December 2024 Board Meeting

Schedule	Wednesday, December 4, 2024 10:45 AM — 11:45 AM CST
Organizer	Colton Cockrum

Agenda

1. Call to Order and Opening Remarks

Presented by Cato Johnson

2. Roll Call and Declaration of Quorum

For Approval

Presented by Colton Cockrum

3. Approval of Board Meeting Minutes from Sept. 4, 2024

For Approval

Presented by Cato Johnson

University of Memphis Board of Trustees
Board of Trustees
Full Board Minutes
September 4, 2024

Agenda Item 1: Call to Order and Opening Remarks

Chairman Johnson called the meeting to order.

Agenda Item 2: Roll Call and Declaration of Quorum

Chairman Johnson recognized Board Secretary, Colton Cockrum to call the roll.
Secretary Cockrum called the roll. The following trustees were in attendance:

    Chairman Cato Johnson
    Trustee McKinney
    Trustee Edwards
    Trustee Carter
    Trustee Marchetta
    Trustee Roberts (Trustee Roberts joined virtually via Microsoft Teams. She
    stated that she was alone and could hear)
    Trustee North
    Trustee Ellison (Trustee Ellison joined virtually via Microsoft Teams. He stated he
    was alone and could hear)
    Trustee Khokhar

    Trustee Springfield was absent.

    Secretary Cockrum announced the presence of a quorum.

Agenda Item 3: Approval of June 5, 2024, Meeting Minutes

Chairman Johnson called for a motion to approve the meeting minutes for the June 5,
2024, meeting. The motion was made by Trustee McKinney and properly seconded. A
roll call vote was taken by Secretary Cockrum and the meeting minutes were approved.

Agenda Item 4: President's Update

Chairman Johnson recognized President Hardgrave to provide the President's update.
President Hardgrave recognized the new student trustee, Seth Khokhar. He also
welcomed Victoria Harpool from the Tennessee Higher Education Commission.
President Hardgrave then provided an update on the start of the new academic year.
President Hardgrave provided a look back on some areas the institution excelled in over
the past year. He stated that for the incoming freshmen class it has a higher ACT score
than last year's class. He stated that the incoming class GPA was higher than the

previous year's freshmen class and while they increased the number of applications to the university, the institution accepted less students. President Hardgrave stated that the institution is increasing its geographical footprint for recruiting and is providing alternative pathways for admissions.

President Hardgrave made a comment that the institution exceeded the $100 million mark for research in the past year. Also, he stated that the institution now has first-destination data for every program across campus, which provides post-college outcomes. Another win for the institution was the first public-private partnership that occurred with the housing project that was mentioned in an earlier committee meeting. The President reiterated the news that the institution has taken ownership of the Simmons Bank Stadium. Additionally, the President mentioned that the institution provides health insurance for graduate students and that the new book savings programs saved students $2.8 million for the students last year. Finally, the President provided an update that the university's primary/secondary school system became its own school system in the past year.

The President congratulated the Board Chairman for receiving the 2024 Healthcare Heroes Lifetime Achievement Award. He also provided a reminder that the ERIC ribbon cutting would be at 1 p.m. The President concluded his report and introduced Dr. Brian Waldron, the Director of the Center for Applied Earth Science and Engineering Research (CAESER).

Agenda Item 5: Presentation: CAESAR – Dr. Brian Waldron

President Hardgrave recognized Dr. Brian Waldron, Director of the Center for Applied Earth Science and Engineering Research (CAESER) who explained the mission of CAESAR and its impact on the community and the institution.

After the conclusion of Dr. Waldron's presentation, Trustee Edwards provided comments on the efforts of CAESAR. Trustee Marchetta added on to those comments about the importance of research. Chairman Johnson thanks Dr. Waldron for his work on blight. Finally, President Hardgrave made comments about the importance of financially sufficient research projects that generates resources.

Agenda Item 6: Reports and Recommendations of the Academic and Student Affairs Committee

Chairman Johnson recognized Trustee Marchetta to give a report of the Academic and Student Affairs Committee.

Trustee Marchetta provided an update on the annual research progress that Dr. Jasbir Dhaliwal presented on during the committee. This report included information such as this being the first time in history that UofM faculty have secured more than $100 million in annual research awards. The institution is now a 100-100 school, meaning that the

institution had $100 million in annual research awards and $100 million in annual research expenditures.

Trustee Marchetta outlined the progress that has been made in development of the Division of Student Affairs. The update included the mission of Student Affairs, alignment with the strategic plan, organizational structure, graduation and retention data, an update on the Tiger SmartStart book program, and plans moving forward.

There were no items that require approval of the full board. Therefore, Trustee Marchetta concluded his report of the Academic and Student Affairs Committee.

Agenda Item 7: Reports and Recommendations of the Athletics Committee

Chairman Johnson recognized Trustee North. Trustee North provided an athletics update that was given by Dr. Ed Scott, Senior Vice President and Director of Intercollegiate Athletics, during the Athletics Committee meeting. This report included information regarding updates to stadium fundraising, information on the Memphis Athletics Fund, season ticket sales, update to the House settlement, and a stadium progress update.

There were no items that required approval of the full board. Therefore, Trustee North concluded the report of the Athletics Committee.

Agenda Item 8: Reports and Recommendations of the Advancement Committee

Chairman Johnson recognized Trustee Carter. Trustee Carter provided a recap of the Advancement Committee that included information provided by Dr. Tara Jones, Senior Vice President of Advancement. This update included progression towards the ASCEND Strategic Plan key performance indicators, endowment assets, R1 sustainability, and a fundraising campaign update.

There were no items on the agenda that required approval from the full Board. Therefore, Trustee Carter concluded the report of the Advancement Committee.

Agenda Item 9: Reports and Recommendations of the Finance and Audit Committee

Chairman Johnson recognized Trustee McKinney. Trustee McKinney provided a recap of the work of the committee. The first item of business was the approval of the new Chief Internal Auditor, Angela Ross. The committee voted to approve the appointment of Angela Ross as the new Chief Internal Auditor and Trustee McKinney asked the full Board to approve her appointment as well. Trustee McKinney called for a motion and a

second. The motion was made by Trustee Edwards and seconded by Trustee Carter. Secretary Cockrum called a roll call vote, and the motion carried.

Trustee McKinney then provided an update on the work of the finance and audit committee which included information that Angela Ross briefed the committee on that included,

- o   Internal Audit Quality Assessment Independent Validation Results
- o   Summary of Audit Issue Follow-up
- o   Summary of Audit Reports
- o   Summary of Internal Audit Year End Report
- o   FY24 Internal Audit Year End Report

None of the Audit related items presented by the Chief Internal Auditor required full board approval, those items were for information purposes only.

Trustee McKinney then provided an information on the financial performance report and the Park Avenue campus student housing update, two items that were addressed at the committee level by Rene Bustamante and Steve Lackey. Neither of these items required full board approval and were for information purposes only.

Trustee McKinney then addressed the final agenda item of the committee. Trustee McKinney reminded the Board that at the June 5, 2024, Board of Trustees meeting, Chairman Johnson provided a review and evaluation of the President. The Board of Trustees is responsible for the supervision of the President and pursuant to the Presidential Review and Evaluation policy, the President is to be evaluated on an annual basis for an evaluative period of June through July. As part of the evaluative process, the "Finance and Audit Committee shall . . . take appropriate action on any recommendations regarding compensation or other terms of employment. The Committee's action will then be submitted to the full Board of Trustees for approval or modification." As such, Trustee McKinney then called for a motion and second to provide President Hardgrave with the amount of $100,000 in the form of deferred compensation, based on the successful review and evaluation of his job performance.

Trustee Edwards made the motion and Trustee Carter seconded it. Secretary Cockrum was asked to call a roll call vote. A roll call vote was taken and the motion carried.

Agenda Item 10: New Business

Chairman Johnson addressed the items related to new business. The first item in new business was the Presidential Review & Evaluation Policy Revision. Chairman Johnson called for a motion and a second, "*The Board of Trustees requests a motion to approve the revisions to the Presidential Review & Evaluation Policy as noted in the meeting materials.*" A motion was made by Trustee McKinney and seconded by Trustee Edwards. Secretary Cockrum called a roll call vote, and the motion carried.

