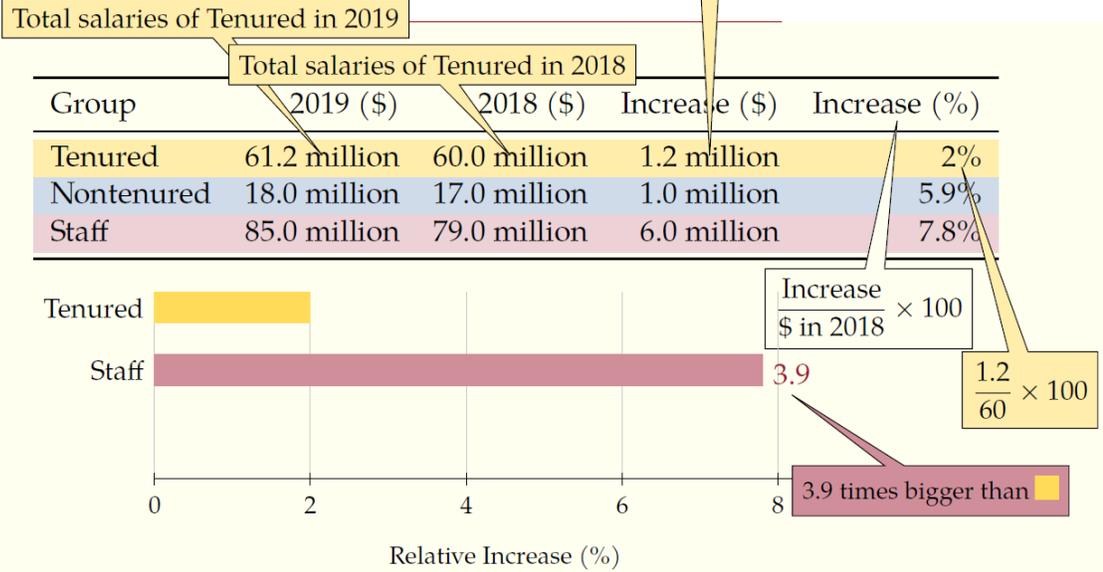
# Appendix

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Selected slides from the the original 2019 presentation  
[http://wd369.memphis.edu/apu/2019\\_2018uofm\\_profvsadm.pdf](http://wd369.memphis.edu/apu/2019_2018uofm_profvsadm.pdf)

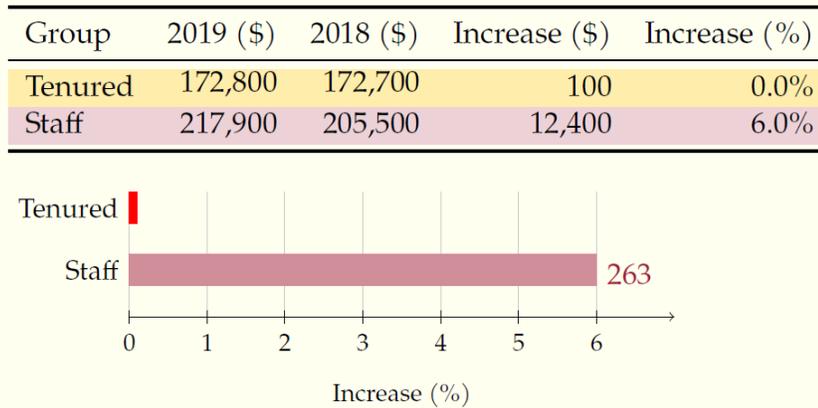
## Total Salaries 2019-2018

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## Medians 2019-18 for over 150K

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## Over \$200K raise distribution for 2019-18

