



## Minutes of the Faculty Senate

**Presiding:** Jill Dapremont (Nursing)

**Date:** 10-26-2021

**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 Gkolas (Civil Engineering), David Gray (Philosophy), Denis D. Gr  l   (World Lang & Lit), Melissa Hirschi (Social Work), Stephanie Huette (Psychology), Eddie Jacobs (Electrical & Computer Engineering), 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), Patrick Murphy (CEPR), Michael Perez (Anthropology), Steven L. Nelson (Leadership), Esra Ozdenerol (Earth Sciences), Zabiholah Rezaee (Accountancy), Steven 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), Kris-Stella Trump (Political Science), Stephen J. Watts (Criminal Justice), & M  t   Wierdl (Mathematical Sciences), and Daryn Zubke (Music).

**Senator Present by Proxy:** David Goodman (Communications), proxy David Appleby.

**Senators Absent:** Brian Janz (Business Info. Tech) and Curt Schuletheis (Mil Sci-Naval Sci).

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

**Guests:** Thomas Nenon (Provost's Office), Robert Jackson (Information Tech Services), Stanley Hyland (UMAR), James Orr (Academic Affairs), David M. Kemme (Board of Trustees, Faculty Rep.), Gloria F. Carr (Faculty Ombudsperson), Meghan Cullen (Staff Senate), and Martha Robinson (Lambuth Liason), Pankaj Jain (Fin, Ins, & Real Estate). Susan Neely-Barnes (Social Work), Wendy Atkins-Sayre (Communications), Keri Brondo (Anthropology), Karen Weddle-West (VP Student Academic Success), Gretchen Peterson (Sociology), James Kierulff (Graduate School), Robin Poston (Graduate School), Firouzeh Sabri (Physics and Materials Science), Darren Wibberding (Dean of Students), Brian Ruggaber (Theatre & Dance), and Bert Burraston (Criminal Justice).

The four-hundred-and-eighty-third meeting of the University of Memphis Faculty Senate was held on Tuesday, October 26, 2021 via the Zoom video conferencing platform due to restrictions imposed in response to the COVID-19 global pandemic.

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

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

#### **10.26.21.02 APPROVAL OF AGENDA**

The agenda was approved as written.

#### **10.26.21.03 APPROVAL OF MINUTES**

##### ***Faculty Senate – September 28, 2021***

The minutes of the September 28, 2021, Faculty Senate (FS) meeting were approved as written with the removal of Stephen Watts from the attendance portion of the minutes.

#### **10.26.21.04 PRESIDENT'S REPORT**

##### ***President's Council***

President Dapremont reported that Commencement will be held at the FedEx Forum on Sunday, December 12, 2021. There will be no enforcement of COVID protocols. There is plenty of room for social distancing. Students were surveyed and prefer to hold the ceremony at the FedEx Forum in person. Faculty are asked to attend regardless of whether they are assigned to attend.

President Dapremont reported that carryforward funding will be distributed back to chairs and units as in the prior years. Carryforward funding accumulates to several hundred accounts, making it difficult to realize a critical mass necessary to make material, strategic decisions/investments. A policy governing carryforward funding is under consideration.

President Dapremont reported that Indirect Cost Recovery (IDCR) is being distributed to the Division of Research and to deans. To allow appropriate investments in research infrastructure and support, a portion will need to be retained centrally. This is an issue which is being considered by the related faculty IDCR/Faculty Buyout Policy Review Committee.

President Dapremont reported that the Biden Administration's vaccination mandate will go into effect on December 8, 2021. The university is still waiting on additional information before moving forward. The schedule for vaccinations on campus was sent out in an email.

President Dapremont reported on the employee work location status policy which identifies your work location as online, on ground or hybrid. Full time faculty should be available for work in their department, in person department meetings and not outside of Memphis. If faculty are hybrid or online, they need to fill out a form that goes to their department chair. Senator Frances Fabian noted that procedures for exemptions (to the vaccine mandate) should be made public. President Dapremont responded that those issues go through the Provost's Office. Senator Fabian clarified that she is asking about timelines, how long to process, etc. Provost Tom Nenon responded that exemptions will be processed through HR (Human Resources). Since the deadline is approaching quickly, he recommends those wanting an exemption should contact HR immediately. The Biden Administration is pushing in a different

direction from the state. The university is negotiating through those differences. Also, online teaching does not require approval from the Provost. That's an issue for department chairs. Parliamentarian Mark Sunderman expressed concern about the notification that was sent by HR requesting faculty to declare their work location. That has nothing to do with the type of course we are teaching. He finds the request from HR very unclear. Provost Nenon clarified that hybrid courses that need approval is about the mode of instruction and distinguishes that from work location. He agrees that it is confusing. He will clarify the issue with HR well before any communications are sent out on this next semester. He will work with HR this afternoon or in the morning to clarify the issues and send out new messaging.