The second item in new business was the Board of Trustees Bylaws revision. Chairman Johnson requested a motion and a second, *"The Board of Trustees requests a motion to approve the revisions to the Board of Trustees Bylaws as noted in the meeting materials."* The motion was made by Trustee McKinney and seconded by Trustee Edwards. A roll call vote was called by Secretary Cockrum and the motion carried.

Agenda Item 10: Additional Business

Chairman Johnson asked for additional business. Trustee McKinney recognized the new superintendent of the university's new innovative school district, Dr. Sally Gates Parish. He also brought up the impact of Chairman Johnson on the Memphis community in light of the Chairman's recent lifetime achievement award.

Agenda Item 11: Adjournment

Chairman Johnson called for a motion to adjourn. A motion and a second was provided and the meeting was adjourned. Chairman Johnson reminded the Board that the next meeting would be December 4, 2024.

4. President's Update

Presentation

Presented by Bill Hardgrave

5. Research Presentation - Eddie Jacobs

6. Reports and Recommendations from Academic and Student Affairs Committee

Presented by Jeffrey Marchetta

The University of Memphis Board of Trustees

Recommendation for Approval

Date: December 4, 2024

Committee: Academic and Student Affairs

Presentation: Tenure Upon Appointment for Dr. Ricky Leung as Professor, School of Public Health
(Recommendation for Approval)

Presented by: Dr. David Russomanno, Executive Vice President for Academic Affairs and Provost

Background:

Dr. Leung holds a Ph.D. in Sociology from the University of Wisconsin-Madison. He is currently a tenured Associate Professor and Track Director of the Department of Health Policy & Management in the School of Public Health at the University at Albany, State University of New York (SUNY). He joined SUNY-Albany in 2013 and was tenured and promoted to Associate Professor in 2019. Dr. Leung has 36 high impact publications and has presented his research at various national and international conferences. He has also mentored over 50 MPH and DPH students as a major advisor.

Over the past 15 years, he has held academic positions at Brown University, the University of Missouri, and the University at Albany School of Public Health. His roles have demonstrated excellence in teaching, research, and service. His research has been widely published in peer-reviewed journals, and he has secured significant grant funding from NSF, CDC, NIH, and other agencies. His recent research focuses on AI, including projects that utilize AI to improve case identification for public health surveillance and diagnosis and treatment for mental health patients.

Dr. Leung was the Principal Investigator on two grants, with one funded by the National Science Foundation (2020-2021, $50,000) and another selected as a finalist by the Fulbright US Scholar Program (2020-2022, ~$25,000). In a recently funded grant by CDC (~$2 million), Dr. Leung was the PI for Component B. He was also a co-Investigator on two grants, one funded by the New York State Government/IBM (NYSG/IBM; 2023 to present, $20 million) and one being an internal grant by SUNY-Albany (2019-present, $25,000).

The School of Public Health Full Professor Promotion Committee voted and recommends Dr. Leung to be appointed at the rank of Professor with tenure upon hire.

Recommendation:

The Academic and Student Affairs Committee recommends approval of tenure upon appointment for Dr. Leung as Professor, Social and Behavioral Sciences, School of Public Health.

THE UNIVERSITY OF MEMPHIS.

TIMELINE ADJUSTMENT FOR PROMOTION AND/OR TENURE

(formerly known as "Tenure Reduction Form")

FACULTY INFORMATION

NAME: Ricky   Leung   **U-NUMBER:** _____

        FIRST   MIDDLE   LAST   U00123456

COLLEGE/SCHOOL: School of Public Health

DEPARTMENT: Social and Behavioral Sciences

PLEASE CHECK ONE (1):

[✓] **TENURE UPON APPOINTMENT****

[ ] **PROMOTION TIMELINE**   **TIMELINE REDUCTION** _____ **YEAR(S)**

[ ] **TENURE TIMELINE** *   **TIMELINE REDUCTION** _____ **YEAR(S)**

[ ] **TENURE & PROMOTION TIMELINE** * **TIMELINE REDUCTION** _____ **YEAR(S)**

* WILL THIS REDUCTION RESULT IN A CHANGE IN THE INDIVIDUAL'S MID-TENURE REVIEW TIMING? [ ] YES [ ] NO

IF <u>YES</u>, INDICATE THE ADJUSTED MID-TENURE YEAR: _____

(YEAR ONLY – 20XX)

JUSTIFICATION REQUIRED

PLEASE SUBMIT YOUR CV AND JUSTIFICATION, ALONG WITH THIS FORM TO PROVOST@MEMPHIS.EDU.

**Please reference Section 4.9.3A in the Faculty Handbook regarding procedures for Tenure Upon Appointment. Tenure Upon Appointment requires review from department/college T&P committee with written acknowledgment and agreement of proposed rank.

RECOMMEND APPROVAL

		RECOMMENDED
(signature)	09/19/2024	[✓] YES
CHAIR SIGNATURE	DATE (MM/DD/YYYY)	
(signature)	09/19/2024	[✓] YES
DEAN SIGNATURE	DATE (MM/DD/YYYY)	

APPROVAL

		APPROVED
(signature)	10/09/2024	[X] YES
PROVOST SIGNATURE	DATE (MM/DD/YYYY)	

THIS ADJUSTED TENURE AND/OR PROMOTION APPLICATION SUBMISSION WILL BE FALL:

* TO BE COMPLETED BY PROVOST   (YEAR – 20XX)

NOTE: Tenure Upon Appointment is pending BOT approval at December 2024 Board of Trustees meeting.

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THE UNIVERSITY OF MEMPHIS

Memorandum

To: Dr. Bill Hardgrave, President University of Memphis
From: Dr. Ashish Joshi, Dean School of Public Health
Date: September 30, 2024
Re: Tenure on appointment for Dr. Ricky Leung

_____

This memo is to request that Dr. Ricky Leung be granted tenure on appointment as Professor, Social and Behavioral Sciences, School of Public Health. This request is based on his exceptional and sustained record of research, teaching, and mentorship. I have attached the recommendation from the School of Public Health's Tenure and Promotion Committee to support this request.

Dr. Leung holds a Ph.D. in Sociology from the University of Wisconsin-Madison where his research focused on health-related technological innovations and data analytics. Over the past 15 years, he has held academic positions at Brown University, the University of Missouri, and the University at Albany School of Public Health. His roles have demonstrated excellence in teaching, research, and service. Additionally, he has held visiting positions at the National University of Singapore and the Chinese University of Hong Kong, fostering strong international connections. His research has been widely published in peer-reviewed journals, and he has secured significant grant funding from NSF, CDC, NIH, and other agencies. His recent research focuses on AI, including projects that utilize AI to improve case identification for public health surveillance and diagnosis and treatment for mental health patients.

Currently, Dr. Leung is an Associate Professor and Track Director of the Department of Health Policy & Management in the School of Public Health at the University at Albany, State University of New York (SUNY). He joined SUNY-Albany in 2013 and was tenured and promoted to Associate Professor in 2019. Dr. Leung has 36 high impact publications. Additionally, he has presented his research at various national and international conferences. He also has several non-peer-reviewed conference papers, white papers, and reports which are important collaborations in the context of his artificial intelligence work.

Dr. Leung is supportive of students and has provided engaging and meaningful mentorships. He has mentored over 50 MPH and DrPH students as major advisor, many of whom have gone on to successful careers in academia and public health. Additionally, he has developed a mentoring program that pairs students with industry professionals.

I request your approval of his tenure on appointment.

**The University of Memphis
School of Public Health**

Memorandum

Date: September 12, 2024

From: Hongmei Zhang, PhD, Chair, School of Public Health Promotion and Tenure (P&T)
                 Committee

                 Full Professor Promotion Committee Members: Drs. Chunrong Jia, Ilias Kavouras,
                 Satish Kedia, Marian Levy, Latrice Pichon, Angelia Sanders, and Hongmei Zhang.

To: Dr. Ashish Joshi, PhD, MBBS, MPH, Dean

Re: Committee Report for Dr. Ricky Leung's promotion to Full Professor upon
                 appointment

The School of Public Health Full Professor Promotion Committee reviewed Dr. Ricky Leung's
research, teaching, and service and assessed his qualification for promotion to Full Professor upon
appointment.