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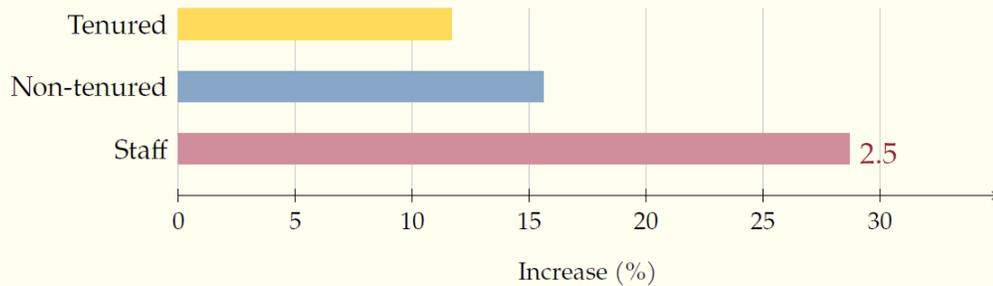
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## Medians for 2019-2009

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Over \$200K raise distribution for Nov. 17, 2020

Group	2019 (\$)	2009 (\$)	Increase (\$)	Increase (%)
Tenured	78,300	70,100	8,200	11.7%
Nontenured	54,100	46,800	7,300	15.6%
Staff	43,900	34,100	9,800	28.7%



UofM

Budget Review Team

# First Report of Budget Review Team: Plan

11-05-2020

The *Budget Review Team* presently has the following members

- Coriana Close, Art Department (Cochair)
- Mihalis Golias, Civil Engineering
- Holly Lau, Theater and Dance
- Zabihollah Rezaee, School of Accountancy (Chair of B&F)
- Máté Wierdl, Math Department (Cochair)

In broad terms, this team was asked by the Chair of the Budget and Finance committee to review the university's (UofM) budget as it relates to academic programs. This is quite a general task. As typical in such cases, it's best to identify a specific task, carry it out, and based on the information, identify what needs to be done and prioritize them.

## Proposed initial step: analyze salary data

As a first step, this team will analyze the salary data of full time UofM employees. There are two reasons for this. One, this analysis has been done to some extent in each of the last 7 years. Two, the statistical analysis of the data will give indications of what the major issues are in the university budget, and it will indicate how to prioritize further steps.

To be specific: the already existing analysis seems to have shown that

- There are much more staff members than educators/researchers on campus, and the gap has been increasing.
- In the last 10 years, faculty raises have been **30% below the inflation rate.**
- In the last 10 years, staff raises have **exceeded the inflation rate by 60%.**

- Salaries of administrators in leadership positions have **increased multiple times** faster than faculty's.

### Further steps

If the conclusions about salary increases turned out to be correct, then they would suggest reviewing and analyzing the budget and compensation data for administrators and the related contracts.

Another task that is timely is an examination of the 2020/21 budget changes, some of which are already under way. This is all the more warranted since there are statements, obtained directly from THEC (Tennessee Higher Education Commission) regarding the so called budget "cut", which contradict the information the UofM leadership communicated to the faculty. Namely, much of the proposed budgeting for the current year hits the academic departments very hard, using the budget "cuts" as a motivation, while THEC explicitly stated (over the phone and email) that the university's budget for the current year has stayed flat.

Next, a review of the foundations seems in order since some of the foundation money spent is tied to administrators' expenditures as it was shown 5 years ago in the senate when hundreds of thousands of dollars were given to third parties without any indication of the services they did for the university.

### Resources needed

In order to do the proposed salary analysis, the team needs to gain access to the raw salary data for the last 10 years, starting with the salary data of 2008/09, the year of the world wide financial crisis. ***Unfortunately, even this initial data request was denied by the administration of the University hence the Team asks the Senate to help out.***

The team needs to have access to the University's Budget Task Force's minutes and other data reflecting the work of that group in order to obtain a clear picture of the budget shortfall and the plans to mitigate it.