President Dapremont reported that, per Dr. Weddle-West (VP Student Academic Success), students who contract COVID are to be given two weeks to catch up on missed work. Also, a textbook affordability survey was sent to students and faculty.

President Dapremont reported that Melanie Murry (University Counsel) stated that Tiffany Cox has left the university and Ceecy Reed is the interim Director of OIE (Office of Institutional Equity).

President Dapremont reported that Dr. Robert Jackson (Chief Information Officer) reported to the President's Council that spring 2021 courses have been imported from D2L to Canvas, 44% of fall 2021 courses have been imported, the importing process is on schedule to meet the October 8 deadline, and training is being created for administrative staff. The Canvas Steering Committee reported to the President's Council that the opening of classes for students will be January 18, 2022, which is the first day of class for the spring 2022 semester. Student training for Canvas will start on November 1, 2021. They are considering a freeze of course copying (importing) for faculty of November 22, 2021. Campus Bootcamp training for Canvas will be December 13 – December 17, 2021. Canvas department/unit workshops start in November 2021 upon request through UM3D. The official starting date for the Canvas learning management system (LMS) is January 1, 2022. Dr. Jackson clarified that the only courses that haven't been imported are from summer 2020. Everything is on schedule. The November 8<sup>th</sup> target for synchronizing spring courses depends on integration issues, but they are still on schedule.

President Dapremont reported that Memphis Madness was October 13, 2021 and conference realignment is still occurring.

Senator Martha Robinson asked about provisions for makeups for COVID. In seven-week courses, if a student gets covid during week five, should they get an incomplete? President Dapremont responded that they should be given an extension to allow them to make up the work.

#### **10.26.21.05 OLD BUSINESS**

President Dapremont reported that the Presidential Search Committee will be doing its work in October. The plan is for candidates to be on campus in early November. The candidates will have a forum with the faculty but not a separate forum with the Faculty Senate. The Ombudsperson Search failed and will be restarted. Nominations will close November 5, 2021.

She urged Senators to communicate with their faculty to see if they are interested in applying for the position.

#### **10.26.21.06 NEW BUSINESS**

##### ***Standing Committee Reports***

###### *Academic Policies Committee*

President Dapremont yielded to Senator Brian Janz, Academic Policies Committee Chair, who reported that the Committee is working with the SETE (Student Evaluation of Teaching Effectiveness) working group which continues to validate the prototype instrument. Statistically problematic instrument items have been identified, and a panel of experts across the university with interest in teaching evaluation and/or instrument development have been assembled to focus on these items. The timetable for the revised instrument continues to be for this semester. The Senate will be called upon to encourage their constituent colleagues to urge their students to fill out the survey. This will give the working group more data for another round of analysis.

###### *Academic Support Committee*

President Dapremont yielded to Senator Katherine Mickelson, proxy for Senator Michael V. Perez, Academic Support Committee Chair, who reported that she received a couple updates from IT. Edison integration has been completed. Also, the training portal for security awareness has been completed. Annual security training is due by February 2022. IT is sending out updates on the Canvas transition. President Dapremont asked about the length of Canvas training. Senator Mickelson replied that she will find out and let her know. Senator Maggie Landry added that it took her about 45 minutes to complete the training.

###### *Administrative Policies Committee*

President Dapremont yielded to Senator Ted Burkey, Administrative Policies Committee Chair, who reported that they are working on a charge regarding online course access for students. The Committee wants to send out a questionnaire to faculty regarding their preferences on opening courses to students early.

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

President Dapremont yielded to Senator Zabi Rezaee, Budget and Finance Committee Chair, who reported that at the last FS meeting he heard clearly that Senators didn't want the Budget & Finance Committee to continue the LMCIS (Lean Management and Continuous Improvement Strategies) process, particularly phases two and three. The Committee wants to conduct a straw poll to determine if the FS wants to move forward with the original process.

