



Minutes of the Faculty Senate

Date: 3-26-2024

Presiding: DeAnna Owens-Mosby (Instruction and Curriculum Leadership)

Secretary: Jeni Loftus (Sociology)

Senators Present: Lynda Black (Cecil C Humphreys School of Law), Deborah Moncrieff (School of Communication Sciences & Disorders), Kathryn Hicks (Anthropology), William Alexander (Chemistry), Reza Banai (City and Regional Planning), Esra Ozdenerol (Earth Sciences), Leah Windsor (Institute for Intelligent Systems & English), Alistair Windsor (Mathematical Sciences), David Gray (Philosophy), Sanjay Mishra (Physics and Materials Science), Stephanie Huette (Psychology), Katie Norwood (School of Social Work), Melanie Conroy (World Languages and Literatures), Brian Ruggaber (Theater & Dance), Michael Anderson Schults (Rudi E. Scheidt School of Music), Patrick Murphy (Counseling, Educational Psychology & Research), Edith Gnanadass (Leadership), Barbara Fitzgerald, Esq. (College of Professional & Liberal Studies), Andrew Hussey (Economics), Mark Sunderman (Finance, Insurance and Real Estate), Frances Fabian (Management), Zabihollah Rezaee (School of Accountancy), Jessica Jennings (Biomedical Engineering), Eddie Jacobs (Electrical and Computer Engineering), Fawaz Mzayek (School of Public Health), Gerald Chaudron (University Libraries), Dursun Peksen (Political Science), Amanda Young (Communication & Film), Jeni Loftus (Sociology), Gensheng Liu (Marketing & Supply Chain Management), Timothy McCuddy (Criminology & Criminal Justice), William P. Travis (College of Health Sciences), Rhema Fuller (Kemmons Wilson School of Hospitality)

Senator Present by Proxy: Joel Nichols (Tori Cliff – Journalism & Strategic Media), Srikar Velichety (Brian Janz – Business Information and Technology), Rebecca Howard (Coe Laposy – Art)

Senators Absent: Mihalis Goliass (Civil Engineering), Gladius Lewis (Mechanical Engineering), Matthew Parris (Biological Sciences), Jennifer Thompson (Architecture), Genae Strong (Loewenberg College of Nursing), Sajjan Shiva (Computer Science), Daniel E. Millican (Military Sciences, Naval Sciences), Scott Marler (History)

Guests: Richard Evans (UMAR), Abby Parill (CAS dean), Jeffrey Marchetta (Faculty Trustee), Sara K. Bridges (Ombudsperson), and Tierene Nichols (Admin Assoc).

The five hundred and fourth meeting of the University of Memphis Faculty Senate was held on Tuesday, March 26th, 2024, in the Senate Chamber of the University Center.

03.26.24.01 CALL TO ORDER (2:40 P.M.)

President DeAnna Owens-Mosby called the meeting to order at 2:44 pm with a quorum present.

03.26.24.02 APPROVAL OF AGENDA

The agenda was approved as written.

03.26.24.03 APPROVAL OF MINUTES

The minutes of the February 27th, 2024, Faculty Senate (FS) meeting were approved by acclamation.

03.26.24.04 PRESIDENT'S REPORT

Senior VP of Marketing and Communications Search is complete.

Cecil C. Humphreys Dean of the Law School Search is complete.

Met with the CIO on March 20th.

Will be meeting with Melinda Carlson soon to discuss her new role.

Dr. Niles Reddick, Chief Operating Officer and Dean of U of M Lambuth has announced his retirement effective May 2024.

Driven by Giving 2024 U of M's Annual Live University Fundraising Event begins the first week of April.

The Governor's budget recommended a 3% increase for higher education salaries.

President has said we get 55% of what the governor says, based on unfilled positions on a specific date. We are expecting 2.2ish %, primarily across the board. Our budget is tight. Each unit is currently looking at 2, 3, and 4% budget cuts. Freshman enrollment is down significantly. It is down 18%. This may be partially due to FAFSA delays, but also to the demographic cliff.

03.26.24.05 REPORTS

Standing Committee Reports

Committee on Committees: Chair, Alistair Windsor

President Owens-Mosby yielded to Committee on Committees Chair Alistair Windsor who reported that the Committee on Committees has nothing to report.

Academic Policies Committee: Chair, Edith Gnanadass

President Owens-Mosby yielded to Academic Policies Committee Chair Edith Gnanadass who reported that they have nothing to report.

Academic Support Committee: Chair, Dursen Peksen

President Owens-Mosby yielded to Academic Support Committee Chair Dursen Peksen who reported that they have nothing to report.

Administrative Policies Committee: Chair, Stephanie Huette

President Owens-Mosby yielded to Administrative Policies Committee Chair Stephanie Huette who reported continuing to work on 360 evaluation process for administrators. The process is intensive. It includes interviews with faculty, staff, administration, community members. It also includes surveys of staff and faculty. It includes a panel that assembles the review. The committee anticipates having a motion to approve the process hopefully next month.

DeAnna Owens-Mosby point of clarification: If we pass this it will move into the provost's office and they will administer the evaluations in collaboration with the senate.

Budget and Finance Committee: Chair, Zabiholah Rezaee

President Owens-Mosby yielded to Budget and Finance Committee Chair Zabi Rezaee who reported that the committee received the final report of peer institution analysis from the office of institutional research. The committee met to review and prepare the final report that is attached. The committee has prepared a motion that will be presented shortly. The committee believes the data are relevant and accurate. The final analyses are comprehensive and robust, the results are statistically significant. The motion is based on data driven robust analyses. The committee did what the senate wanted us to do: to be careful to select the right data, analyze it and present a motion based on that work. Zabi appreciates the work of the committee and Bridget Decent.

Faculty Policies Committee: Chair, Lynda Black

President Owens-Mosby yielded to Faculty Policies Committee Chair Lynda Black who reported that the committee has worked in collaboration to produce this report. Report includes more than a few proposed revisions to the faculty handbook. Lynda wanted to hit some of the highlights. Some of the proposed changes are substantive, some are not. Take proposed revisions to your faculty, will be seeking comments and proposed revisions in Teams. When the senate meets in April we will have a motion to approve. It will be an up or down vote. The changes have already gone through several vettings and several sets of eyes.

Bullet points of some the changes include:

- Adding faculty trustee position to the handbook – a lot of parallels to ombudsperson position

- Added special faculty titles: professor of teaching, professor of practice, etc.
- Substantial modification to the tenure and promotion process. A parallel structure has been added. There is a procedure for positive recommendation. There is a procedure for negative recommendation, including a reconsideration. There is a procedure for when there is a split recommendation. Access to full dossier as it goes through the process has been added.
- Termination procedures: if a tenured faculty member is being terminated there is now only one possible route – the internal tribunal.
- In the appendixes some of the appeals processes have been modified. These changes are not really substantive. These changes are really making the connection between the dots more clear.
- Revision in Appendix A: standing committees of the university listed with their term limits.

Encourage your faculty to look at this carefully and provide feedback so we can vote in April.

Library Policies Committee: Chair, Frances Fabian

President Owens-Mosby yielded to Library Policies Committee Chair Frances Fabian who reported that they are in the middle of interviewing candidates for the new Executive Director.

Research Policies Committee: Chair, Debbie Moncrief

President Owens-Mosby yielded to Research Policies Committee member Debbie Moncrief who reported that they have come up with a revised policy for centers and institutes. Hope to bring that up for a vote in the next meeting.

03.26.24.06 NEW BUSINESS

Motion: Approve Timeline for Faculty Senate Review of New Faculty Handbook – Faculty Policies Committee Lynda Black

Motion attached

Vote on the motion yes 35, no 0 , abstain 1

Motion carries

David Gray (Philosophy): When would these changes go into effect?

Jeff Marchetta (faculty trustee): Changes go into effect July 1, 2024

Motion: Advisory Board and External Advisory Board Guidelines – Leah Windsor, Associate Professor of Applied Linguistics & Executive-At-Large

Motion attached

Leah Windsor provided some background on the guidelines:

She discussed the guidelines with legal and all legal issues for advisory boards exist whether we have these guidelines or not. These guidelines provide common ground floor standards for constituting advisory boards. In passing this, this would help pave

the way to provide initiative for an actual policy in the future that would govern advisory boards. This is part of the road map for formalizing these.

Vote on the motion yes 37, no 0, abstain 0

Motion carries

Motion: Faculty Salary Raise Distribution- Zabihollah Rezaee, Professor & Thompson-Hill Chair of Excellence in the Crews School of Accountancy

Motion attached

Esra Ozdenerol (Earth Sciences) – When we talk about the salary, it's always across the board, but we are neglecting our high performing faculty. In this motion is there any space for high performing faculty?

Zabi Rezaee – If the university plans to do merit it can do so on top of this. At the beginning of the year there was discussion of going to merit based raises, but the process was not clear. Maybe next year.

DeAnna Owens-Mosby – One of our charges was to get faculty evaluations fixed so we could move from across the board raises to merit raises. We do not have that in place yet, they are expecting it to be in place in August. The intention is that we will do that going forward. This is why we were looking at our current faculty evaluation system.

Amanda Young (Communication and Film) – Is there any thought on how chairs don't evaluate people on the same level? Seems grossly unfair.

Zabi Rezaee – That's my understanding that this is one the challenges we faced this year, and hopefully that will be resolved.

Amanda Young (Communication and Film) – My question is, is there a plan in place to train people?

DeAnna Owens-Mosby – The Executive Committee has been working with the administration on what the evaluations should look like, and that included training the evaluators. Another recommendation was maybe a dropdown menu so it can be tailored to the faculty member's situation, for instance if they have a course buy out. That is what we have proposed.

Zabi Rezaee – The system should be standardized.

Leah Windsor (ISS and English) – The presentation I gave a couple of months ago includes all of this information including recommendations. The system as it exists is not perfect. The recommendations include training for evaluators and mass customization where effort allocation can be tailored.

Deanna Owens-Mosby – The recommendations allow the chair to tailor it so not everyone is on the same scale.

Michael Schultz (Music) – If we do a 3% for everyone then we are giving a higher dollar amount to higher paid faculty, and smaller amount to lower paid faculty who may be feeling the effects of inflation more. Was there any discussion of doing the amount based on the mean or the median? If not, why?

Zabi Rezaee – Last year we proposed a fixed amount. We discussed that this year. But the gap between COLA and the potential raise is more similar. Decided not to do fixed amount this year.

Edith Gnanadass (Leadership) – To add to the discussion of faculty evaluation – faculty of color, in particular women and women faculty of color, how they are evaluated is unequal. So this needs to be thoughtful. We might want to talk about a merit system, but there are inequities and structural inequities that we need to take into consideration.

Deanna Owens-Mosby – That is an important point that we need to keep in the forefront as we make these decisions.

Barbara Fitzgerald (College of Professional and Liberal Studies) – Now that we are moving to an RCM model is the expectation that each college will have their own three separate pools of money for administration, faculty and staff?

Zabi Rezaee – Our intention is that university level will have three separate pools, but not at the college level or the departmental level.

Esra Ozdenerol – There is also this mention of R1 status, this 3% looks like it's the standard level for high education, does this really include the University of Memphis being R1 status. Does this pull us up to R1 status?

Zabi Rezaee – That is beyond my pay grade.

Deanna Owens-Mosby – If we look at strategic plan, that gives us our road map. But our enrollment is going backward. We talk about this with the administration all the time. The EC met with president and asked if we have better enrollment, can we get one time money? We are always advocating for faculty salaries, but enrollment is low. Also the legislature is not helping.

Zabi Rezaee – We just got R1 status recently. Our job is to maintain. Hopefully when we make it more sustainable there will be more discussion of R1 salaries.

Mark Sunderman (Finance, Insurance and Real Estate) – EC meets with president monthly and the president is very concerned about the salary situation. The president is frustrated that the gov says 3% but only funds that at 55%, and expects us to come up with the money. Enrollment numbers are not looking good, but if they look better, he will do what he can. The president is very aware of our concerns and doing what he can for us. DeAnna is doing everything she can to push him.