<i>The University of Memphis</i>			
<i>History of Salary Increases</i>			
<i>Fiscal Year</i>	<i>Increase</i>	<i>Effective Date</i>	<i>Sal Pool % Change</i>
1991	5.5% merit pool	7/1/1990	5.5%
1992	None		
1993	4% ATB	1/1/1993	4.0%
1994	2% ATB; 4% ATB	7/1/93; 1/1/94	6.0%
1995	2% ATB; 2% ATB	7/1/94; 10/1/94	4.0%
1996	None		0.0%
1997	3% merit pool	7/1/1996	3.0%
1998	2% ATB	1/1/1998	2.0%
1999	One-time \$50/yr service bonus 2% ATB & 2% equity pool	10/1/1998 1/1/1999	4.0%
2000	2% ATB	1/1/2000	2.0%
2001	3.5% ATB + 2% Faculty Equity/Merit	7/1/2000	3.5%
2002	2.5% ATB Merit/Equity Pools Faculty 4% Staff 1.6%	7/1/2001 1/1/2002	4.1%
2003	2.0% ATB + Merit/Equity Pools-Faculty 3% Staff 2%	1/1/2003	4.0%
2004	none		
2005	3% ATB + Oct \$70/yr service bonus min \$210 Merit/Equity Pools-Faculty & Staff 1%	7/1-04; 10/1-04 1/1/2005	4.0%
2006	3% ATB Merit/Equity/Compression Pools-Faculty & Staff 2%	7/1/2005 1/1/2006	3.0%
2007	2% ATB + One time Oct Bonus \$350 (min 3 years)	7/1-06; 10/06	2.0%
2008	3% ATB Merit Pool Faculty & Staff 2%	7/1/2007 1/1/2008	5.0%
2009	One-time Oct Bonus \$400 (min 3 years) Add'l Law School Adjustments	10/2008 09/2008	0.0%
2010	none		0.0%
2011	none		0.0%
2012	3% ATB (min \$750) One time Oct Bonus \$1000 (min 2 years)	7/1/2011 10/2011	3.0%
2013	2.5% ATB (min \$750)	7/1/2012	2.5%
2014	1.5% ATB (min \$250)	7/1/2013	1.5%
2015	none		0.0%
2016	2.0% ATB	7/1/2015	2.0%
2017	One time Oct Bonus \$750 (min 1 year)	10/2016	0.0%
2018	3% ATB for Staff & Non Tenured Faculty 2% ATB & 1% Merit - Tenured Faculty	7/1/2017 7/1/2017	3.0%
2019	1% ATB, \$975 min increase for Staff/Faculty less than \$30K/year 1.2% Merit Pool for Staff, 1.2% Merit/Equity/Compression pool for Faculty	7/1/2018	2.2%
2020	ATB Flat increases: \$1,000 <30.1K; \$850 30.1K-64.9K; \$700 65K-149.9K; \$550 >150K .7% Merit Pool for Faculty and Staff \$12 minimum hourly rate	9/1/2019 4/1/2020	2.0%
2021	None		

5.5% Fac

6.5% Fac

5% Fac

ATB=across-the-board  
excludes promotions, reclassifications, & other individual adjustments  
Office of Financial Planning & Analysis • Updated July 2020



## Faculty and Staff Salary Trends Fall 2014- Fall 2020

Office of Institutional Research,

October 20, 2020

THE UNIVERSITY OF  
MEMPHIS

### Data Sources and Definitions

- Source: Banner Data with November 1 Effective Date from 2014-2019, and as of October 20 for 2020.
- Only Full Time Employees are included.
- Coaches are excluded.
- No adjustments are made for inflation.

#### Employee Groups:

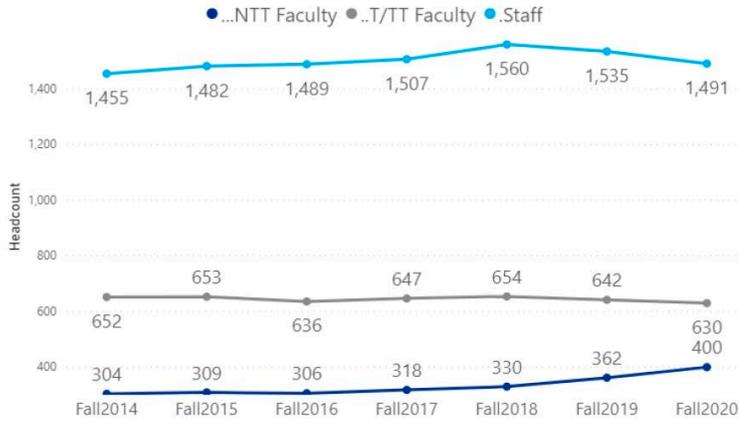
**Faculty** (Eclass = F9,FA,FD,F1,AF).