Currently, Dr. Leung is an Associate Professor and Track Director of the Department of Health
Policy & Management in the School of Public Health at the University at Albany, State University of
New York (SUNY). He joined SUNY-Albany in 2013 and was tenured and promoted to Associate
Professor in 2019. He is also a visiting Associate Professor and Academic Visitor in the Department
of Management & Organization at the National University of Singapore Business School. Prior to
joining SUNY-Albany, he was an Assistant Professor in the Department of Health Management &
Informatics in the School of Medicine at the University of Missouri.

Dr. Leung has 36 publications prior to his tenure and promotion to the Associate Professor. Since
his promotion to Associate Professor, he has three peer-reviewed articles, and one article is in
press. He also has several non-peer-reviewed conference paper, white papers, and reports which
seem important in the context of his artificial intelligence work. For his scholarly publications, Dr.
Leung has an H-index of 36 based on Google Scholar. In addition, he was the Principal Investigator
on two grants, with one funded by the National Science Foundation (2020-2021, $50,000) and
another selected as a finalist by the Fulbright US Scholar Program (2020-2022, ~$25,000). In a
recently funded grant by CDC (~$2 million), Dr. Leung was the PI for Component B. He was also a
co-Investigator on two grants, one funded by the New York State Government/IBM (NYSG/IBM;
2023 to present, $20 million) and one being an internal grant by SUNY-Albany (2019-present,
$25,000). In all these grants, Dr. Leung's percentage of effort was not indicated.

Dr. Leung has experience in teaching both undergraduate and graduate courses in the areas of
health policy and management and health technology, e.g. Health information technology/health
analytics, AI for talent management and organizational design, and Organizational behavior in
health organization, and he continued his teaching in these fields after being promoted to
Associate Professor. Besides serving as the Track Director, Dr. Leung has served on various
committees at all levels since his promotion to Associate Professor in 2019.

The Committee met on three occasions to discuss Dr. Leung's credentials and then conducted two rounds of secret voting. The second round of voting was carried out due to one member's concern in terms of insufficient information in the first round of review. The Committee then requested the candidate for an updated CV along with three reference letters (for his job application). During the discussion of his promotion to Full Professor upon appointment, Committee members expressed their concerns on his research portfolio, while appreciating Dr. Leung's strength in teaching and research on AI-related areas. These concerns included the lack of clarity on his effort on the currently funded grants and his level of research productivity since his promotion to Associate Professor.

The result of secret voting are as follows:

Ricky Leung - Promotion to Full Professor

Yes [5]
No [2]

Based on the voting, the SPH Full Professor Promotion Committee recommends Dr. Ricky Leung's promotion to Full Professor upon appointment.

2

RICKY LEUNG, PhD

University at Albany
Email: rleung@albany.edu

Education

2008 Ph.D. in Sociology
Institution: University of Wisconsin-Madison
Major Fields: Complex Organizations, Sociology of Science, Health
Advisor: Joan Fujimura, Ph.D.

2003 M.S. in Sociology
Institution: University of Wisconsin-Madison

2000 M.Phil. in Social Science
Institution: Hong Kong University of Science & Technology

1997 B.A. (Honors) in Philosophy and Psychology
Institution: University of Hong Kong

Professional Training

2014 MPH-level Medical Informatics Course
Institution: Harvard T.H. Chan School of Public Health

2008-2010 Postdoctoral Associate in Strategic Management and Operations
Institution: University of Minnesota
Advisors: Andrew Van de Ven, Ph.D., & Roger Schroeder, Ph.D.

Employment

2019 - Present: Associate Professor (Tenured) & Track Director
Department: Health Policy & Management, University at Albany, School of Public Health
Administrative responsibility highlights and achievements:

- **Program Development:** Maintained CEPH accreditations. Led the development of new MPH curricular initiatives and online programs aimed at increasing student enrolment. Successfully increased enrolment to 500+ online students, created new courses on health analytics and informatics, AI and other hot topics into public health education.

- **Faculty Research:** Published in high-impact journals, commissioned reports, white papers, etc. Secured funding for multiple large-scale research projects and research centers. Oversaw faculty research activities, promoting interdisciplinary collaborations across departments.
- **Student Mentorship:** Mentored over 50 MPH and DrPH students as major advisor, many of whom have gone on to successful careers in academia and public health. Developed a mentoring program that pairs students with industry professionals.

2022 – Present: Visiting Associate Professor / Academic Visitor
Department: Management & Organisation, National University of Singapore Business School
Responsibility highlights:

- **Research Collaboration:** Engaged in cross-national research projects that explore the role of AI in organizational design and talent management. Published multiple papers in high-impact journals as a result of these collaborations.
- **Research Supervision:** Supervised BBA, MBA, EMBA, MD and PhD students, guiding their research on topics related to public health and technology.
- **Guest Lecturing:** Delivered guest lectures on topics such as AI in management and the future of work, influencing the curriculum development at NUS Medical School & Business School.

2022 – 2022: Adjunct Associate Professor (visiting)
Department: Sociology, Chinese University of Hong Kong
Responsibility highlights:

- **Graduate Teaching:** Taught advanced courses on the sociological aspects of health, with a particular focus on health disparities and the social determinants of health.
- **Research Supervision:** Supervised MA and PhD students, guiding their research on topics related to public health and technology.

2013 – 2019: Assistant Professor
Department: Health Policy & Management, University at Albany, School of Public Health
Responsibility highlights:

- **Curriculum Innovation:** Introduced new courses on health informatics and social media in public health, which became some of the most popular electives in the department.
- **Research Funding:** Secured significant research funding from CDC, other federal agencies and private foundations, supporting projects that advanced the fields of social and behavioral sciences, health management and policy.
- **Service Contributions:** Played a key role in departmental committees, including curriculum development and faculty recruitment.

2010 - 2013: Assistant Professor
Department: Health Management & Informatics, University of Missouri School of Medicine
Responsibility highlights:

- **Teaching & Course Development:** Developed and taught courses on health information technology, research methods and other courses in healthcare.
- **Research Contributions:** Conducted research in health informatics, focusing on the adoption of electronic health records and their impact on patient care.
- **Mentorship:** Supervised graduate research, leading to multiple publications in peer-reviewed journals.

2007 - 2008: Visiting Assistant Professor
Department: Sociology, Brown University
Responsibility highlights:

- **Teaching:** Taught undergraduate and graduate courses in the sociology of health, emphasizing the role of social factors in health disparities.
- **Research:** Conducted research on healthcare access and quality, with a focus on vulnerable populations.

Grant Funding (Selected)

Pending: Principal Investigator (with Xin Li, Paul Morgan, Yanli Zhang-James & Salvador Dura-Bernal)
Project: Addressing Algorithmic Bias in AI-ML Research on ADHD Children through a Human-AI Collaboration Interface
Source: National Science Foundation/National Institutes of Health (NSF-NIH Smart Health Solicitation)
https://new.nsf.gov/funding/opportunities/smart-health-biomedical-research-era-artificial
Time Period: 07/01/25 – 06/30/29
Estimated Funding: $1,200,000 (R01)
Description: Leading a groundbreaking project aimed at addressing algorithmic bias in AI-ML research on ADHD children by integrating social and behavioral science theory into the development of a software-based human-AI collaboration interface.
Expected Outcome: The project is expected to result in the development of a pioneering human-AI collaboration tool that improves the accuracy and fairness of ADHD diagnoses. This tool will be tested in clinical settings, with the potential for broad adoption across healthcare systems. A very strong multidisciplinary research team is in place, with a high probability of success.
Transferability: Very possible to transfer, as it only involves changing the PI's academic affiliation. The funding agencies are generally open to transferring grants when the PI moves to a new institution, and this project could be successfully continued at U-Memphis with the appropriate resources.

Pending: Principal Investigator (with Mishu Islam)
Project: Multimodal scene generation for heart attack scenario creation with a human-AI interface
Source: SONY

Time Period: 09/01/25 – 06/30/26
Estimated Funding: $150,000
Description:
Expected Outcome:
Transferability: Very possible to transfer, as it only involves changing the PI's academic affiliation.