David Russamano (Provost) – Our R1 designation is used to frame a variety of conversations. The president never misses an opportunity to point out our R1 designation and work on getting better funding. It is a difficult state budget year, and a disappointing legislative season. R1 designation is used to frame a variety of conversations, including faculty salaries.

Patrick Murphy (Counseling, Educational Psychology & Research) – Just to backtrack to talking about merit I want to make sure that the Executive Committee of the faculty senate are looking that all systems are correct. For instance, my effort has not been correct in the system since October. If my merit were to be based off of that, it would be incorrect. If we are moving toward that, just make sure all other systems that are plugged into that are correct so we aren't dealing with appeals after that fact because those systems were incorrect.

DeAnna Owens-Mosby – Point of clarification, it would not rely on what is in the system, it would allow your evaluator to put their own percentage in. The administration is all about transparency. Trust that they will be transparent in this.

Francis Fabian (Management) – We're asking for everyone to get a 3% raise, so why are we separating it between faculty, staff and administrator pool?

Zabi Rezaee – We are talking about faculty here, whatever the salary pool is available for staff or administrators is a separate issue.

Vote on the motion: 35 yes, 1 no, 1 abstain

Motion carries

Motion: New List of Peer Institutions- Zabihollah Rezaee, Professor & Thompson-Hill Chair of Excellence in the Crews School of Accountancy

Motion attached

Esra Ozdenerol (Earth Sciences) – There is a proposed list and a U of M list, are we going to continue with the proposed list?

Zabi Rezaee – If you remember last year we had a proposed list and it was voted down. We were asked to reconsider the list and do further analyses and that is what we did, and that is what we have as a proposed list.

DeAnna Owens-Mosby – Point of Clarification: the list that is the U of M peer institution list is the list the president posted on our website when the strategic plan was written. The proposed list is what the committee came up with through analyses of the 72 variables. Will we have two lists? We don't know. The idea is to work with the administration together to come up with a list that is acceptable to both to do the salary comparison. However the charge was for the salary comparison to happen this year.

Zabi Rezaee – The Budget and Finance committee discussed what we should do with the list. Discussed whether we should discuss the list with the administration admin first. We decided that would impair our objectivity and independence. We decided to bring it to you, and you vote on the list. It is up to the EC to work with administration and to negotiate with leadership on the list.

Brian Ruggaber (Theater & Dance) – I'm on the Budget and Finance committee and Zabi is correct. We are unsure of what metrics the current U of M list is based on. We were charged to come up with a new list based on metrics defined by our committee. We thought taking it to the administration first before taking it to you was a poor choice and would lead to a failure vote again. Is this a list we want to proceed with? If so, then we can begin negotiations with administration over which list is more appropriate or if there is a happy medium. But we needed to have a list of our own to go into those negotiations in good faith.

Vote on the motion: 31 yes, 5 no, 1 abstain

Motion carries

Ombudsperson Annual Presentation- Sara Bridges, Associate Professor of Counseling Psychology

Presentation attached.

Esra Ozdenerol (Earth Sciences) – When there is a conflict and there is a faculty member that sees the conflict, they do not do anything. Many university do bystander training. We don't have that at our university. Some of the micro aggressions and conflict that are happening are because people are not interfering. Will this type of training help?

Sara Bridges – There are bystander laws about whether you become involved. If there is training on how to do this well, and if there is an ecology in the college that if you are behaving this way someone may step in. The training is on how to step in and also how to respond when someone steps in. Something like that could be helpful.

Fawaz Mzayek (School of Public Health) – If the complaint was not resolved to the satisfaction of the complainant, what is the next step? Do you play a role in that next step?

Sara Bridges – If they ask me to. I can help them or consult if they want me to. I can accompany them when it's time to make a complaint.

Esra Ozdenerol – I know because of confidentiality you didn't give much detail. It would be good to see some racial and gender component to this report.

Sara Bridges – I can see that, but no, because it's identifying. Also I don't collect information on ethnicity or gender. The most important thing is confidentiality and anonymity, otherwise this position is useless.

William Alexander (Chemistry) – Can you tell us if there are things as a faculty senate we can do to make your mission be more effective on campus?

Sara Bridges – Letting people know to contact me. Remind them the service is available.

Jeff Marchetta, Faculty Trustee

Had a board meeting in March, will report at next meeting in more detail.

03.26.24.07 ANNOUNCEMENTS

Academic policies committee made a recommendation for a TLAC AI representative, David Gray has stepped up and is willing to serve as AI representative until the end of this academic year. For 2024-2025, it will be on the list the senate votes on to put a person in that role.

Remind if you are returning to the senate, Tierenee has sent out contracts and committees you want to serve on next year. We are working on that. Elections are supposed to be done by the end of this week. Would like to do new senator training at the end of this year rather than next year.

We have two meetings in April. If you have a motion we need it at least 10 days before the faculty senate meeting. It has to go to the EC for approval.

03.26.24.08 ADJOURN

The meeting adjourned at 4:22 pm.

Faculty Senate



Motion to Approve Timeline for Faculty Senate Review of Revisions and the Vote on Revisions for 2024-25 Faculty Handbook

Originator: Faculty Policies Committee

Whereas,

The Faculty Policies Committee has a standing charge to annually review and propose appropriate revisions to the Faculty Handbook.

Be it resolved that,

The Faculty Senate approves the attached timeline for the Faculty Senate review of revisions and the vote on the revisions for the 2024-25 Faculty Handbook.

Recipients:

Faculty Senate

David Russomano, Provost

Helen Johnson, Office of the Provost

Faculty Senate



Timeline

Tuesday 3/26/2024 Faculty Policies Committee will make a Report that includes all the proposed revisions for the 2024-25 Faculty Handbook.

Tuesday 4/16/2024 Deadline for Faculty Senator input to Faculty Policies Standing Committee through Teams

Tuesday 4/23/2024 Release of Faculty Handbook Revisions for Final Viewing Before Vote

Tuesday 4/30/2024 Faculty Senate vote on revisions for the 2024-25 Faculty Handbook

Wednesday 6/5/2024 Presentation to the Board of Trustees on changes to Tenure Policies

Faculty Senate

Motion 2024.18.3

Motion for Advisory Board and External Advisory Board Guidelines

Originator: Leah C. Windsor (Executive At-Large)

Whereas:

Advisory Boards and External Advisory Boards (hereafter: Advisory Boards) can inform, advise, and support individuals, units, and groups at The University of Memphis to advance their vision, mission, and goals in academic and outreach endeavors.

Whereas:

Academic units and organizations may choose to create an Advisory Board, and Centers and Institutes may be required to maintain an Advisory Board.

Be it resolved that,

The Faculty Senate recommends the following guidelines for units, groups, centers, and institutes for assembling and maintaining Advisory Boards:

- Groups forming advisory boards are strongly encouraged to share the names of Advisory Board members from outside The University of Memphis with:
 - Office of Government Relations and Policy
 - Office of Development - University Advancement
 - The head of the unit, i.e., Dean
- Groups forming advisory boards are strongly encouraged to submit their draft Advisory Board list to the Office of Institutional Equity for review prior to finalizing the board.
- Groups forming advisory boards are strongly encouraged to create a Charter, and post the Advisory Board Charter and list of members on their website.
- A Charter for an Advisory Board should specify:
 - The formation and composition of the Advisory Board, including:
 - A range for number of members;
 - The length of a term;
 - Any term limits;
 - The purpose of the Advisory Board, including expectations of Advisory Board members.
 - How the group forming the Advisory Board will identify and address potential conflicts of interest, including personal, financial, or otherwise.

Recipients:

President

Provost

Faculty Senate

Office of Legal Counsel

Office of Government Relations and Policy

Office of Development - University Advancement

Faculty Senate

M 2024: Motion to Recommend Salary Raise Distribution for FY 2024/2025

Originator: Budget and Finance Committee

Whereas,

The sustainability of the human capital (staff, faculty, and administrators) at The University of Memphis is crucial to the continuous growth and maintenance of R1 status.

Whereas,

The inflation rate was 3.4 percent for the 12 months ending December 2023. The Consumer Price Index (CPI) is expected to remain at the same rate in 2024.

Whereas,

Governor Lee submitted a budget proposal for Fiscal Year (FY) 2024-2025, which includes a total raise pool of 3% for higher education employees for the next fiscal year. The final state budget signed into law by the legislature and governor may include a salary raise pool of 3%.

Whereas,

The Budget and Finance Committee (B&FC) of the Faculty Senate anticipates an adequate response from The University of Memphis—given university growth, the inflation rate of 3.4%, the R1 status, and the expected state approval of a 3% salary increase.

Whereas,

The Faculty Senate passed a compensation motion in 2019 recommending the following priority list for annual salary raise distributions: across-the-board raises equal to the rate of inflation, salary compression, equity, and merit raise—in this order.

Be it resolved that,

The B&FC, following the compensation motion approved by the Faculty Senate in 2019, makes the following recommendations for the distribution of the expected and approved 3% salary-raise pool:

1. The University of Memphis should fully fund and allocate the entirety of the approved salary pool. The portion not completely funded by the state should be funded from internal resources/funds.

2. The total wage/salary pool for the entire university should be allocated into three distinct pools for administrators, faculty, and staff. Salary increases within each group should be funded only from that pool, and funds from one segment should not be reallocated to another without clear reasons and justifications.
3. The state's approved 3% increase in the salary pool should be allocated as follows.
 - A. An across-the-board raise for Cost-of-Living Adjustment (COLA) of 3%.
 - B. If The University of Memphis plans to give additional raises to the faculty, such as for salary compression, equity, and merit, then the university should allocate the funds from other sources and use them for these purposes.

Recipients:

Bill Hardgrave, President
David Russomanno, Provost and EVP
Rene Bustamante, CFO and EVP

Motion ### 3/26/2024

Vote: # For, # Against, # Abstain

Report of the List of Peer Institutions to the Faculty Senate

Originator: Budget and Finance Committee

Subject: A List of Peer Institutions

Date : March 25, 2024

1. Introduction and Charges

The sustainability of the human capital (staff, faculty, and administrators) at the University of Memphis (UoM) is essential to maintenance of R1 status, continuous improvement and growth, and effective implementation of the SRI/RCM model. Maintaining a high quality and enthusiastic faculty requires a sense of fairness and transparency of faculty compensation in comparison to peer institutions and in relation to salary compression/inversion. Now that the UoM has achieved R1 status there is a need to reassess the UOM faculty salaries in comparison to R1 peer institutions. In addition, there is a concern about the difference in salaries within the faculty regardless of the differences in rank, experience, seniority or publications. The benchmark for faculty salary levels and compression study is to identify a list of proper peer institutions that can be used for salary comparison analysis. Peers usually have common attributes such as the level of resources, student headcount, strategic plans, and institutional goals. The continuous update of a university's list of peer and aspirational institutions is necessary to reflect the change in attributes of the institution over time.

Thus, the Budget and Finance Committee (BFC) of the Faculty Senate (FS) was charged to do the following, among others, for the 2022/2023 and 2023/24 academic years:

1. "Develop a list with senior administration, Director of OIR, and Associate Vice Provost for Strategic Analytics of R1 peer institutions and distribute the approved list of results to senators for approval in order to perform a salary analysis for the current term.
2. Perform a comprehensive salary comparison with peer institutions (update peer institutions to be consistent with R1 status).
3. Perform a salary comparison by rank between faculty in every department and access compression/inversion."

2. The BFC Work in the 2023-2024 Academic Year

To effectively fulfill the above charges and responsibilities, the BFC has diligently worked with Dr. Bridgette Decent of the OIR in the fall of 2023 and spring of 2024 in:

1. Identifying the list of 62 variables/factors/indicators for further analyses and preparation of the list of peer institutions.
2. Reviewing several reports on the list of peer institutions submitted by the OIR.
3. Making several comments and suggestions to the OIR for further analyses and improvement of the report in performing cluster analysis on the factors derived from the factor analysis, and separate cluster analysis with individual variables .

After several revisions of the reports from the OIR, the BFC reviewed the refined and improved below report designated as Appendix A form the OIR on Maech 13, 2024. The BCF is submitting this report to the FS that was used in the determination of the proposed list of peer institutions.