Senator Mike Golias expressed that he wants to ask faculty in his department before voting and asked for the poll to be postponed. Senator Rezaee clarified that the question is fairly straightforward. Senator Golias again asked for a postponement. Senator Debbie Moncrieff also asked for postponement of the poll. Past-president Jeff Marchetta agreed that a postponement is reasonable. Senator Rezaee agreed to a postponement and suggested that

Senators be ready for a poll in the next meeting. Senator Craig Stewart commented that he doesn't recall when this process was started or that Senators agreed to starting it. Senator Patrick Murphy asked if it is typical that we have a poll like this without prior information about it. President Dapremont responded that normally we post information prior to the meeting. In this case, the Committee is currently debating how to proceed and wanted guidance from the FS in the form of a straw poll. Senator Golias asked for information via email to distribute to his faculty. Senators should communicate with their faculty. He suggested that Senator Rezaee step down as Committee Chair if he can't do the work of a committee chair. President Dapremont responded that Senators represent their faculty. We are all trying to work for the best outcome of the faculty and the university. Senator Janz asked what the alternative is if we vote no and don't continue with the LMCIS process. President Dapremont responded that the EC (Executive Committee) will consider the charge of the committee to determine what direction would be best moving forward regarding having input on budget and finance issues. Past-president Marchetta made a point of information: A standing committee can also charge itself. While they might not have an alternative right now on this issue, they could charge themselves with an alternative or do nothing. President Dapremont asked Senator Rezaee about postponement. Senator Rezaee agreed to postpone any poll until the next meeting. Also, he doesn't appreciate the personal attack from Golias. Parliamentarian Sunderman asked Senators to stop addressing each other and instead address President Dapremont.

#### *Committee on Committees*

President Dapremont yielded to Senator Daryn Zubke, Committee on Committees Chair, who reported that the Committee has nothing to report at this time.

#### *Faculty Policies Committee*

President Dapremont yielded to Past-president Marchetta, Faculty Policies Chair, who reported that the Committee did not meet over fall break but have been communicating via email. The new faculty handbook draft is well underway with a target of late November for the draft document to be available for review. The Committee will post drafts in time for Senators to share and discuss with faculty before a potential December vote. In addition, a new policy on Faculty Administrator Appointment and Retreat Salaries is being drafted by Academic Affairs which is the culmination of a joint collaboration between last year's Faculty Senate, the Provost, and the University President. The policy aims to make the practices of how salaries are determined for faculty administrative appointments transparent and adds new policies on retreat salaries. The draft should be made available in the next few weeks for Senators to review.

#### *Library Policies Committee*

President Dapremont yielded to Senator Stewart, Libraries Policy Committee Chair, who reported that the Committee met with the dean of the library a couple weeks ago. Otherwise, there is nothing new to report.

#### *Research Policies Committee*

President Dapremont yielded to Senator Golias, Research Policies Committee Chair, who reported that the Committee met with Raaj Kurapati (Executive Vice President for Business & Finance and Chief Financial Officer) about tuition for graduate students. Mr. Kurapati informed the Committee members that students who are supported by external funds will no longer pay in-state tuition. He suggested that from now on faculty who write grant proposals include either out-of-state or international tuition in their budget. He also reported that there are a number of task forces under the UMRC (University of Memphis Research Council). One of those task forces is putting together a proposal with recommendations for tenure and promotion revisions to build a Carnegie R1 culture at UofM (See Appendix for the proposal: Recommendations for T&P Revisions to Build a Carnegie R1 Culture at UofM). He has sent questions from the EC to that task force and is awaiting answers (See Appendix for comments/questions from the EC). President Dapremont asked if UMRC posts their minutes on a website. Senator Golias responded that he's not sure and will check. He wants to speed up the process of sharing information. President Dapremont suggested that Senator Golias post information in the Faculty Senate public forum in MS Teams. Past-president Marchetta asked about the timing of recommendations. Will there be a point when there will be an official recommendation from the task force that can be made public? Senator Golias responded that he believes that it's coming pretty soon. He believes the difference between in-state and out-of-state is 30% and international is double. There is not an exact date when the policy will go into effect.

#### ***Tennessee University Faculty Senates (TUFFS)***

President Dapremont reported that TUFFS met Saturday from 10:00-2:00. A lot of the discussion centered around the Biden executive order regarding vaccine mandates. UTK has required the vaccination for their faculty. It is mandated by their system. TSU no longer requires admission testing. There was some discussion about calendar adjustments. Some schools have extended to allow for pre-winter sessions. They also discussed the upcoming legislative session. The next meeting is in the spring in Cookeville, TN. She yielded to President-elect Pat Travis who commented that it was interesting to hear the diversity of thought among the group.