- **Non-TT Faculty:** Non-Tenure Track Faculty. (Campus Schools, Librarians, Research, Visiting, Clinical, Post-Docs, Instructors, etc.)
- **T/TT Faculty:** Tenure/ Tenure Track Faculty. (9/12-month faculty with Tenure or on Tenure Track)

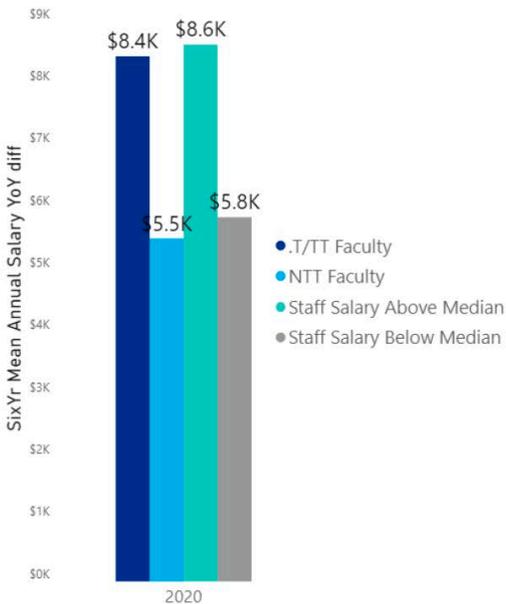
**Staff:** All other employees



# Number of Employees

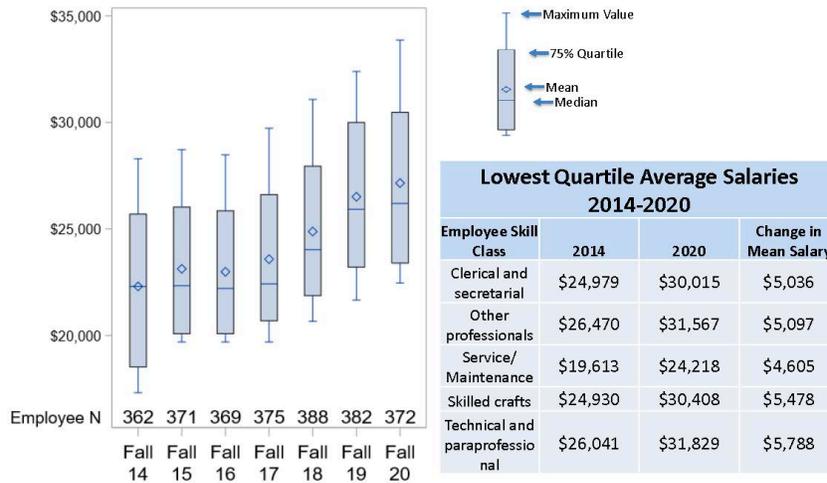


# 2014 to 2020 Change in Average Salary



Headcount & Average Annual Salary				
Year	NTT Faculty	T/TT Faculty	Staff Above Median	Staff Below Median
2020	400	630	749	741
	\$59,749	\$94,762	\$72,740	\$33,305
2019	362	642	781	753
	\$60,609	\$94,009	\$71,104	\$32,006
2018	330	654	786	773
	\$58,957	\$92,635	\$69,032	\$30,616
2017	318	647	756	750
	\$57,678	\$90,877	\$67,748	\$29,184
2016	306	636	766	722
	\$55,217	\$88,497	\$63,657	\$27,784
2015	309	653	761	720
	\$54,249	\$88,038	\$64,661	\$27,985
2014	304	652	738	716
	\$54,242	\$86,329	\$64,118	\$27,457