Appendix

Prepared by the Office of Institutional Research

Submitted to the Budeget and Finance Committee of the Faculty Senate

As of Maech 13, 2024

Using Algorithms to identify University of Memphis Peers for Faculty Senate

Introduction:

In this report, we present the results of a comprehensive clustering analysis conducted to identify peer and aspirant institutions for the University of Memphis. The analysis is based on data obtained from IPEDS, Carnegie, and US News Rankings, focusing on 88 public 4-year, large institutions with R1 Carnegie status, ranked in the US News National Universities survey, and excluding HBCUs and any institutions in U.S. territories (University of Puerto Rico-Rio Piedras). We aimed to create meaningful clusters using 45 variables covering student demographics, finances, institution finances, faculty, enrollment, and selectivity. We have provided detailed methodology, and we hope this analysis can assist the Faculty Senate in their decision-making process.

Table 1. Institutions List

Arizona State U.	U. Hawaii, Manoa
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Auburn U., Auburn	U. Houston
Clemson U.	U. Illinois, Chicago
Colorado State U., Fort Collins	U. Illinois, Urbana-Champaign
Florida International U.	U. Iowa
Florida State U.	U. Kansas
George Mason U.	U. Kentucky
Georgia State U.	U. Louisiana, Lafayette
Indiana U., Bloomington	U. Louisville
Iowa State U.	U. Maryland, College Park
Kansas State U.	U. Michigan, Ann Arbor
Kent State University	U. Minnesota, Twin Cities
Louisiana State U., Baton Rouge	U. Mississippi
Michigan State U.	U. Missouri, Columbia
Mississippi State U.	U. Nebraska, Lincoln
Montana State U., Bozeman	U. Nevada, Las Vegas
North Carolina State U.	U. Nevada, Reno
Oklahoma State U., Stillwater	U. New Mexico
Old Dominion U.	U. North Texas, Denton
Oregon State U.	U. Oregon
Purdue U., West Lafayette	U. Pittsburgh, Pittsburgh
Rutgers, State U. New Jersey, New Brunswick	U. South Carolina, Columbia
SUNY, Binghamton U.	U. South Florida, Tampa
SUNY, U. Buffalo	U. Southern Mississippi
Temple U.	U. Texas, Arlington
Texas A&M U., College Station and Health Science Center	U. Texas, Austin
Texas Tech U.	U. Texas, Dallas
The Ohio State University	U. Texas, El Paso
The Pennsylvania State University--University Park	U. Texas, San Antonio
U. Alabama, Birmingham	U. TN-Knoxville
U. Alabama, Tuscaloosa	U. Utah
U. Arizona	U. Virginia, Charlottesville
U. Arkansas, Fayetteville	U. Washington, Seattle
U. California, Berkeley	U. Wisconsin-Madison
U. California, Davis	U. Wisconsin-Milwaukee
U. California, Irvine	University of Cincinnati
U. California, Riverside	University of Memphis
U. California, Santa Barbara	University of Oklahoma
U. Central Florida	Utah State U.
U. Colorado Boulder	Virginia Commonwealth U.
U. Colorado Denver and Anschutz Medical Campus	Virginia Polytechnic Institute and State U.

U. Delaware	Washington State U.
U. Florida	Wayne State U.
U. Georgia	West Virginia U.

Table 2. Variables List

		Student Characteristics	Variable Name	Source
Academic Quality		1. First Year Freshmen Average High School GPA	HS_GPA_FTFYF	US NEWS
		2. Average ACT score (+adjusted SAT) of first-year freshmen	ACT Composite Avg_score	US NEWS
		3. Percent of applicants accepted	Acceptance rate	US NEWS
		4. Percent of accepted applicants that enrolled	calculate FTFYFenrollment/Number of applicants accepted	US NEWS
		5. Total undergraduate enrollment	Total_N_UG	US NEWS
		6. Total part-time enrollment	Part_time_enrollment	US NEWS
Demographics	Gender and Ethnic Diversity	7. UG % Black or Hispanic	calculate pct_UG Black or African American + pct_UG Hispanic	US NEWS
		8. UG % Female	pct_UG female	US NEWS
	Geographic Diversity	9. UG % International	pct_UG international	US NEWS
		10. Percent UG In State	pct_UG in-state	US NEWS
Current Housing	11. Percent UG On Campus	pct_UG_on-Campus	US NEWS	
Financial Need	Total	12. Percent of UG students with financial need	pct_UG_with_financial need	US NEWS
		13. Percent of UG with Pell grants	Pct_UG_pell grants	US NEWS
		14. Percent of UG needs met*	UG_pct_need was fully met	US NEWS
	First Year	15. Percent of First-year students with financial need	Students_w_financial need_FR	US NEWS
		16. Percent of First-year students with Pell Grants	calcuate F_cohort_Pell_recipients/FTFYFenrollment	US NEWS
		17. Percent of First-year students with needs fully met.	Need_fully met_FR	US NEWS
Student Outcomes	UG Graduation Rates	18. The ratio of Pell Grant to Non-Pell Grant recipients	Diff_6yr_grad_rate_Pell_notPell	US NEWS
		19. Adjusted graduation rate 6-year (Pell grant percentage * Graduation rate of Pell Grant recipients) + ((1 – Pell grant percentage) * Graduation rate of non-pell grant recipients).	Calculated using variables SixYR_Grad_rate_Pell_RecipientsR. SixYR_Grad_rate_Not_Pell	US NEWS
		20. First-year Freshmen One-Year Retention Rate	Avg_first year student retention	US NEWS
UG Debt		21. Average indebtedness of graduating UG Class	Avg_indebtedness_Grad_Class	US NEWS
		22. Average federal indebtedness of UG graduating class	Avg_Fed_Indebtedness_Grad_Class	US NEWS
		23. Percentage of UG with federal loans	UG receiving federal loan	US NEWS

Instruction	Faculty Characteristics	24. Percent of Faculty with Terminal Degree	pct_FT_faculty_terminal_degree	US NEWS
		25. Number of Full Time Faculty	Full-time faculty	US NEWS
		26. Percent of faculty who are full-time	pct_faculty_full-time	US NEWS
		27. Percent of faculty who are minorities	calculate Minority faculty/Total Faculty	US NEWS
	Classroom Characteristics	28. Student-to-faculty ratio	Student_faculty_ratio	US NEWS
		29. Percent of classes with 50 or more students	pct_classes_50 or more students	US NEWS
		30. Percent of classes with 20 or fewer students	pct_classes_fewer 20 students	US NEWS
Finances	Student Costs	31. Cost of Room and Board	Room and board	US NEWS
		32. In-State Tuition and Fees	In-state tuition and fees	US NEWS
		33. Out-of-State Tuition and Fees	OOS tuition and fees	US NEWS
	Non-State Revenue	34. Student Fees	Tui_Fee	IPEDS
		35. State funding (-State Formula Funding).	state_appropriation	IPEDS
		36. Endowment	Endowment_in millions_	US NEWS
		37. Annual Alumni giving	gift	IPEDS
	Expenditures	38. Academic Support Expenditures	Academic Support Expenditures_P	US NEWS
		39. Institutional support expenditures	Institutional Support Expenditur	US NEWS
		40. Public services expenditures	Public Service Expenditures_P	US NEWS
		41. Student Services Expenditures	Student Services Expenditures_P	US NEWS
		42. Educational expenditures per student*	ED_expenditures per student	US NEWS
		43. Research expenditures*	Research Expenditures_P	US NEWS
		44. Research expenditures in Non-science and Engineering	All Non-S&E Expenditures	US NEWS
		45. Need-Based Financial Aid Awarded to First-Year Freshmen	Avg_NBSH_aid award_FR	US NEWS

Methodology:

Our methodology involved several steps to ensure a robust clustering analysis:

Data Collection and Preprocessing: We gathered data from IPEDS, Carnegie, and US News Rankings, ensuring the latest available year for each metric. Missing data was addressed using the "replace" method in SAS, with statistics set to "median." Normalization was performed using the "range" method to ensure that all variables were on a consistent scale. The "range" method helped in transforming the data so that it was suitable for factor analysis and subsequent clustering.

Factor Analysis: In Python, we performed factor analysis after importing the preprocessed data. FactorAnalyzer was utilized with the "promax" rotation method to create factors.

First, we employed the Kaiser-Meyer-Olkin (KMO) Test assesses the adequacy of the data for factor analysis. A value of 0.76 indicated that the variables were well-suited to factor analysis. We also used Bartlett's Test of Sphericity, which resulted in a high Chi-Square value (3879.94), and a p-value<0.001, indicating that the variables are related to each other and suggesting that factor analysis could be appropriate for these variables (Table 3. KMO & Table 4. Bartlett).

Table 3. KMO

Overall KMO	0.76
--------------------	------

Table 4. Bartlett's Test of Sphericity

Variable	KMO
Adj_grad_rate_6Y	0.84
actfinal	0.85
All_Non_S_E_Expenditures	0.76
HS_GPA_FTYF	0.87
Acceptance_rate	0.91
acc_app_enr_rate	0.57
Total_N_UG	0.66
Part_time_enrollment	0.60
pct_UG_black_hispanic	0.85
pct_UG_female	0.73
pct_UG_international	0.82
pct_UG_in_state	0.68
pct_UG_on_Campus	0.72
pct_UG_with_financial_need	0.86
Pct_UG_pell_grants	0.77
UG_pct_need_was_fully_met	0.69
Students_w_financial_need_FR	0.82
Per_F_stud_Pell	0.77
Need_fully_met__FR	0.70
Diff_6yr_grad_rate_Pell_notPell	0.67
Avg_first_year_student_retention	0.87
Avg_indebtedness_Grad_Class	0.67
Avg_Fed_Indebtedness_Grad_Class	0.80
UG_receiving_federal_loan	0.84
pct_FT_faculty_terminal_degree	0.55
Full_time_faculty	0.73
pct_faculty_full_time	0.74
Per_fac_minor	0.68
Student_faculty_ratio	0.63
pct_classes_50_or_more_students	0.61
pct_classes_fewer_20_students	0.56

Room_and_board	0.68
In_state_tuition_and_fees	0.58
OOS_tuition_and_fees	0.77
Endowment_in_millions_	0.78
Academic_Support_Expenditures_P	0.77
Institutional_Support_Expenditur	0.78
Public_Service_Expenditures_P	0.59
Student_Services_Expenditures_P	0.71
ED_expenditures_per_student	0.76
Research_Expenditures_P	0.83
Avg_NBSH_aid_award_FR	0.61
Tui_Fee	0.85
state_appropriation	0.71
gift	0.80

Chi-Square Value	P-Value
3879.94	<0.001

Next, we determined the optimal number of factors as ten factors using Eigenvalues (Table 5) and Scree Plot (Figure 1). But per request we used 9 factors for this factor analysis.

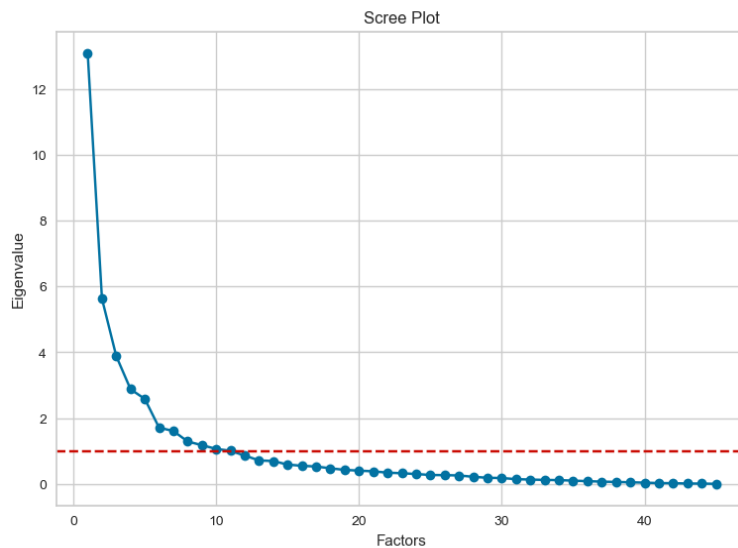


Figure 1. Scree Plo

Table 5. Eigenvalues

Eigenvalue	Selected Factors
13.09	Factor 1

5.63	Factor 2
3.89	Factor 3
2.88	Factor 4
2.58	Factor 5
1.71	Factor 6
1.61	Factor 7
1.29	Factor 8
1.18	Factor 9
1.07	Factor 10
1.01	Factor 11
0.86	Factor 12

To describe the factors, we identified the top 10 contributing variables to each factors separately by calculating the sum of absolute factor loadings for each variable (Table 6), and top 10 variables overall based on highest absolute factor loadings across all factors (Table 7).