#### ***Faculty Trustee Report – David Kemme***

President Dapremont yielded to Dr. David Kemme, Faculty Trustee, who was unable to report due to technical difficulties (audio).

#### ***Ombudsperson Report – Gloria Carr***

President Dapremont reported that there was no Ombudsperson report.

#### **10.26.21.07 ANNOUNCEMENTS**

##### ***Graduation FedEx 12/12/2021***

President Dapremont announced that graduation is December 12.

#### **10.26.21.08 ADJOURN**

The meeting adjourned at 3:35 pm.

## Appendix

### *A.1 Recommendations for T&P Revisions to Build a Carnegie R1 Culture at UofM*

#### **Recommendations for T&P Revisions to Build a Carnegie R1 Culture at UofM**

Achieving and retaining a Carnegie R1 status can bring many tangible and intangible benefits to UofM faculty, staff, students, local community, local businesses, and the state. UofM has been rapidly progressing and is on the verge of achieving a Carnegie R1 status in 2021. Slipping back from this status can lose critical momentum we have worked so hard to achieve. In the next cycle (for 2024 rankings), we need to break from the group of institutions on the boundary of Carnegie R1 classification who are always at the risk of slipping in and out of Carnegie R1 status in each cycle of classification renewal.

Solidifying our Carnegie R1 status will only be achieved by a continuous improvement in our Carnegie R1 score. Currently, the annual metrics consist of external funding, number of doctoral graduates, number of postdoctoral research staff, and (expected to include) citations to published works. These four metrics are measured both at the aggregate university level and per capita over tenure-track or tenured (TT) faculty. The recommendations from this taskforce are aimed at creating a Carnegie R1 culture at UofM by recognizing and rewarding faculty productivity that directly contributes to the four Carnegie R1 metrics. The committee's recommendations consist of two major components.

#### **Recommendation 1: Aligning T&P Guidelines to a Solid R1 Institution**

As faculty productivity is primarily evaluated using T&P guidelines, the first recommendation is to review and revise, if need be, the current T&P guidelines of each unit so that it explicitly recognizes contributions to Carnegie R1 metrics, while remaining consistent with the discipline-specific culture.

Carnegie R1 classification is currently based on [three key metrics](#) (1) R&D expenditure (2) number of doctoral graduates, (3) number of postdoctoral research staff, and expected to include (4) number of citations in subsequent iterations. To align the T&P guidelines of each unit to Carnegie R1 culture, the taskforce recommends that the respective T&P committees include language that recognizes and rewards faculty contribution to these first three (and if added to Carnegie R1 metrics, the fourth metric). To get a sense of the potential revisions, this taskforce reviewed model R1 institutions at large public and urban research universities. To accommodate the diversity of disciplines and a lack of accessibility of current T&P guidelines at many institutions, various approaches were used to determine model R1 institutions. For example, institutions whose [Carnegie R1 ranking](#) is 100 or better or have been ranked Carnegie R1 for multiple recent cycles were considered a model R1 institution. After creating such a list for each unit, members, then, reviewed their T&P guidelines (if accessible publicly or by requesting a copy) towards identifying criteria, where available, for recognizing faculty contributions toward the Carnegie R1 metrics.

The taskforce noted that T&P guideline revisions are already underway or have recently been made in several units that explicitly recognize faculty contributions to a subset of Carnegie R1 metrics. The taskforce also noticed that no units reviewed by the taskforce had clear language and objective criteria that matched criteria used by comparison schools for all these four metrics. The sustainability of UofM's Carnegie R1 status, however, depends on being able to consistently perform well on these four metrics. Below are examples of revisions that can be considered to better align departmental/divisional T&P guidelines at UofM to a solid Carnegie R1 institution. Based on our review, the taskforce expects that several units can consider or build upon some subset of the following recommendations.