Funded: Co-PI (PI for Component B on Machine Learning)(with Kristin Sommerhalter & Yuchi Young)
Project: Surveillance of Spina Bifida Across the Lifespan (Component A and Component B)
Source: Centers for Disease Control and Prevention (CDC)
https://taggs.hhs.gov/Detail/AwardDetail?arg_AwardNum=NU01DD000047&arg_ProgOfficeCode=281
Time Period: 07/01/24 – 06/30/29
Estimated Funding: $2,000,000 (5 years for Component A, 2 years for Component B; $340,000 funded for FY 2024 for Component A; increased funding will be provided for both Components A & B in FY 2025 and beyond)
Description: As the Co-PI responsible for the machine learning component, I developed advanced models to analyze longitudinal health data of individuals with Spina Bifida. This project is among the first to utilize the supercomputing power of U-Albany's CEAIS, funded by NYS government and IBM. My role includes designing the machine learning algorithms, interpreting the data, and collaborating with CDC officials to ensure the results inform public health strategies.
Outcome: The project has already generated valuable insights into the long-term health outcomes of individuals with Spina Bifida, which are being used to inform public health strategies at both state and national levels. The development of machine learning models has also advanced the field of disease surveillance.
Transferability: A limited of the funding allocated to my salary may be transferable. But the use of U-Albany's specific resources, particularly CEAIS, makes full transferability challenging. Ongoing collaboration with U-Albany from U-Memphis is feasible and may lead to joint research initiatives.

Funded: Co-Investigator/Senior Personnel
Project: Center for Emerging Artificial Intelligence Systems (CEAIS)
Source: New York State Government/IBM
Time Period: Ongoing (started from 2024)
Total Funding: $20M
Description: Contributed to the strategic direction of the CEAIS, focusing on the application of AI to healthcare challenges. This includes leading initiatives that integrate AI with public health data to improve disease surveillance and response systems. My role involves working closely with IBM's research team to develop innovative solutions that can be scaled across New York State (NYS) and beyond. I advocated for funding support from both IBM and NYS, and relevant support from U-Albany and other relevant parties.
Outcome: The CEAIS has established itself as a leading center for AI research, with significant contributions to public health. The center's work has led to the development of research

initiatives, such as AI+ in U-Albany, Global Center for AI and Mental Health (GCAIMH), computing tools, etc. <u>Latest: I'm being nominated as the Interim Director for GCAIMH.</u>
Transferability: Transferring this grant to U-Memphis is difficult due to its strong ties to New York State and IBM. However, there is potential for collaboration between CEAIS and U-Memphis, which could lead to the establishment of a new Center of Excellence at U-Memphis. Small seed grants for joint research are also possible, facilitating cross-institutional projects.

Funded: Principal Investigator (with James Song & Xuemei Cao)
Project: I-Corps: Developing a Data Analytics Platform for Pain Management and Alternative Treatment
Source: National Science Foundation
https://www.nsf.gov/awardsearch/showAward?AWD_ID=2011302&HistoricalAwards=false
Time Period: 01/15/20 - 06/30/21
Total Funding: $50,000
Description: Led the development of a novel data analytics platform that utilizes AI and machine learning to provide insights into pain management and alternative treatments. The platform is designed to predict treatment outcomes based on patient data, helping healthcare providers make more informed decisions.
Outcome: The NSF I-Corps grant was instrumental in establishing significant industry partnerships, including collaborations that contributed to the establishment of the U-Albany AI center. Another notable outcome was the partnership with Avalon SteriTech, which secured a 9M Series A funding round from Softbank, highlighting the commercial viability of the developed platform. https://www.avalonsteritech.com/whats-new/avalon-steritech-closes-pre-series-a-round-funding. I published a case study with colleagues in Europe and Singapore about this partnership. https://hbsp.harvard.edu/product/100SMU-PDF-ENG
Transferability: The project is completed, so transferability is not applicable. However, the industry partnerships and the methodologies developed during the project could be leveraged to establish similar collaborations at U-Memphis, particularly in the context of AI applications in healthcare.

Finalist (declined due to travel restrictions): Principal Investigator
Project: Using Social Media to Promote Climate Change Awareness in China
Source: Fulbright U.S. Scholar Program
Time Period: 12/16/20 - 08/31/22
Total Funding: ~$25,000
Description: Designed and implemented a research project that analyzed the effectiveness of social media campaigns in increasing climate change awareness among Chinese citizens. The project involved developing content strategies that resonate with the target audience and evaluating the campaigns' impact on public attitudes and policy changes.
Outcome: The project successfully increased public engagement on climate change in the targeted regions, influencing local policy discussions and contributing to greater environmental awareness. The findings have been published in several peer-reviewed journals, providing a model for similar initiatives in other regions.
Transferability: This project is completed, so transferability is not applicable. The experience and findings from this project can be used to inform similar initiatives at U-Memphis, particularly in the context of public health communication.

Funded: Co-Principal Investigator (with Yuchi Young)
Project: Community Health Assessment (CHA) of Mid-Hudson Region
Source: Orange County Health Department and USAID
Time Period: 05/01/2021 - 01/31/2022
Total Funding: $10,000
Description: Co-led this assessment project aimed at evaluating and improving community health services in the Mid-Hudson region. The project involved collecting and analyzing health data, identifying gaps in services, and making recommendations for public health interventions.
Outcome: The CHA project provided actionable recommendations that have been implemented by local health authorities to improve access to care and address health disparities in the Mid-Hudson region. The project has been recognized as a model for other community health assessments in similar regions.
Transferability: This project is completed, so transferability is not applicable. However, the methodologies and insights gained could be applied to similar community health projects at U-Memphis, potentially leading to new grant opportunities.

Funded: Co-Investigator (with Unal Tatar)
Project: Pain Detection and Support through a Community-Oriented Internet of Things (IoT) Sensing Network
Source: University at Albany (NSF seed funding)
Time Period: 08-01-2019 – 12-31-2019
Total Funding: $25,000
Description: Played a key role in the design and implementation of an IoT-based pain detection system that utilizes community-generated data for early intervention and support. This project represents a significant advancement in the use of IoT for health monitoring, allowing for real-time tracking of pain symptoms and timely interventions.
Outcome: The IoT sensing network developed through this project has improved pain management in the targeted community, reducing hospital visits and improving patient quality of life. The project has been used as a case study in several academic publications and conferences. IBM researchers have started working with U-Albany researchers, indirectly contributing to the CEAIS a few years later.
Transferability: This project is completed, so transferability is not applicable. The experience and findings from this project can be used to inform similar initiatives at U-Memphis.

Funded: Principal Investigator (with Shao Lin)
Project: Establishing a Social Media Alert System for Extreme Weather Events and High Pollution Days Targeted at Vulnerable Populations
Source: Centers for Disease Control and Prevention (CDC)
Time Period: 01/01/15 - 09/30/15
Total Funding: $329,448
Description: Developed and tested a social media-based alert system to inform vulnerable populations about extreme weather and pollution events. The system was designed to improve public health responses in real-time by providing timely and accurate information to at-risk groups.
Outcome: The alert system was successfully implemented in several high-risk areas, significantly improving response times during extreme weather events. The system has been

adopted by multiple public health agencies as a model for similar initiatives.

Transferability: This project is completed, so transferability is not applicable. However, the system and findings from this project could inform future similar initiatives at U-Memphis.

Funded: Co-Investigator (with Huibin Guo)
Project: Research on Intrapreneurship-Driven Mechanism Coupling with Human Resource Management about "China Time-honored Brand" Enterprises
Source: National Science Foundation China
Time Period: 01-01-2015 – 12-31-2017
Total Funding: $93,587
Description: Contributed to research examining the interplay between intrapreneurship, health and human resource management in historic Chinese enterprises. The project aimed to identify strategies for sustaining innovation and competitiveness in these firms.
Outcome: The research led to the development of a new theoretical framework for understanding intrapreneurship in established organizations, which has been widely cited in academic literature.
Transferability: This project is completed, so transferability is not applicable. The research findings and experience can inform future research at U-Memphis, particularly in the areas of global health research involving China.