Table 6. Variables with highest contributions to each factor

Factor 1	F1 Loading	Factor 2	F2 Loading
Academic_Support_Expenditures_P	0.91	Per_F_stud_Pell	0.92
Student_Services_Expenditures_P	0.90	Pct_UG_pell_grants	0.90
Research_Expenditures_P	0.84	pct_UG_with_financial_need	0.88
Institutional_Support_Expenditur	0.82	Students_w_financial_need_FR	0.82
Full_time_faculty	0.76	pct_UG_black_hispanic	0.75
Tui_Fee	0.65	Per_fac_minor	0.69
Total_N_UG	0.63	pct_UG_in_state	0.41
gift	0.55	Diff_6yr_grad_rate_Pell_notPell	0.36
Endowment_in_millions_	0.54	pct_UG_female	0.35
pct_UG_international	0.47	UG_receiving_federal_loan	0.30
Factor 3	F3 Loading	Factor 4	F4 Loading
Avg_Fed_Indebtedness_Grad_Class	0.93	Avg_first_year_student_retention	0.81
UG_receiving_federal_loan	0.92	Adj_grad_rate_6Y	0.79
Avg_indebtedness_Grad_Class	0.88	HS_GPA_FTFYF	0.74
Avg_NBSH_aid_award_FR	-0.52	Acceptance_rate	-0.66
pct_UG_international	-0.44	actfinal	0.65
ED_expenditures_per_student	-0.44	state_appropriation	0.40
In_state_tuition_and_fees	0.32	pct_UG_on_Campus	0.36
Diff_6yr_grad_rate_Pell_notPell	-0.31	Diff_6yr_grad_rate_Pell_notPell	0.33
pct_FT_faculty_terminal_degree	0.30	pct_FT_faculty_terminal_degree	0.24
Room_and_board	-0.28	Per_fac_minor	0.22
Factor 5	F5 Loading	Factor 6	F6 Loading

In_state_tuition_and_fees	0.91	pct_classes_50_or_more_students	0.92
OOS_tuition_and_fees	0.78	pct_classes_fewer_20_students	-0.91
Room_and_board	0.45	Student_faculty_ratio	0.48
Avg_NBSH_aid_award_FR	0.34	pct_UG_female	-0.34
ED_expenditures_per_student	0.34	Acceptance_rate	0.24
Endowment_in_millions_	0.3	pct_UG_black_hispanic	0.23
Avg_indebtedness_Grad_Class	0.27	OOS_tuition_and_fees	0.21
pct_faculty_full_time	-0.26	pct_faculty_full_time	0.18
pct_classes_50_or_more_students	0.26	Per_fac_minor	0.18
Part_time_enrollment	-0.22	Endowment_in_millions	-0.17
Factor 7	F7 Loading	Factor 8	F8 Loading
UG_pct_need_was_fully_met	0.82	Part_time_enrollment	-0.71
Need_fully_met_FR	0.81	pct_faculty_full_time	0.67
pct_faculty_full_time	0.31	pct_UG_on_Campus	0.63
gift	0.28	Diff_6yr_grad_rate_Pell_notPell	-0.31
pct_UG_in_state	-0.23	Total_N_UG	-0.26
pct_classes_fewer_20_students	0.23	Student_Services_Expenditures_P	-0.24
state_appropriation	-0.22	Per_F_stud_Pell	0.21
Total_N_UG	-0.21	Adj_grad_rate_6Y	0.20
Avg_NBSH_aid_award_FR	0.18	Student_faculty_ratio	-0.19
All_Non_S_E_Expenditures	0.16	Avg_Fed_Indebtedness_Grad_Class	0.18
Factor 9	F9 Loading		
Public_Service_Expenditures_P	0.67		
ED_expenditures_per_student	0.54		
All_Non_S_E_Expenditures	-0.37		
Research_Expenditures_P	0.36		
state_appropriation	0.35		
Tui_Fee	-0.34		
Total_N_UG	-0.23		
Student_faculty_ratio	-0.22		
Avg_indebtedness_Grad_Class	-0.18		
Institutional_Support_Expenditur	0.17		

Table 7. top 10 variables overall

Total_N_UG	Avg_NBSH_aid_award_FR
Diff_6yr_grad_rate_Pell_notPell	ED_expenditures_per_student
All_Non_S_E_Expenditures	pct_FT_faculty_terminal_degree
Per_fac_minor	state_appropriation

Avg_indebtedness_Grad_Class

pct_faculty_full_time

The last step in the Factor Analysis was to interpret the factors based on the variable loadings in Table 6. Below are OIR's interpretations of each factor.

Factor 1: Resource Allocation: Variables related to revenues and expenditures

Factor 2: Financial Need & Diversity: Variables associated with financial aid, Pell grants, minority representation, and financial need indicators.

Factor 3: Financial Indebtedness: Variables related to student debt, federal loans, and some tuition and fee aspects.

Factor 4: Academic Performance & Acceptance: Variables indicating academic performance metrics and acceptance rates.

Factor 5: Tuition & Fees: Variables related to tuition, fees, and some aspects of enrollment.

Factor 6: Class Sizes & Enrollment: Variables reflecting class sizes, student-faculty ratios, and enrollment characteristics.

Factor 7: Financial Aid Fulfillment: Variables associated with meeting financial aid needs and awards.

Factor 8: Faculty Composition & Expenditures: Variables related to faculty characteristics, expenditures, and student services.

Factor 9: Non-Academic/Student Finances: Variables indicating non-academic/student expenditures, including research, state appropriations, public support

1.

2. [Clustering Analysis](#)

We explored the scenarios using the factors identified through factor analysis.

General notes on clustering methodology:

Five clustering methods were applied: KMeans, Ward, GMM, Birch, and MiniBatch KMeans. To find the optimal number of clusters for each clustering method, we employed the Elbow Method with Ward linkage, Silhouette scores, and BIC scores. We conducted clustering analysis with 4, 5, and 6 clusters, with 5 clusters proving to be the optimum choice in most cases as seen in the sample figures.

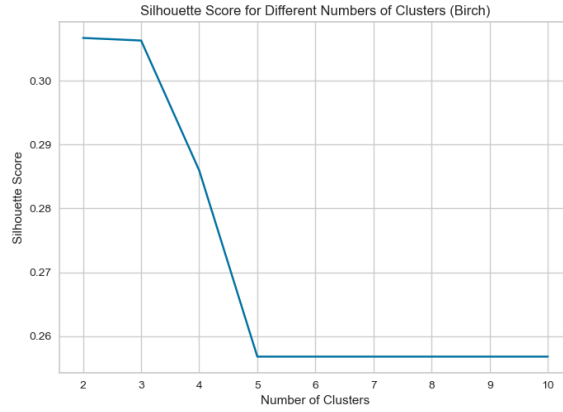


Fig. 2. Finding optimal number of clusters for Birch method using Silhouette scores

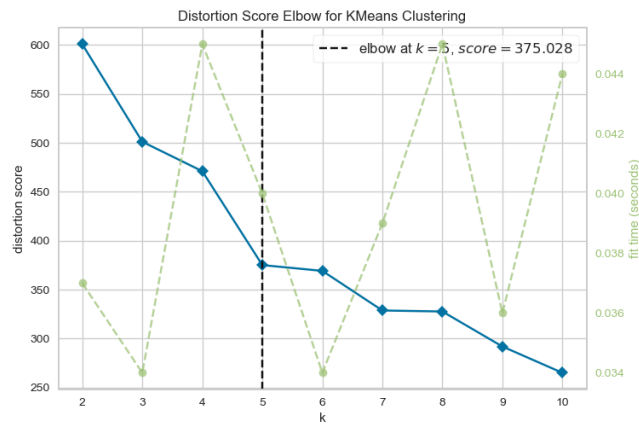


Fig. 3. Finding optimal number of clusters for Kmeans method using elbow method

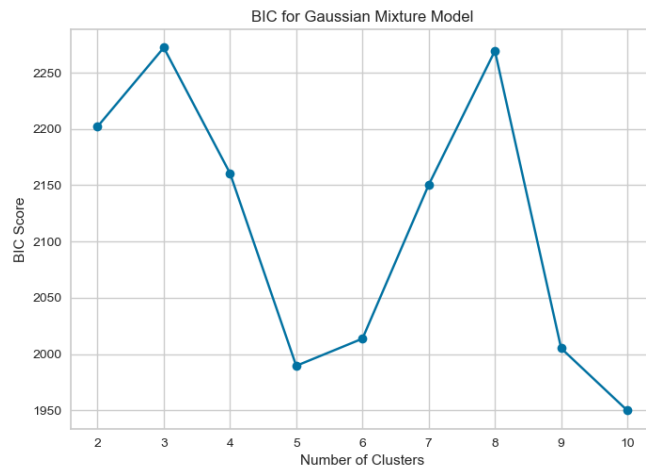


Fig. 4. Finding optimal number of clusters for GMM method using BIC score

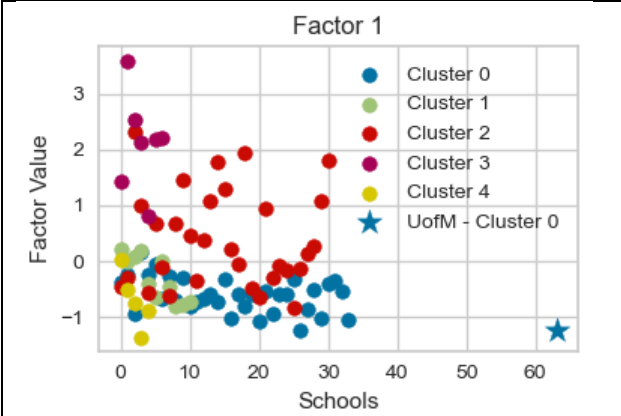
Consensus Clustering: To create a final clustering based on results from all five methods, we used the consensus matrix. It measures the degree of agreement between data points across different clustering methods. Hierarchical clustering on the consensus matrix provided the definitive clustering labels.

*

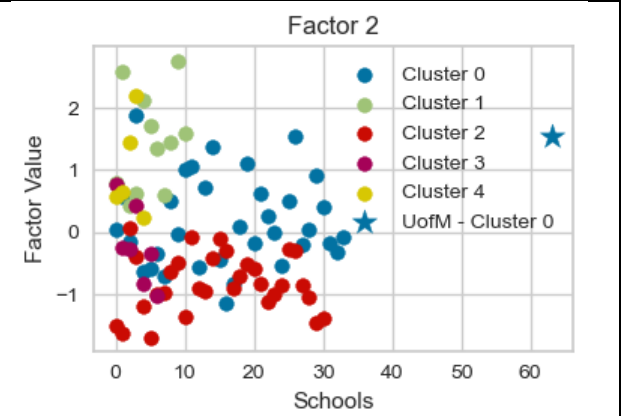
Results for Cluster Analysis using Factors:

Peers are in cluster 0. Aspirants are in clusters 1 & 2.

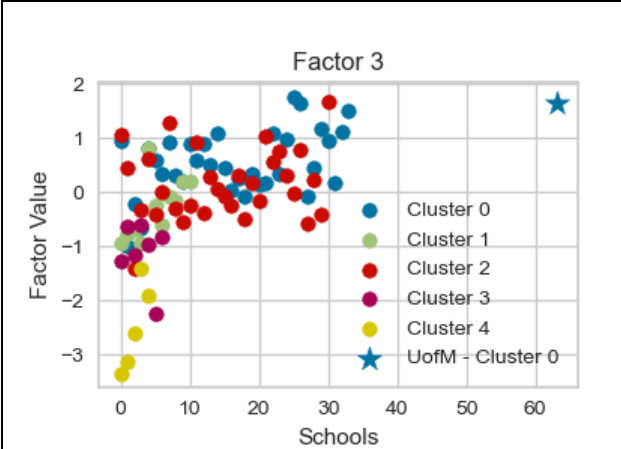
Factor scores were calculated using a weighted combination of each item’s factor loadings, or more specifically the scaled score for each item was multiplied by the factor loading of each item and then summed. In the visual below, the Y axis represents the factor scores. The X axis is a random institution number and has no meaning. The Y axis factor scores can have a wider range than factor loadings and comparing them relatively helps visualize how institutions are distributed across different clusters.