## 2014 to 2020 Lowest Quartile Staff Salaries

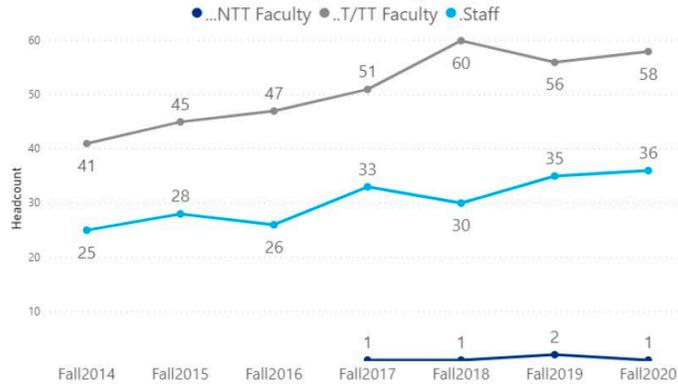


## Average Faculty Salary, 2014 to 2020

Employee Group and Rank	2014		2020		% Change in Median Salary	\$ Change in Median Salary
	Headcount	Median Salary	Headcount	Median Salary		
<b>NTT Faculty (Research Professors, Visiting, Clinical, Post Doc, Librarians, Campus School, etc.)</b>						
Assistant Professor	77	\$58,937	82	\$65,238	11%	\$6,301
Associate Professor	32	\$72,568	29	\$75,700	4%	\$3,132
Instructor	153	\$40,697	193	\$51,250	26%	\$10,553
Professor	8	\$81,543	19	\$86,622	6%	\$5,079
<b>T/TT Faculty</b>						
Assistant Professor	185	\$60,900	187	\$68,140	12%	\$7,240
Associate Professor	237	\$68,241	239	\$75,056	10%	\$6,815
Professor	229	\$100,729	204	\$105,163	4%	\$4,434



# Salaries Above \$150,000



More faculty moved into the \$150k-175k range, so median salary decreased but overall faculty salaries increased.

Employee Group	2014			2020			Median Difference 2014-2020	Mean Difference 2014-2020
	Head-count	Median Salary	Mean Salary	Head-count	Median Salary	Mean Salary		
T /TT Faculty	41	\$185,000	\$185,243	58	\$173,867	\$187,188	-6%	1%
Staff	27	\$195,020	\$217,456	38	\$210,747	\$233,954	8%	8%



# T/TT Assistant Professors Earning Below Thresholds



Frequencies are cumulative within years



## T/TT Associate Professors Earning Below Thresholds



Frequencies are cumulative within years



## T/TT Assistant Professors Earning Above Thresholds



Frequencies are cumulative within years



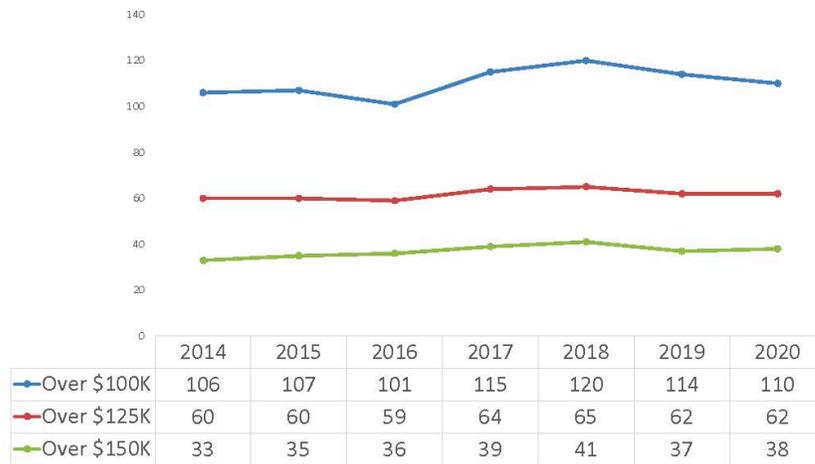
### T/TT Associate Professors Earning Above Thresholds



Frequencies are cumulative within years



### T/TT Professors Earning Above Thresholds



Frequencies are cumulative within years