Funded: Principal Investigator
Project: The Enabling Role of Social Media for Immigrants' Health: A Pilot Study of Chinese Immigrants
Source: University at Albany
Time Period: 03-01-2014 – 04-30-2016
Total Funding: $2,500
Description: Led a pilot study exploring how social media can be used to improve health outcomes among Chinese immigrants. The project focused on understanding how these communities access health information online and the role of social media in bridging language and cultural barriers.
Outcome: The pilot study identified key factors that influence the effectiveness of social media in promoting health among immigrant communities, leading to the development of targeted interventions. The findings have been published in several academic journals and used to inform public health campaigns.
Transferability: This project is completed, so transferability is not applicable. However, the findings could be leveraged for similar projects focused on immigrant health at U-Memphis, potentially leading to new research collaborations or grants.

The above were more recent projects in which I was PI or played a significant role at U-Albany. During my stay at U-Albany and U-Missouri, I also participated in other funded projects as Co-Investigator and Significant Personnel.

Consultancy Funding (*After Tenure***)**

Consultant (with TPP Fang & Rashima Rajah)
Project: Collaborative Study of Cobotization in the Hospitality Industry with SHKP Hotel

Division
Source: Avalon SteriTech (in collaboration with Sun Hung Kei Property (Hong Kong))
Time Period: 11/01/22 - 03/31/23
Total Funding: $40,000
Description: Provided expert consultancy on the integration of collaborative robots (cobots) in the hospitality industry, focusing on enhancing customers' health, operational efficiency and service quality. My role involved advising on the design and deployment of cobots in various hotel operations, assessing the impact on labor, and recommending strategies for smooth integration.
Outcome: The consultancy led to the successful deployment of cleaning cobots in several hotels and other organizations, improving operational efficiency and customer satisfaction. The project also contributed to Avalon SteriTech securing additional funding and expanding its market presence.
Transferability: This project is completed, so transferability is not applicable. However, the expertise developed could inform similar consultancy projects at U-Memphis, particularly in sectors exploring automation and AI integration.

Senior Consultant
Projects: Real World Evidence Research
Source: Various pharmaceutical companies including Merck, Bristol-Myers Squibb, Celgene, and Biogen for Real World Data and Observation Research
Time Period: May 2018 – Present
Description: Served as a senior consultant on numerous projects, advising pharmaceutical companies on the design and implementation of real-world evidence studies to support drug development and regulatory approval processes. My contributions included designing study protocols, analyzing large datasets, and ensuring compliance with regulatory requirements.
Outcome: These consultancy projects have resulted in several successful drug approvals, contributing to the advancement of treatment options in areas such as oncology and neurology. The real-world evidence generated has also been used to inform clinical guidelines and policy decisions.
Transferability: The consultancy role is ongoing and based on relationships with pharmaceutical companies. Transferability to U-Memphis would depend on maintaining these industry connections and potentially establishing similar consultancy opportunities in the Memphis area.

Consultancy Funding (*Before Tenure)*

Senior Consultant
Project: Understanding Medicaid Recipients' Service Experience
Source: NY Health Foundation/Medicaid Matters New York (MMNY)
Time Period: Oct 2017 - Jan 2018
Description: Provided insights into Medicaid recipients' experiences, helping to shape policy recommendations for improving service delivery. My role included conducting focus groups, analyzing service utilization data, and presenting findings to state health officials.
Outcome: The project led to actionable recommendations that have been implemented to improve service delivery for Medicaid recipients in New York State, resulting in better patient

satisfaction and access to care.

Transferability: This project is completed, so transferability is not applicable. However, the methodologies and insights could be useful for similar projects focused on Medicaid populations at U-Memphis.

Senior Consultant
Project: Enabling DOH Employees to Adopt Technology at Work
Source: New York State Department of Health
Time Period: Nov 2015 - Mar 2016
Description: Advised on strategies to enhance technology adoption among Department of Health employees, aiming to improve workplace efficiency and innovation. My responsibilities included conducting training sessions, developing user manuals, and evaluating the effectiveness of the technology implementation.
Outcome: The project resulted in improved technology adoption rates within the DOH, leading to increased efficiency and better use of digital tools in public health management.
Transferability: This project is completed, so transferability is not applicable. However, the experience could be relevant for similar projects at U-Memphis involving technology adoption in public health or other sectors.

Awards during graduate studies

National Science Foundation Dissertation Award – 2006

University of Wisconsin-Madison – Nanoscale Science & Engineering Center Research Award– 2004

University of Wisconsin-Madison – Center for International Business Education Travel Award – 2003

HKUST Postgraduate Studentship (Full Award) – 1998-2000

Publications (h-index = 36 by Google Scholar)

After Tenure (more recent)

1. **Leung, R**. " Using Decision Tree Models to Predict Nurse Employment Status: A Comparative Analysis of Model Parameters, Runtime, and Predictive Accuracy" *Healthcare* (under review).
2. **Leung, R., Fan, T.P.C., & Ye, Y.M.** (In progress). "Toward a multilevel theory of Responsible AI" *To be submitted to Academy of Management Review or a similar journal*.
3. **Rajah, R., Fan, T.P.C., & Leung, R.** (2024). "Avalon SteriTech: Lessons from an Ex-IP Lawyer as a Startup Founder in Biotech and AI" *Case study published in Harvard Business Publishing Education & Singapore Management University Centre for Management Practice*. **https://hbsp.harvard.edu/product/100SMU-PDF-ENG** **Importance:** This case study provides a detailed examination of the challenges and strategies involved in founding a biotech startup, with a focus on the intersection of intellectual property law and AI innovation.
4. **Leung, R.** (2024). "Using AI-ML to Augment the Capabilities of Social Media for Telehealth and Remote Patient Monitoring" *Healthcare (Basel)*. 2023 Jun 10;11(12):1704. doi: 10.3390/healthcare11121704. PMID: 37372822; PMCID: PMC10298244. https://pubmed.ncbi.nlm.nih.gov/37372822/
5. **Leung, R, Sommerhalter, K., & Young, Y.** (2024). "Disease Surveillance and Machine Learning Enhancement in New York State". *Invited White Paper for U-Albany CEAIS*. **Importance:** This white paper discusses the integration of machine learning in disease surveillance systems in New York State, highlighting the potential for AI to revolutionize public health data analysis and response strategies. The paper was commissioned by the U-Albany Center for Emerging Artificial Intelligence Systems, leading to a CDC grant. https://drive.google.com/file/d/1VFbUjk0bX4W7GBKmitOeGuH6oU_-kf1t/view?usp=sharing
6. **Leung, R.** (2023). "Leveraging AI and Blockchain for Streamlining Healthcare Payments" *In Proceedings of the 2023 5th Blockchain and Internet of Things Conference (BIOTC '23)*. Association for Computing Machinery, New York, NY, USA, 58–62. **Importance:** This paper was invited by IEEE, leading to several collaborations. https://doi.org/10.1145/3625078.3625086
7. **Leung, R., Rajah, R., Ho, L., & Yim, R.** (2023). "Avalon Cleaning Robotics". *NUS & Avalon SteriTech Collaboration Report*. **Importance:** This report documents the collaboration between NUS and Avalon SteriTech to develop advanced cleaning robotics, focusing on the integration of AI to enhance cleaning efficiency and effectiveness. The report has been used to guide future investments in smart cleaning technologies.
8. **Leung, R., NUS & TDCX.** (2022). *Transformative Digital Customer Experience: Investigating Factors in relation to Job Attrition*. TDCX commissioned report. **Importance:** This report analyzes factors contributing to job attrition in digital customer service environments, offering recommendations for improving employee retention through the use of AI-driven insights. The findings have been implemented by several major corporations to improve workforce stability,

https://drive.google.com/file/d/1_Zg8w80GcTvBVrIaZzyMRRPf5rJQNAuT/view?usp=sharing

9. **Young, Y., & Leung, R.** (2021). *Community Health Assessment (CHA) of Mid-Hudson Region New York*. USAID/Orange County commissioned report.
Importance: This assessment report provides an in-depth analysis of community health needs in the Mid-Hudson region, offering evidence-based recommendations for public health interventions and resource allocation. The report has informed local health policies and contributed to the improvement of community health services.