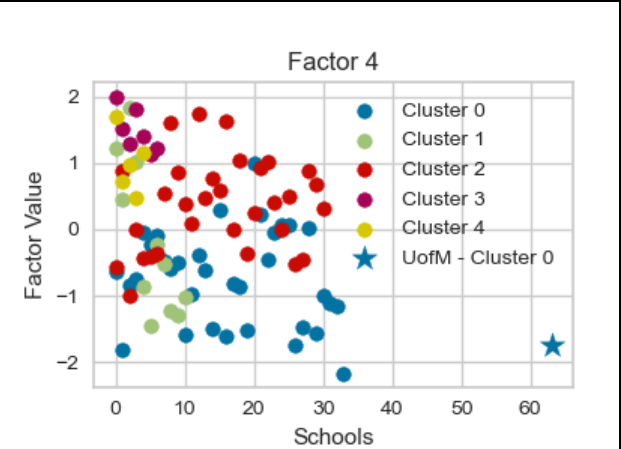
Resource Allocation 1



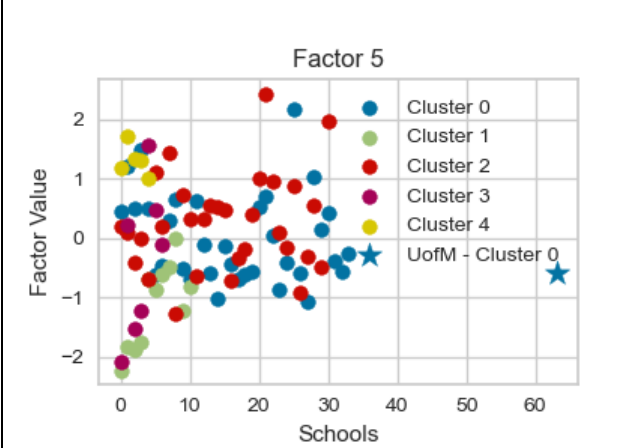
Financial Need & Diversity 1



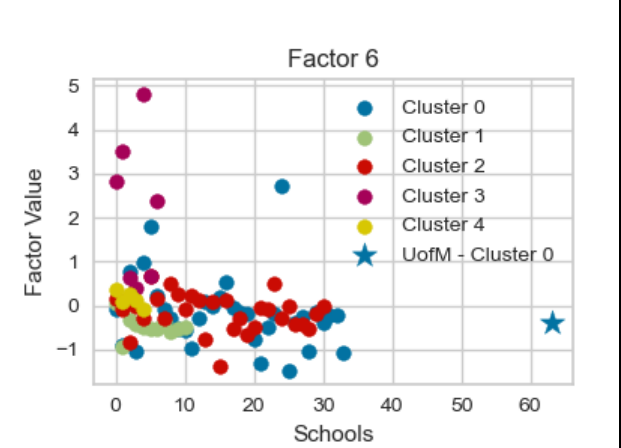
Financial Indebtedness 1



Class Sizes & Enrollment 1



Academic Performance & Acceptance 1



Tuition & Fees 1

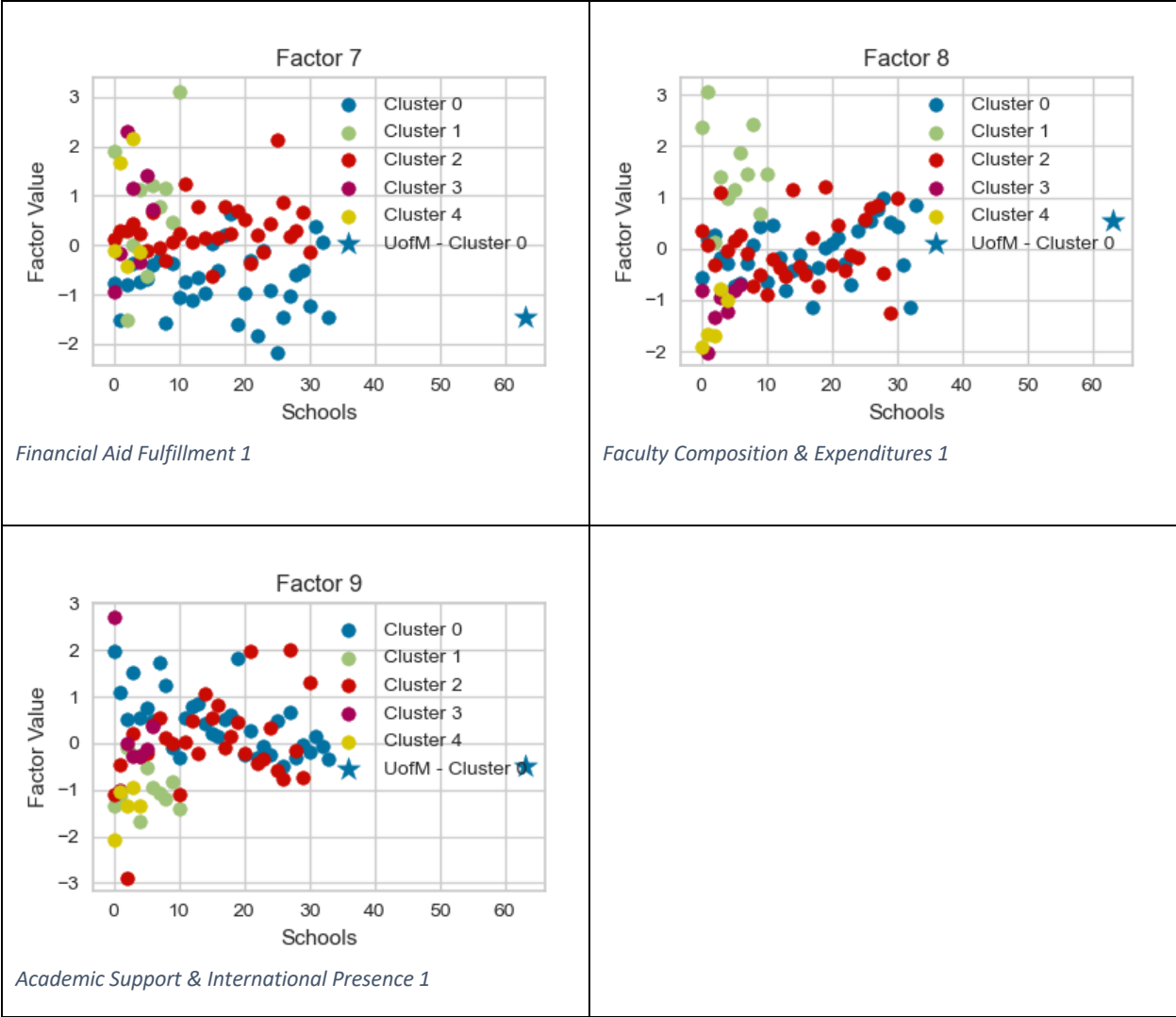


Figure 5. Factor Value Plots

Diagnostics for the cluster analysis using factors are in Tables 8a, 8b, and 8c. The maximum distance from observations to the cluster centroid is a measure of the variability of the observations within each cluster. A higher maximum value, especially in relation to the average distance, indicates an observation in the cluster that lies farther from the cluster centroid.

Table 8a. Diagnostics for Cluster Analysis Using Factors.

Cluster Number	Observations	Within Cluster Sum of Squares	Avg Distance from Centroid	Max Distance from Centroid
0	34	130.44	1.87	3.33
1	31	54.29	2.11	3.69

2	11	128.07	1.90	4.28
3	7	53.94	2.64	3.74
4	5	14.91	1.66	2.48

Table 8b. Cluster Centroids:

Factors/Clusters	0	1	2	3	4
1	-0.60	-0.30	0.40	2.13	-0.70
2	0.17	1.46	-0.82	-0.21	1.02
3	0.55	-0.30	0.16	-1.11	-2.48
4	-0.73	-0.19	0.37	1.48	1.01
5	0.01	-1.12	0.26	-0.38	1.31
6	-0.17	-0.47	-0.16	2.18	0.15
7	-0.74	0.72	0.32	0.60	0.64
8	-0.07	1.55	0.01	-1.12	-1.40
9	0.44	-0.95	0.03	0.20	-1.35

Table 8c. Distances Between Cluster Centroids:

Clusters	0	1	2	3	4
0	0				
1	3.29	0			
2	2.17	3.42	0		
3	4.88	5.30	3.67	0	
4	4.65	4.66	4.14	4.59	0

To make the interpretation easier I added a summary graph in figure 6:

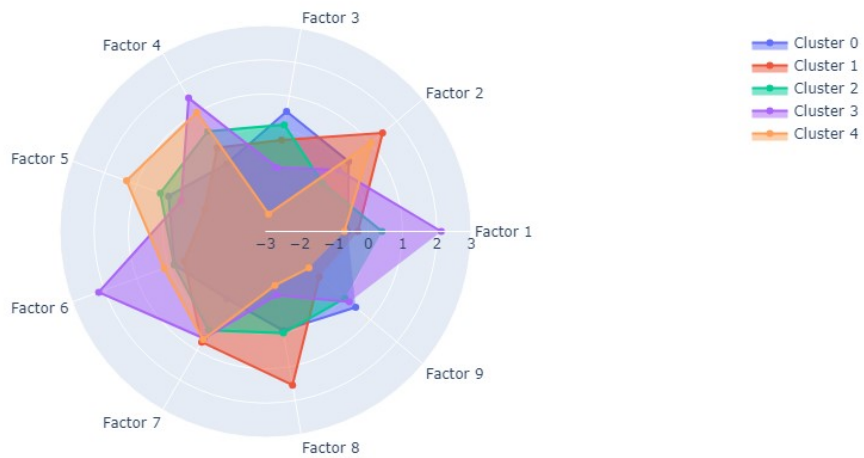


Figure 6. Cluster centroid values for each factor

Cluster 0 shows a balanced profile without distinct prominent factors.

Cluster 1 stands out with high values in Factor 2 and 8.

Cluster 2 shows a balanced profile without distinct prominent factors.

Cluster 3 exhibits high values in Factors 1, 4, and 6.

Cluster 4 distinguishes itself with low values in Factor 3, 8 and 9 and high values in Factors 5.

Table 9 lists the institutions that are in cluster 0, the same cluster as the University of Memphis.

Table 9. List of Peers Using Factors.

Cluster Analysis Using Factors, Cluster 0
George Mason U.
Kansas State U.
Kent State University
Louisiana State U., Baton Rouge
University of Memphis
Mississippi State U.
Montana State U., Bozeman
Oklahoma State U., Stillwater
Old Dominion U.
SUNY, Binghamton U.
SUNY, U. Buffalo
Temple U.
U. Alabama, Birmingham
U. Colorado Denver and Anschutz Medical Campus
U. Hawaii, Manoa
U. Illinois, Chicago
U. Iowa
U. Kansas
U. Kentucky
U. Louisiana, Lafayette
U. Louisville
U. Mississippi
U. Missouri, Columbia
U. Nebraska, Lincoln

U. Nevada, Reno
U. New Mexico
U. Southern Mississippi
U. Wisconsin-Milwaukee
University of Memphis
University of Oklahoma
Utah State U.
Virginia Commonwealth U.
Washington State U.
West Virginia U.

Conclusion:

The clustering analysis identified a set of potential peer institutions for the University of Memphis, based on rigorous data analysis and careful consideration of variables. These results are essential for the Faculty Senate to make an informed decision about selecting peer institutions. We applied various clustering methods to ensure a comprehensive evaluation. Five clusters were typically the preferred choice by optimum method searches and accuracy measures. The faculty senate can now use this list to select peers for their needs.