- In units that recognize peer-reviewed publications, language may be added to recognize the quality of publication venue or the citations to previously published works. Citation indices of publication venue (e.g., h5-index from Google Scholar or Impact Factor) and acceptance rates may be included to indicate their quality and likelihood of future citations.
- For publications, faculty receive similar recognition for published works that are led by them, their mentored students, or postdoctoral scholars.
- In units with a doctoral program, faculty receive explicit recognition for chairing, or serving on, a doctoral dissertation committee, as it involves substantial time and effort and contributes to a key Carnegie R1 metric.
- To encourage grant submission and acknowledge the time and effort needed to prepare and submit grants, language may be added to recognize grant submissions.
  - In units that already recognize external funds, new language may be added to recognize the effort needed to bring in and supervise grants that fund students, postdocs, and staff, and involve collaborations with other faculty in the same or different disciplines.
- As the number of non-tenure-track postdoctoral research staff is one of the four Carnegie R1 metrics, funding and mentoring of postdoctoral research staff can be explicitly recognized.

## **Recommendation 2: Promotions Beyond Full Professor**

The second recommendation is to create new post-professor ranks to provide full professors opportunities to aim for new career milestones that can drive sustained faculty productivity and reward contributions towards Carnegie R1 metrics with both prestige and salary increment for a new rank.

We propose three new ranks. As is the case with promotion from Assistant to Associate and from Associate to Full Professor, each promotion comes with both a new title and (e.g., 7%) increase in salary.

1. University Professor – Eligible after 5 years in Full Professor rank
2. Distinguished Professor – Eligible after 5 years in University Professor rank or 10 years in Full Professor rank
3. Distinguished University Professor – Eligible after 5 years in Distinguished Professor rank or 15 years in Full Professor rank



## **Minimum Criteria for Promotion to the three new ranks:**

Full Professors, not holding chairs of excellence, can apply for these ranks if they meet these criteria. Exceptions to these minimum qualifications can be recommended by the President to the Board of Trustees if the applicant's performance is exemplary in some way. These criteria build upon the minimum criteria currently set forth in the faculty handbook for promotion to Associate and Full Professor ranks.

### **University Professor (UP):**

- At least 5 years of professional experience in the rank of full professor in their discipline
- Eminence and international recognition in their discipline for scholarly achievements
- Has demonstrated significant leadership in raising the standards of their department with respect to teaching, research or creative activity, and service
- Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility

### **Distinguished Professor (DP):**

- At least 5 years of professional experience in the rank of university professor (or 10 years in the rank of full professor) in their discipline
  - Internationally-recognized as a leading expert in their discipline for scholarly achievements
  - Has demonstrated significant leadership in raising the standards of their college/school with respect to teaching, research or creative activity, and service
  - Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility
- Distinguished University Professor (DUP)
- At least 5 years of professional experience in the rank of distinguished professor (or 15 years in the rank of full professor) in their discipline
  - Internationally-recognized for extraordinary scholarly achievements
  - Has demonstrated significant leadership in raising the standards of the entire institution with respect to teaching, research or creative activity, and service
  - Evidence of good character, mature attitude, professional integrity, and a high degree of academic maturity and responsibility

**UMRC T&P Taskforce Members:** Ali Fatemi (Engineering); Ryan Fisher (Comm. & Fine Arts); Mihail Gkolas (Engineering); Marie Elizabeth Gill (Nursing); David Miguel Gray (CAS); Cody Thomson Havard (Hospitality); Satish K Kedia (Public Health); Santosh Kumar (CAS); Charles A Pierce (FCBE); Amanda Rockinson-Szapkiw (Education)

**Email your feedback** to Ms. Lyndsey Rush at [ldrush@memphis.edu](mailto:ldrush@memphis.edu)

## ***A.2 Comments/questions from the EC***

- Full Professor should continue be the highest rank at the university. Only a few universities have adopted additional ranks.
- Looking at the composition of the committee making the recommendations, it seems clear STEM faculty who bring in significant amounts of external funding will be the beneficiaries of additional promotions. The arts, humanities, education, and law amongst other faculty as a whole will be shut out.
- Many colleagues may not be able to achieve the suggested higher ranks.
- These ranks create two separate universities.
- While the morale for a few faculty will increase, the morale for most who feel they may not be able to achieve this level of productivity will decrease.
- How will salary increases for these ranks be paid for?
- Salary compression and inversion among the three ranks we have is still a significant issue and has not been significantly addressed. Given the limited salary pools we currently have to work with annually, the compression and inversion will only get worse if 3 additional ranks are added. We will continue to fall behind in cost of living.
- The university already have endowments and chairs of excellence for faculty who achieve very high research productivity.
- The university already have endowments for faculty who achieve very high research productivity.