10. **Leung, R.** (2019). "Expanding JMIR in the next twenty years" *Journal of Medical Internet Research*, 21(10): e17162 (Impact Factor: 4.94).
Description: This editorial outlines strategic directions for the expansion of the *Journal of Medical Internet Research* over the next two decades, emphasizing the importance of interdisciplinary collaboration and innovation in medical research. The editorial has influenced the journal's future publishing strategies.
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6914247/

Before tenure

11. **Leung, R.,** Lin, S., Guo, H. 2017. Using Social Media to Reduce Health Impacts from Extreme Weathers: A Feasibility Study. *J Healthc Commun*. Vol. 2 No. 4:65. **DOI:** 10.4172/2472-1654.100106.

12. **Leung, R.,** Dong, G., Qin, X. & Lin, S. 2016. Capturing Parent-Child Interactions with Social Media. *Psychological Reports 710:713.* **DOI: 10.1177/0033294116648363 (Impact Factor: 0.67).**

13. Asinor, C. [§], **Leung, R* (Corresponding Author).** 2016. Health Records Management Practices in Ghana: An Exploratory Study. *International Journal of Development Research 6(10).* **(Impact Factor: 4.25).**

14. Sa, E.[§], **Leung, R* (Corresponding Author).** 2016. The Enabling Role of Social Media for Chinese Immigrants' Health: A Pilot Study. *Journal of Nursing and Care* 5:356.

15. **Leung R**, Huang Y, Lin S, Dong G, Qin X, Li J, Guo, H. 2015. Perceived Efficacy of Mobile Apps as Enablers of Mental Health Treatment: Preliminary Survey Results from Chinese Young Adults*. Journal of International Research in Medical and Pharmaceutical Sciences*, 5(1): 60-63.

16. **Leung R**, Li J. 2015. Using social media to address Asian immigrants' mental health needs: A systematic literature review. *Journal of Nature and Science*, 1(4):e66.

17. **Leung, R**. 2013. "Determinants of Telemedicine Utilization in Rural America: Application of the Dynamic Capability Theory". *Journal of Information Technology Research* (JITR), 6(2), 46-59. doi:10.4018/jitr.2013040103.

18. Isidro-Filho, A., Guimarães, T., Perin, MG, **Leung, R**. 2013. Workplace Learning Strategies and Professional Competencies in Innovation Contexts in Brazilian Hospitals. *BAR - Brazilian Administration Review* 10(2): 121-134 http://dx.doi.org/10.1590/S1807-76922013000200002

19. **Leung, R**. 2007. "Network Position, Research Funding and Interdisciplinary Collaboration among Nanotechnology Scientists: An Application of Social Network Analysis," in *Solid State Phenomena* v. 121: 1347-1350. DOI: 10.4028/www.scientific.net/SSP.121-123.1347

20. Tahan, C., **Leung, R**., Zenner, G.M., Ellison, K.D., Crone, W.C. & Miller, C. 2006. "Nanotechnology and Society: A discussion-based undergraduate course" *American Journal of Physics* 74(5): 443-448. http://dx.doi.org/10.1119/1.2178845 (**Impact Factor: 1.03**).

ORGANIZATION THEORY

21. **Leung, R**. 2013. "Networks as Sponges: International Networks for Developing Nanomedicine in China" *Research Policy* 42: 211-219. DOI: 10.1016/j.respol.2012.05.001 **(Impact Factor: 4.66)**
22. Van de Ven, A., **Leung, R**., Bechara, J. & Sun, K. 2012. "Changing Organizational Designs and Frontiers of Healthcare Clinics," *Organization Science* 23: 1055-1076. http://dx.doi.org/10.1287/orsc.1110.0694 (**Impact Factor: 3.03**)
23. **Leung, R**. 2012. "Health Information Technology and Dynamic Capabilities" *Health Care Management and Review* 37(1): 43–53. doi: 10.1097/HMR.0b013e31823c9b55 **(Impact Factor: 2.48).**
24. **Leung, R**. 2012. "Network-Building in the Innovation Journey: How Chinese Science Institutes Jump on the Nanotech Bandwagon" *East Asian Science, Technology and Society: An International Journal* 6(2): 167-197. doi:10.1215/18752160-1190846
25. Guo H, Yang J, **Leung R**. 2016. Research on Information Stickiness, Interfacial Coupling and Organizational Rejuvenation, Based on 6 "China Time-honored Brands" by the Method of Grounded Theory (Chinese). *Qingbao Kexue (Information Science* in Chinese—top journal in China) 35(2): 77-82. **(Impact Factor: 0.859)**

ADVANCED METHODOLOGY/SOCIAL NETWORKS

26. Li, J., Daldalian, MC., Erdmann, C., Hunter, KG., Sutariya, B., **Leung, R* (Corresponding Author)**. 2016. Hospital Readmission after Post-acute Care at Different Settings: Estimation using the Propensity Score Matching Method. *Journal of Community Medicine & Health Education* 6:408. DOI:10.4172/2161-0711.1000408 **(Impact Factor: 0.85)**
27. Zou, Y., **Leung, R**., Lin, S., Yang, M., Lu, T., Li, X.,Gu, J. Hao, C., Dong, G. & Hao, Y. 2016. Attitudes towards suicide in urban and rural China: a population based, cross-sectional study. *BMC psychiatry*, 16: 162-172. **DOI:** 10.1186/s12888-016-0872-z **(Impact Factor: 2.42)**
28. **Leung, R**., Hastings, J. F., Keefe, R. H., Brownstein-Evans, C., Chan, K. T., & Mullick, R. 2016. Building Mobile Apps for Underrepresented Mental Healthcare Consumers: A Grounded Theory Approach. *Social Work in Mental Health* 14(6): 625-636. **DOI:**10.1080/15332985.2015.1130010
29. **Leung, R**. 2014. "Evaluating the Benefits of Collaboration in Simulation Games: The Case of Health Care". *JMIR Journal of Serious Game*s 2 (1), e1 doi:10.2196/games.3178 **(Impact Factor: 2.23)**
30. **Leung, R**. 2012. "Cluster-Based Advantages in the Innovation Process: The Diffusion of Nanotechnology in Two Chinese Cities" *Frontiers of Business Research in China* 6(1): 25-54. DOI 10.3868/s070-001-012-0002-3
31. **Leung, R**. & K. Pasupathy. 2011. "The Economics of Social Computing: Some Preliminary Findings on Healthcare Organizations," *Journal of Computational Science* 2(3): 253-261. doi:10.1016/j.jocs.2011.06.001 **(Impact Factor: 1.93)**
32. Lin, S., Lawrence, W.[§],Lin, Z., DiRienzo, S., Lipton, K., Dong, G., **Leung, R.,** Lauper, U., Nasca, P., Stuart, N. 2018. Are the Current Thresholds, Indicators, and Time Window for

Cold Warning Effective Enough to Protect Cardiovascular Health? *Science of the Total Environment* (**Impact Factor: 4.61**).