Factors with dropped binaries (promax)

List of Peers Using Factors	4 clusters	5 cluster	6 cluster
George Mason U.	George Mason U.	George Mason U.	George Mason U.
Kansas State U.	Kansas State U.	Kansas State U.	Kent State University
Kent State University	Kent State University	Kent State University	Old Dominion U.
Louisiana State U., Baton Rouge	Louisiana State U., Baton Rouge	Louisiana State U., Baton Rouge	SUNY, Binghamton U.
University of Memphis	Mississippi State U. Montana State U., Bozeman	memphis	SUNY, U. Buffalo
Mississippi State U.		Mississippi State U.	Temple U.
Montana State U., Bozeman	Oklahoma State U., Stillwater	Montana State U., Bozeman	U. Colorado Denver and Anschutz Medical Campus
Oklahoma State U., Stillwater	Old Dominion U.	Oklahoma State U., Stillwater	U. Illinois, Chicago
Old Dominion U.	SUNY, Binghamton U.	Old Dominion U.	U. Louisiana, Lafayette
SUNY, Binghamton U.	SUNY, U. Buffalo	SUNY, Binghamton U.	U. New Mexico
SUNY, U. Buffalo	Temple U.	SUNY, U. Buffalo	U. Southern Mississippi
Temple U.	U. Alabama, Birmingham	Temple U.	U. Wisconsin- Milwaukee

U. Alabama, Birmingham	U. Colorado Denver and Anschutz Medical Campus	U. Alabama, Birmingham	University of Memphis
U. Colorado Denver and Anschutz Medical Campus	U. Hawaii, Manoa	U. Colorado Denver and Anschutz Medical Campus	Virginia Commonwealth U.
U. Hawaii, Manoa	U. Illinois, Chicago	U. Hawaii, Manoa	Wayne State U.
U. Illinois, Chicago	U. Iowa	U. Illinois, Chicago	
U. Iowa	U. Kansas	U. Iowa	
U. Kansas	U. Kentucky	U. Kansas	
U. Kentucky	U. Louisiana, Lafayette	U. Kentucky	
U. Louisiana, Lafayette	U. Louisville	U. Louisiana, Lafayette	
U. Louisville	U. Mississippi	U. Louisville	
U. Mississippi	U. Nebraska, Lincoln	U. Mississippi	
U. Missouri, Columbia	U. Nevada, Reno	U. Missouri, Columbia	
U. Nebraska, Lincoln	U. New Mexico	U. Nebraska, Lincoln	
	U. Southern Mississippi	U. Nevada, Reno	
U. Nevada, Reno	U. Wisconsin-Milwaukee	U. New Mexico	
U. New Mexico		U. Southern Mississippi	
U. Southern Mississippi	University of Memphis	U. Wisconsin-Milwaukee	
U. Wisconsin-Milwaukee	University of Oklahoma	University of Memphis	
University of Memphis	Utah State U.	University of Oklahoma	
University of Oklahoma	Virginia Commonwealth U.	Utah State U.	
Utah State U.	Washington State U.	Virginia Commonwealth U.	
Virginia Commonwealth U.	Wayne State U.	Washington State U.	
Washington State U.	West Virginia U.	West Virginia U.	
West Virginia U.			

Faculty Senate

M 2024???: Motion to Recommend Approval of New List of Peer Institutions

Originator: Budget and Finance Committee

Whereas,

Peer institutions are institutions that are selected for comparative analysis and benchmarking of institutional qualities – including faculty salary comparison. Peers usually have common qualities such as level of resources, student headcount, and institutional goals. Change in qualities of institutions over time necessitates periodic updates to our list of peers.

Be it resolved that,

The Faculty Senate recommends approval of the below List of Peer Institutions proposed by the Budget and Finance Committee (B&FC). The progress report presenting detail and robust analyses of work done by the Office of Institutional Research (OIR) in the determination of the proposed list of peer institutions is attached.

Proposed List of Peer Institutions by the B&FC	UoM Current List of Peer Institutions
Kent State University	Kent State University
University of New Mexico	University of New Mexico
University of Wisconsin-Milwaukee	University of Wisconsin-Milwaukee
George Mason University	Boise State University
Old Dominion University	East Carolina University
SUNY-Binghamton University	Mississippi State University
SUNY-University of Buffalo	Texas Tech University
Temple University	University of Nevada-Reno
University of Colorado-Denver & Anschutz Medical Campus	University of North Carolina- Greensboro
University of Illinois-Chicago	West Virginia University
University of Louisiana-Lafayette	
University of Southern Mississippi	
Virginia Commonwealth University	
Wayne State University	

Recipients:

Faculty Senate

Bill Hardgrave, President

David Russomanno, Provost, and EVP

Rene Bustamante, CFO and EVP

Jasbir Dhaliwal, EVP, Office of Research, and Innovation

Bridgette Decent, Associate Vice Provost for Strategic Analytics, Director of OIR

Motion ### 3/26/2024

Vote: # For, # Against, # Abstain



2023

YEAR END
OMBUDSPERSON REPORT

Sara K. Bridges, PhD
The University of Memphis
Faculty Senate Ombudsperson



OVERVIEW

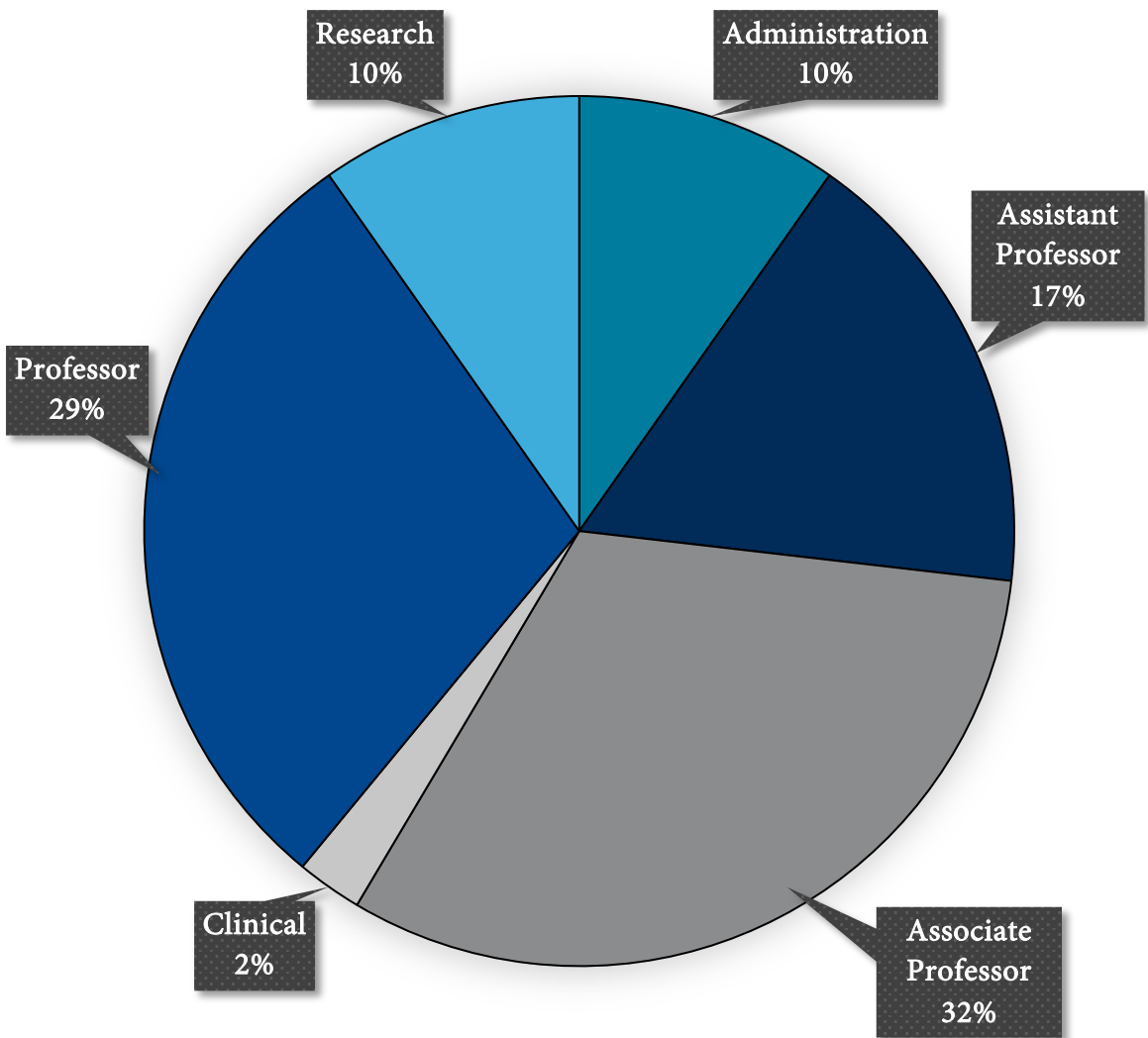
103 contacts (64 in 2022)