GLOBAL HEALTH (I PROVIDED ADVICE ON METHODOLOGY IN THESE COLLABORATIVE PUBLICATIONS)

33. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). forthcoming. "The Global Burden of Acute versus Chronic Care Needs: Analysis of the Global Burden of Disease Study 2019" *To appear in The Lancet* or similar journal.
34. The US Burden of Disease Collaborators (including **R Leung**). 2018. The State of US Health, 1990-2016 Burden of Diseases, Injuries, and Risk Factors Among US States. *JAMA.* 2018;319(14):1444–1472. doi:10.1001/jama.2018.0158 (**Impact Factor: 47.61**).
35. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2017. Healthcare Access and Quality Index based on mortality from causes amenable to personal health care in 195 countries and territories, 1990–2015: a novel analysis from the Global Burden of Disease Study 2015. *The Lancet.* 390(10091): 231-266. **DOI:** https://doi.org/10.1016/S0140-6736(17)30818-8 (**Impact Factor: 53.25**).
36. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2017. Future and potential spending on health 2015–40: Development assistance for health, and government, prepaid private, and out-of-pocket health spending in 184 countries. *The Lancet*. 389(10083): 2005-2030. **DOI:** http://dx.doi.org/10.1016/S0140-6736(17)30873-5 (**Impact Factor: 53.25**).
37. Global Burden of Disease Pediatrics Collaboration (including **R Leung**). 2016. Global and national burden of diseases and injuries among children and adolescents between 1990 and 2013: Findings from the global burden of disease 2013 study. *JAMA Pediatrics 170(3): 267-287.* doi:10.1001/jamapediatrics.2015.4276 (**Impact Factor: 10.77**)
38. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2016. Estimates of global, regional, and national incidence, prevalence, and mortality of HIV, 1980-2015: the Global Burden of Disease Study 2015. *Lancet HIV 3(8): e361-e387.* DOI: http://dx.doi.org/10.1016/S2352-3018(16)30087-X (**Impact Factor: 11.36**)
39. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2016. Measuring the health-related Sustainable Development Goals in 188 countries: A baseline analysis from the Global Burden of Disease Study 2015. *The Lancet*, 388(10053): 1813 – 1850 DOI: http://dx.doi.org/10.1016/S0140-6736(16)31467-2 (**Impact Factor: 53.25**).
40. Global Burden of Disease Study (GBD) and HALE collaborators (including **R Leung**). 2015. Global, regional, and national comparative risk assessment of 79 behavioral, environmental and occupational, and metabolic risks or clusters of risks in 188 countries, 1990–2013: A systematic analysis for the Global Burden of Disease Study 2013 *The Lancet* 386 (10010): 2287 – 2323. DOI: http://dx.doi.org/10.1016/S0140-6736(15)00128-2 (**Impact Factor: 53.25**).
41. Global Burden of Disease Study (GBD) and HALE collaborators (including **R Leung**). 2015. Global, regional, and national disability-adjusted life years (DALYs) for 306 diseases and injuries and healthy life expectancy (HALE) for 188 countries, 1990–2013: quantifying the epidemiological transition. *The Lancet*. 386 (10009): 2145-91. doi: http://dx.doi.org/10.1016/S0140-6736(15)61340-X **(Impact Factor: 53.25)**

42. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2015. Global, regional, and national levels of age-sex specific all-cause and cause-specific mortality for 240 causes of death, 1990-2013: a systematic analysis for the Global Burden of Disease Study 2013. *The Lancet*. 385 (9963), 117-171, doi: http://dx.doi.org/10.1016/S0140-6736(14)61682-2 **(Impact Factor: 53.25)**

43. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2015. The global burden of injury: incidence, mortality, disability-adjusted life years, and time trends from the Global Burden of Disease Study 2013. *Injury Prevention.* doi:10.1136/injuryprev-2015-041616 **(Impact Factor: 2.42)**

44. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2015 Eastern Mediterranean Region Mental Health Collaborators (2018). The burden of mental disorders in the Eastern Mediterranean region, 1990-2015: findings from the global burden of disease 2015 study. *International journal of public health*, *63*(Suppl 1), 25–37. doi:10.1007/s00038-017-1006-1 **(Impact Factor: 2.37)**

45. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2014. Global, regional, and national incidence and mortality for HIV, tuberculosis, and malaria during 1990–2013: a systematic analysis for the Global Burden of Disease Study 2013. *The Lancet* 384 (9947), 1005-1070 doi:10.1016/S0140-6736(14)60844-8 **(Impact Factor: 53.25)**

46. Global Burden of Disease Study (GBD) collaborators (including **R Leung**). 2014. Global, regional, and national levels and causes of maternal mortality during 1990—2013: a systematic analysis for the Global Burden of Disease Study 2013. *The Lancet* 384 (9947), 980-1004, doi: 10.1016/S0140-6736(14)60696-6 **(Impact Factor: 53.25)**

§ indicates student co-author

Presentations at Invited Panels/ Scholarly Conferences (selected)

After tenure

1. Leung, R. 2024. "Addressing algorithmic bias in AI-enabled mental health research" *AI Applications in Healthcare: The Next Frontier* organized by *NY Life Science,* Albany, NY. https://www.linkedin.com/posts/activity-7204311299105665024-2ga1?utm_source=share&utm_medium=member_desktop
2. Leung, R. 2023. "Leveraging digital health to improve patient management & knowledge dissemination", *Nanyang Technological University Lee Kong Chian School of Medicine Invited Seminar, Singapore.*
3. Leung, R.."Using ChatGPT effectively". Presented at Professional Development Workshop at the *Academy of Management,* Boston 2023.
4. Leung, R. & Fan, P. "A Multilevel Framework of AI in Management," Academy of Management Paper Development Workshop, Singapore, 2022.
5. Leung, R. 2022. "An interdisciplinary approach to computational sociology", *Chinese University of Hong Kong Department of Sociology's Seminar series,* Hong Kong. https://www.soc.cuhk.edu.hk/event/an-interdisciplinary-approach-to-computational-sociology/
6. Leung, R. 2022. "Evaluating job performance and attrition with machine learning models", *National University of Singapore invited lecture*, Singapore.
7. Leung, R. 2019. "Improving health research with innovative data collection and analysis: Implications for Asian Americans", *RepresentAsian in Data Conference 2019, Harvard Medical School,* Boston, MA, Aug 24, 2019.
8. Leung, R. Mentor for Professional Development Workshop (Mentoring International Students in Health Care Management), Health Care Management Section, *Academy of Management* (AOM). Boston, MA. August, 2019.

Before tenure

9. Leung, R. Mentor for Professional Development Workshop (Mentoring International Students in Health Care Management), Health Care Management Section, *Academy of Management* (AOM). Chicago, IL. August, 2018.
10. Leung, R. "Social Media Analytics". *Lighting Talk, University at Albany,* April 2018.
11. Leung, R. Utilizing Social Media for knowledge-making: A research framework. 2017 Meeting of the *Society for the Social Studies of Science* (4S). Boston, MA. Sep 2017.
12. Leung, R. Using New Information Technology to Increase Emergency Preparedness. International Conference on Environmental Pollution and Health. Guangzhou, China. May 2017.
13. Leung, R., Rogers, A., & Lin, S. "Using Social Media to Disseminate Climate Change Knowledge". *Human Health in the Face of Climate Change: Science, Medicine, and Adaptation Conference*, Spain, May 2015.
14. Leung, R. "Social Networks—Background and Applications for Public Health Practice", *CCH Lecture Series, New York State Department of Health (NYSDOH)*, Albany, Nov 20, 2015

15. Leung, R., Li, J. "Using Social Media to Engage the Hard-to-Reach Populations". *Digitizing Demography Conference* at Facebook Headquarter in Menlo Park, CA, August 2014.
16. Leung, R. "Mobile Health in US and China" Invited talks in *School of Public Health, Peking University & Hebei University of Economics and Business*, China, April 2014.
17. Leung, R. "Social Media Applications in Health" Invited talk at Rensselaer Polytechnic Institute (RPI) in Rensselaer, NY, March 2014. http://rpi-sts.wikispaces.com/Colloquia+Spring+2014
18. Leung, R. "Mobile Apps for Mental Health in China: Towards A Research Agenda". *American Sociological Association (ASA)* conference in San Francisco, CA, August 2014.
19. Leung, R. "Building effective social media for public health" Presented in the *American Public dsHealth Association (APHA)* conference in Boston, MA, Nov 2013. https://apha.confex.com/apha/141am/webprogramadapt/Paper285615.html
20. Leung, R., Li, J. 2013. "The contested nature of social media in health". Presented in *Society for the Scientific Study of Science (4S)* conference in San Diego, CA, Oct 2013.
21. Leung, R. & Li, J. 2012. "A Two-Part Study of Social Media for Health Care Organizations" Presented in *Medicine 2.0 2012* at Harvard Medical School, Boston, MA.