Average 31 mins per contact

Individuals and groups

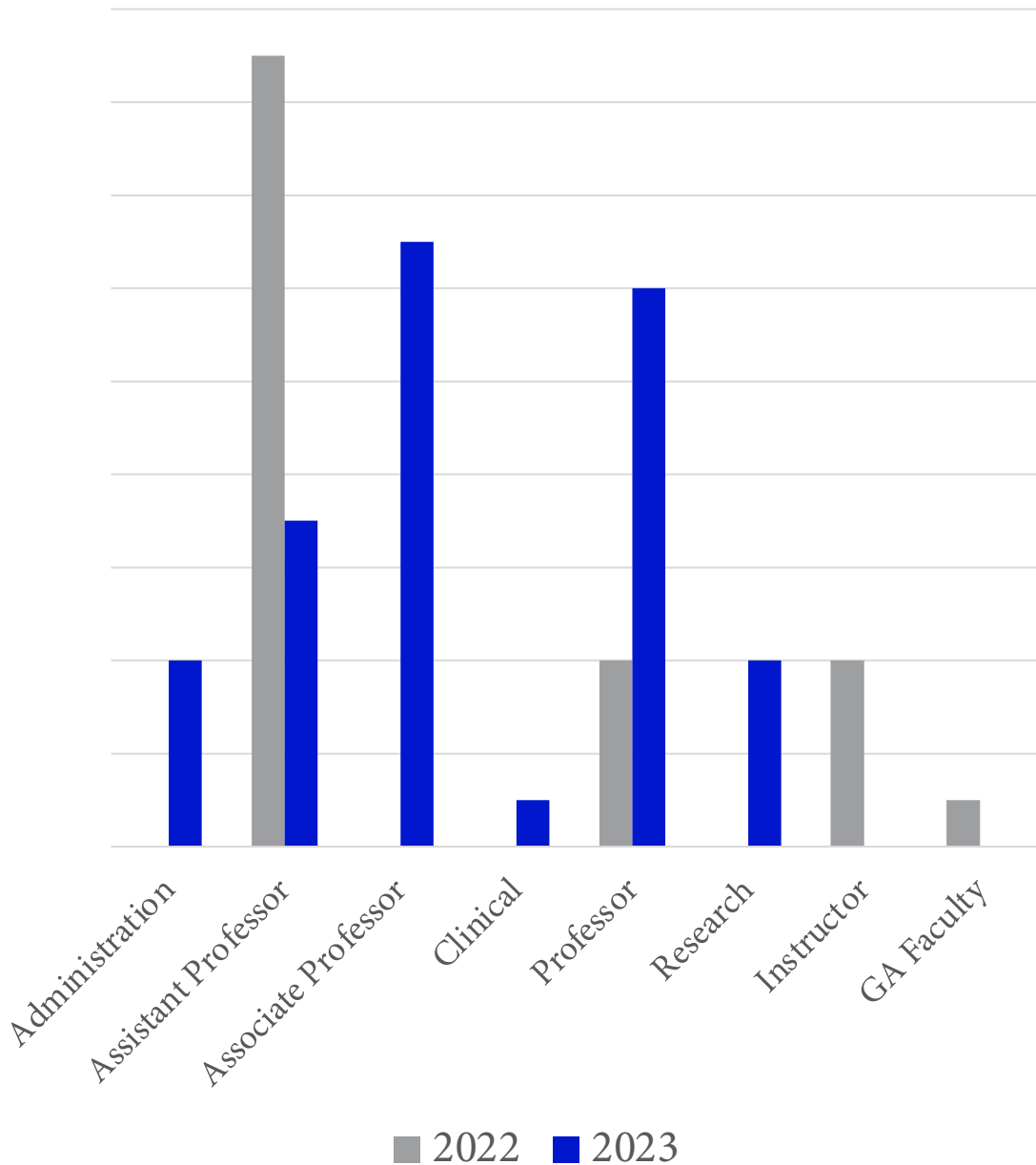


PRIMARY POSITION



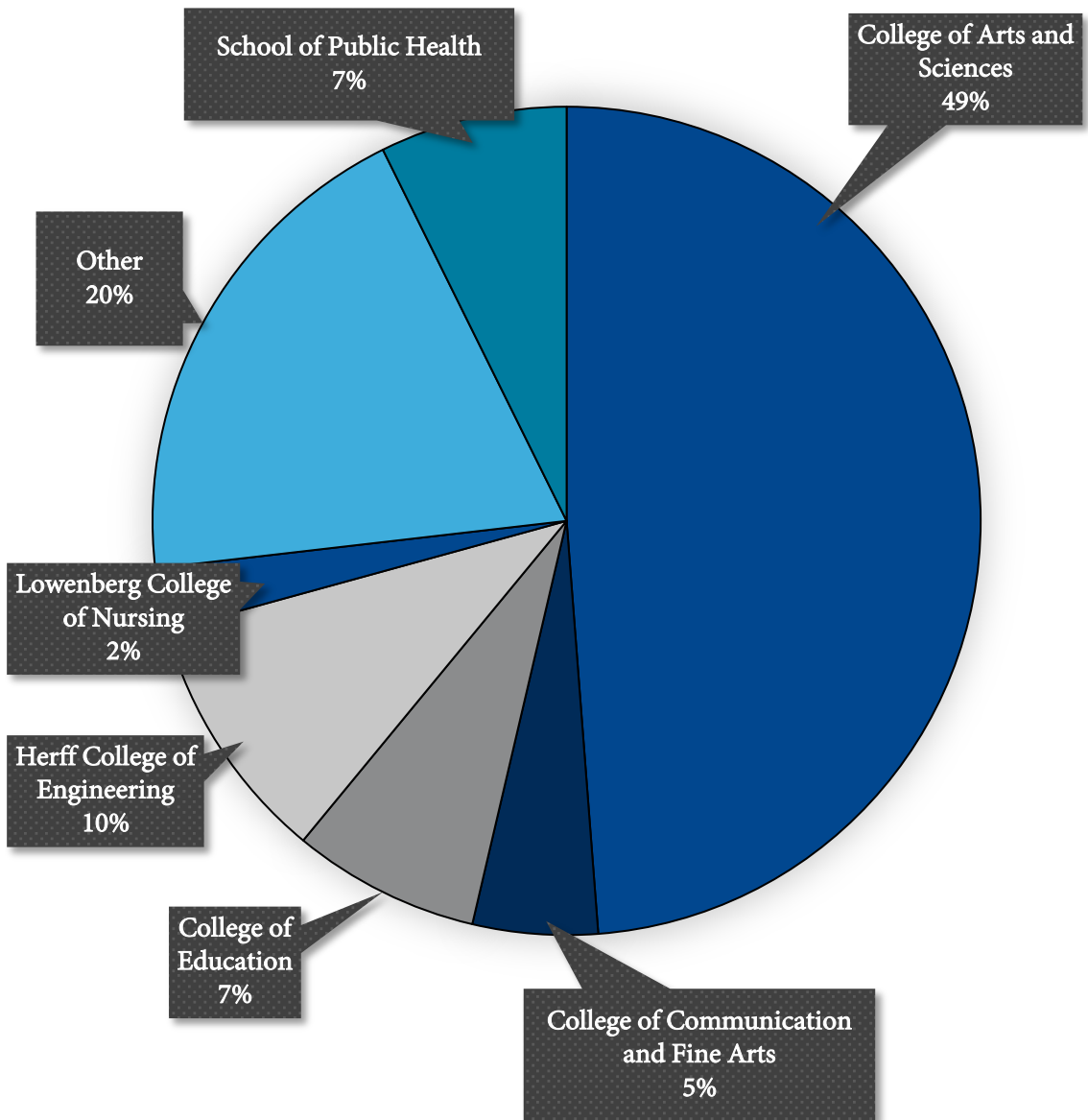


PRIMARY POSITION 2022/2023 COMPARISON



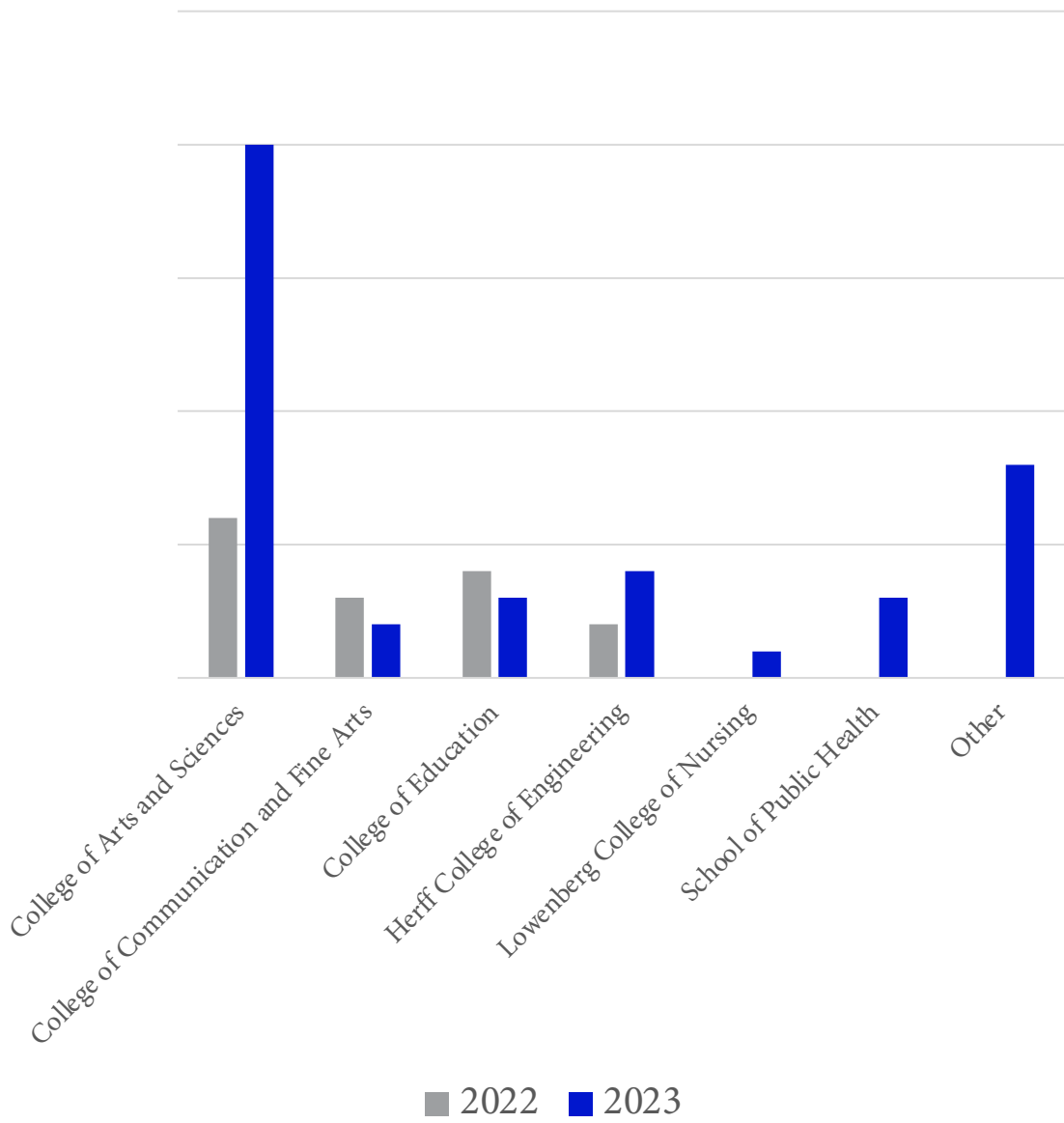


USE BY COLLEGE



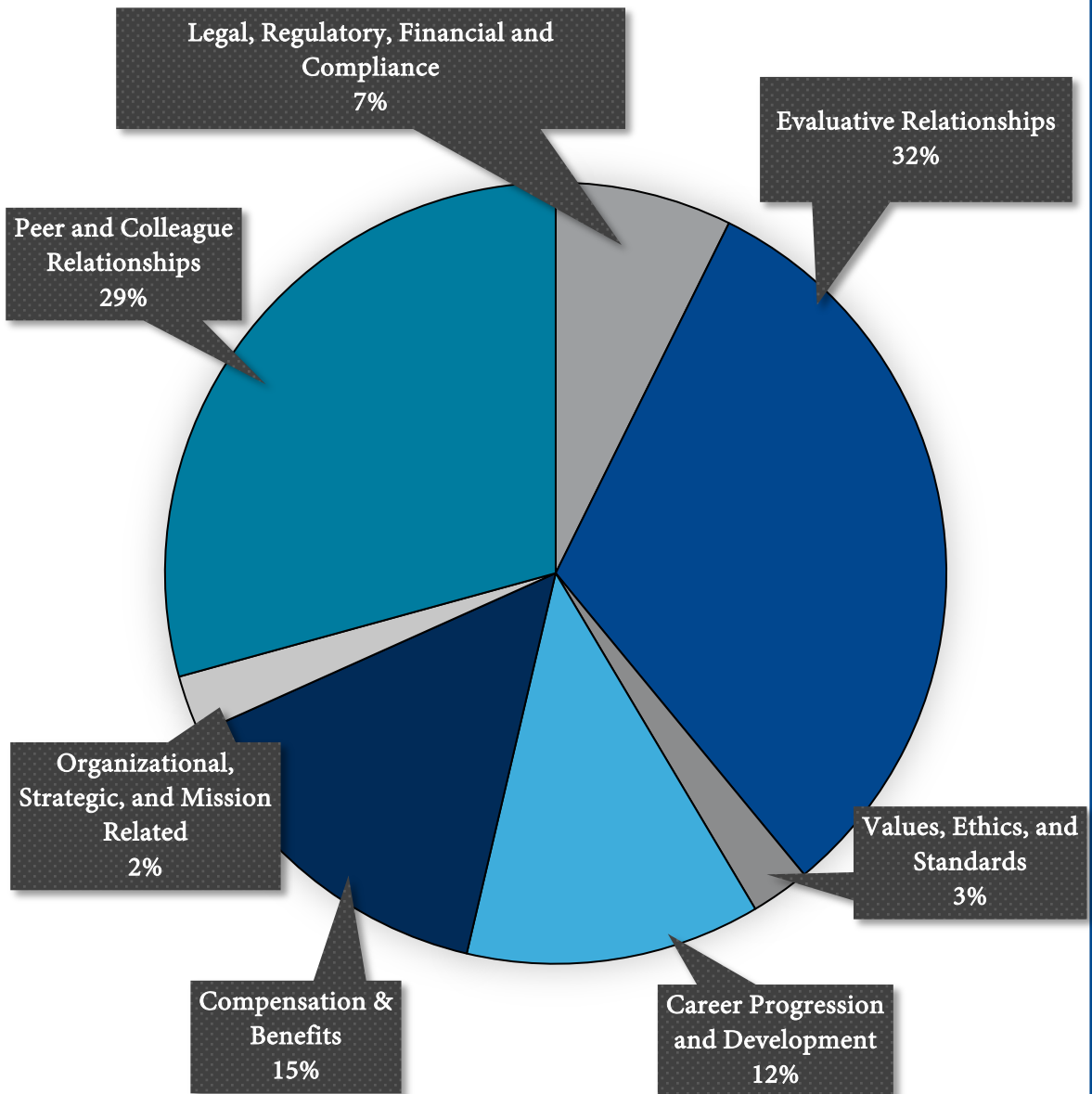


USE BY COLLEGE 2022/2023 COMPARISON



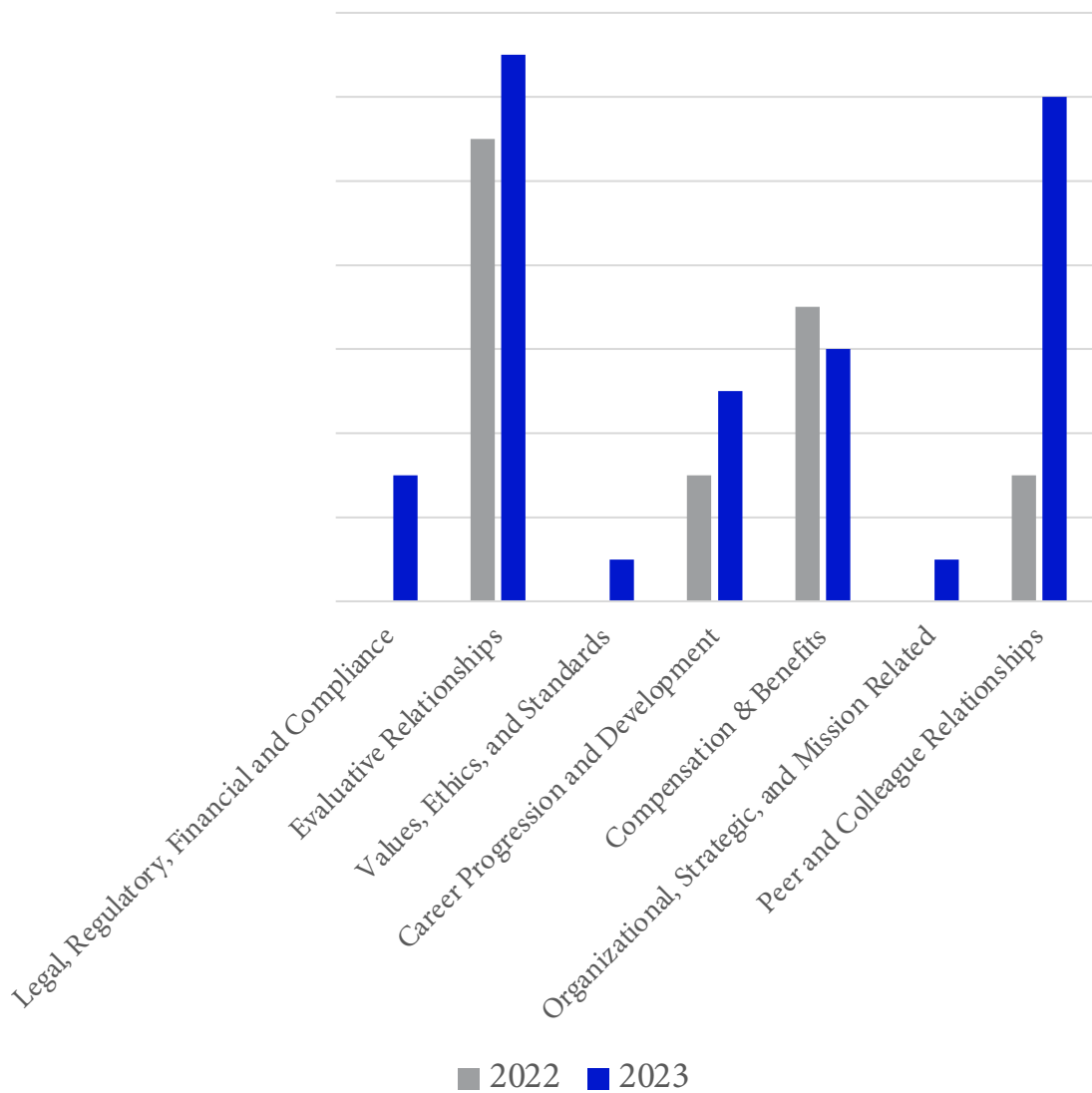


PRIMARY REPORTING CONCERNS



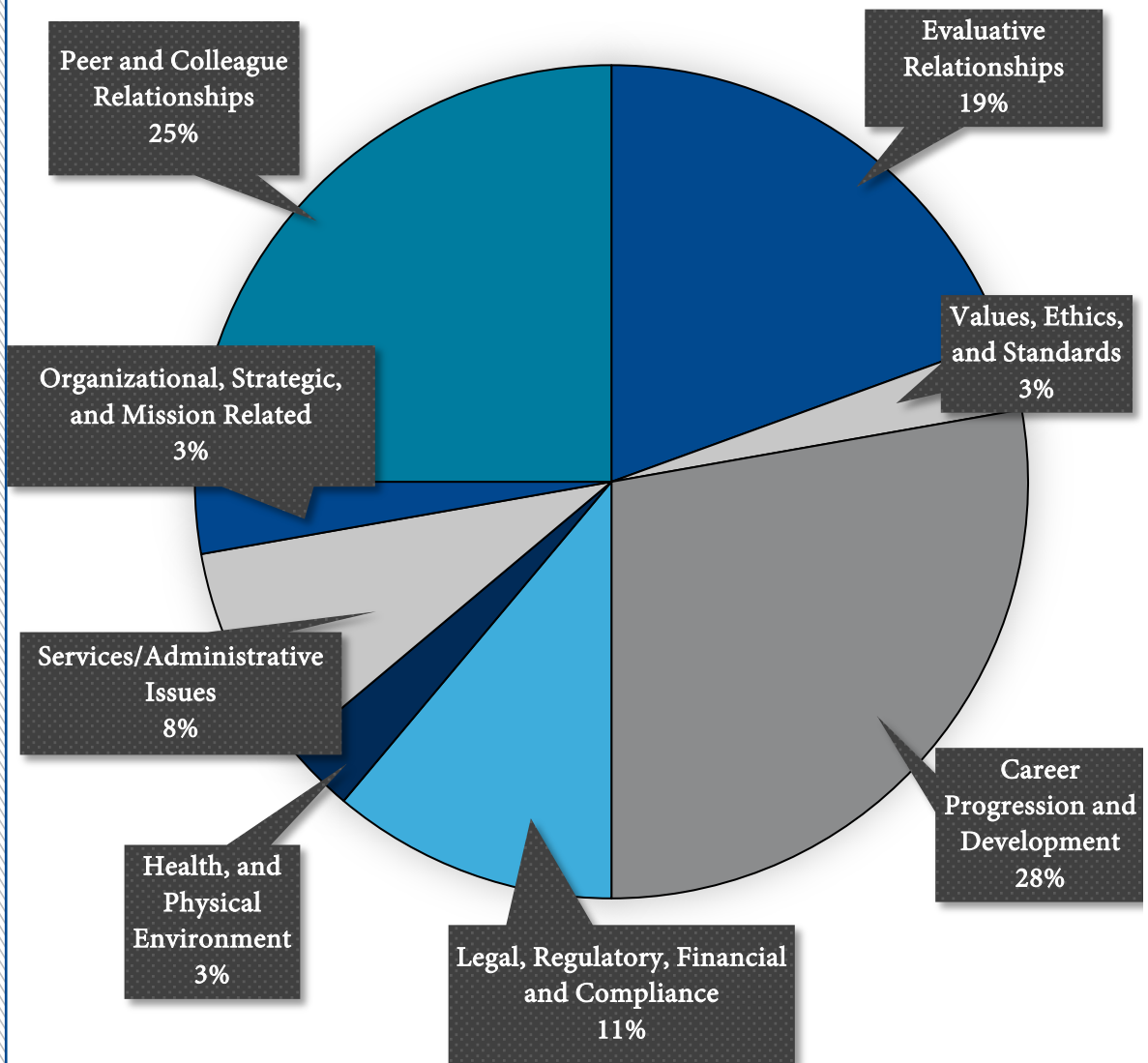


PRIMARY CONCERNS 2022/2023 COMPARISON



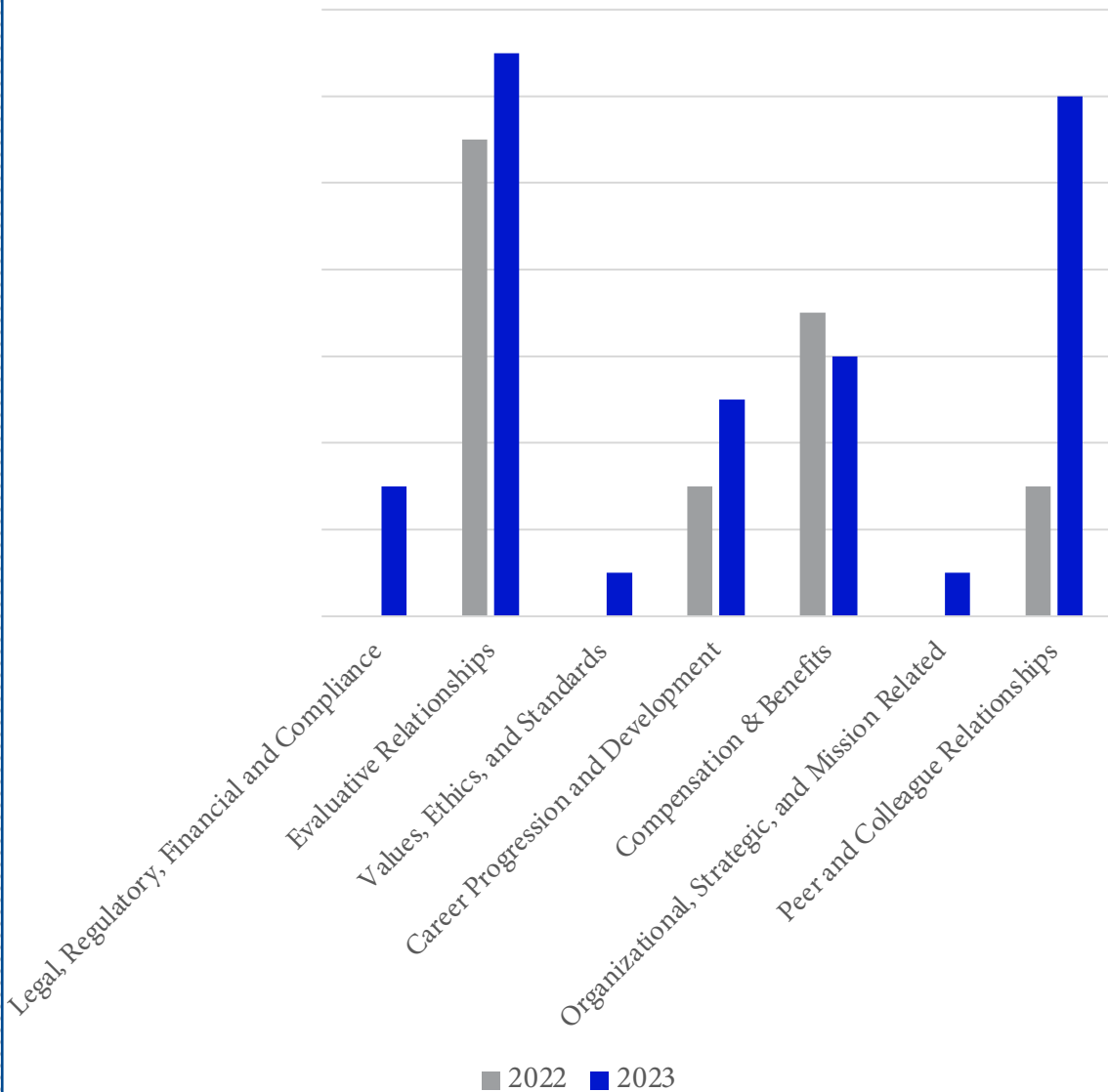


SECONDARY REPORTING CONCERNS





SECONDARY CONCERNS 2022/2023 COMPARISON





THEMES

Concerns about retribution/equity

Interpersonal conflicts

Perceptions of power abuses

Divisive Concepts

University Changes