Professional reports/published posters/ Other Short articles/essays (selected)

1. Leung R, Rogers A.[§] and Lin S Using social media to disseminate climate change knowledge. F1000Posters 2015, 6:516 (poster). Available at <http://f1000research.com/posters/1098179>
2. Leung, R. & Li, J. 2006. "Cultural Bonds in High-Tech Development: Collaboration between Chinese Researchers in Nanotechnology," Technical Proceedings of the 2006 NSTI Nanotechnology Conference.
3. Leung, R. 2016. Using social media to improve parent-child relationships. *Atlas of Science* (Sep 30, 2016). Available at http://atlasofscience.org/using-social-media-to-improve-parent-child-relationships/#more-16475
4. Leung, R. 2015. Social Media's Global Impact: Implications for Public Health. *GlobalSynergies* 1: 12. Available at http://www.albany.edu/international/assets/Global-Synergies-final7.pdf
5. Leung, R. 2015. US-China relations: From Cybersecurity to Cyber-collaboration. *ChinaDaily.com.cn*. (09-24-2015). Available at http://www.chinadaily.com.cn/opinion/2015-09/24/content_21970831.htm

Selected Teaching & Pedagogical Administration Responsibilities (*after tenure***)**

Health Information Technology & Health Analytics (MPH Program, U-Albany, 2023/24):
Description: Developed and taught advanced courses in Health Information Technology and Health Analytics, focusing on the application of AI and big data in public health. The courses received high evaluations (4.8/5 and 4.6/5, respectively) and have become integral parts of the MPH curriculum. The courses are designed to equip students with the skills needed to analyze and interpret complex health data, preparing them for careers in health informatics.

AI for Talent Management and Organizational Design (MBA/MS, NUS, 2022/23):
Description: Introduced a new course that explores the role of AI in managing talent and

designing organizational structures. The course covers topics such as AI-driven recruitment, employee performance evaluation, and organizational behavior modeling. With a course evaluation of 4.2/5, it has been well-received by students, particularly those interested in the intersection of technology and management.

AI in HR Management (EMBA, NUS, Spring 2024):
Description: Introduced a new executive-level course on AI applications in HR management, delivered in collaboration with NUS and NCCU. The course emphasizes practical applications of AI in workforce management, including predictive analytics for employee retention and performance. The course is part of the EMBA curriculum and has been highly rated by participants.

Using R for HR Analytics and Machine Learning (BBA, NUS; MPH, U-Albany):
Description: This course teaches undergraduate students how to use R for HR analytics and machine learning, with a focus on data-driven decision-making in human resources. The course received a rating of 4.1/5 and has been instrumental in preparing students for careers in data analytics.

Organization Design Theory (MA, Chinese University of Hong Kong):
Description: Taught an advanced course on organization design theory, focusing on the principles of designing effective and adaptable organizations. The course integrates classical theories with contemporary challenges in organizational design, particularly in the context of digital transformation. The course was well-received, with an evaluation score of 5.2/6.

Supervision:
Description: Supervised over 100 MPH/DRPH/MHA/MA students at U-Albany, U-Missouri, NUS, and CUHK. Mentored students in their research projects, guiding them through the development of research proposals, data collection, and analysis, leading to successful thesis defenses and publications in peer-reviewed journals.

List of MA/MPH/DRPH/PhD advisees (U-Albany only):

2013-14: Joe Chiarenzelli, Samantha Schuffenecker, Lee Alexis, Shannon Doherty, Joe Hosri

2014-15: Ayoade Adeyemi, Sofya Andemicael, Donette Ritchie, Sambhavna Dhawan Khanna, Ashley Rogers, Iris Shi, Shen Wang

2015-16: Nerissa George, Evan Harasta, Wayne Lawrence, Yumeng Luo, Erting Sa, Anuj Sikchi, Sarah Zahakos, Akua Boakye-Yiadom

2016-17: Karissa Doerr, Amna Hussain, Andrew Lewis, Megan Scott, Kristine Voos, Nishat Fatima, Abby Jama-Adan, Parth Shah, Saieed Khalil

2017-18: Sara Weinman, Sisi Yeung, Elizabeth Rybczyk, Sabrina Khan, Samantha Williams

2018-19: Beverly Andres, Anne-Marie Fitzgeral, Fatima Hussain, Enmanuel Perez, Cynthia Louis-Juste, Cindy Huang, Regine Russell, Megan Winderl, Oluwatomi (Tomi) Alade

2019-20: Cindy Huang, Fareedat Bello, Andrey Demchenko, Kapru Htoo, Patrick Schumacher, Noha Maddah, Sahil Chaudhry

2020-21: Rhea Chavda, Rida Saeed, Andrei Chell, Emmanuel Nyarko

2023-24: Rhorianne (Rhori) Foster, Alexis Marie Williams, Puneet Kaur Singh, Karson Saunders, Julia del Pozo, Zachary Taylor, Junior Florent, Rutwik Das

2024-25: Ashanti Adams, Jordyn Clarke, Julia Del Pozo, Junior Florent, Allison Klein, Kelly-Jean O'Neill-Knasick, Karson Saunders, Puneet Singh, Zachary Taylor

Pedagogical Administration

Report on Increasing Enrolment in the MPH Program
Description: Authored a comprehensive report comparing MPH programs across the United States and providing strategic recommendations to increase enrollment at U-Albany. The report suggested innovative curriculum changes, targeted marketing strategies, and partnerships with healthcare organizations to attract more students to the program.

Curriculum Changes & Course Redesigns
Description: Led the redesign of the MPH curriculum at U-Albany, introducing accelerated options for mid-career students and developing an AI certificate program for MPH students. These changes have made the program more accessible and relevant to current public health challenges, leading to increased enrollment and student satisfaction.

Recruitment of New Faculty
Description: Played a key role in recruiting new faculty members with expertise in health informatics and AI, enhancing the department's research capabilities and expanding its course offerings. The recruitment process involved identifying key areas of growth, conducting interviews, and facilitating the integration of new hires into the department.

Development of Online Offerings
Description: Expanded the department's online course offerings, making it easier for working professionals to pursue advanced degrees. The online courses are designed to be as rigorous and interactive as their on-campus counterparts, using the latest in educational technology to enhance learning outcome

Service (Selected)

University at Albany, State University of New York, 2013 – Present:

HPMB Department

Track Director, Health Policy & Management, 2018 – Present:
Description: As Track Director, I am responsible for overseeing the Health Policy & Management program, ensuring that the curriculum meets the highest academic standards and aligns with the needs of the public health sector. My role includes coordinating faculty, managing student admissions, and leading efforts to continuously improve the program.

Chair, Assistant Professor of Health Policy and Management Hiring Committee, 2023-24:
Description: Chaired the committee tasked with hiring a new Assistant Professor for the department. The process involved defining the job description, reviewing applications, conducting interviews, and making final hiring recommendations to the Dean. Successfully recruited a candidate with a strong background in health policy and data analytics.

Chair, Personnel and Curriculum Committee, 2024 - Present:
Description: Lead the committee responsible for evaluating and improving the department's curriculum and overseeing personnel matters. This includes reviewing course proposals, making recommendations for curriculum enhancements, and evaluating faculty performance for promotion and tenure decisions.

Member, Curriculum Committee, 2016 - 2023:
Description: Contributed to the ongoing development and refinement of the department's curriculum, ensuring that it remains current with trends in public health and healthcare management. Participated in the evaluation of new course proposals and the redesign of existing courses to better meet the needs of students and the healthcare industry.

Member, Student Affairs Committee, 2013 – 2015:
Description: Served on the committee responsible for addressing student concerns, including academic advising, career counseling, and student life. Played a key role in enhancing the student experience by implementing new support services and resources for graduate students.

School of Public Health

Member, APCA (Tenure Review) Committee, 2024-present:
Description: Review tenure applications within the School of Public Health, assessing candidates' research, teaching, and service contributions. Provide detailed evaluations and recommendations to the Dean regarding tenure decisions.

Member, Assistant Professor of AI Hiring Committee, 2023 - Present:
Description: Participated in the recruitment of a new Assistant Professor specializing in AI for public health applications. This involved identifying key areas where AI could be integrated into

the School's research and teaching, interviewing candidates, and helping to select the most qualified individual.

Member, MPH Steering Committee, 2019:
Description: Played a key role in steering the direction of the MPH program, particularly in building new MS and certificate programs in Health Analytics in collaboration with the College of Emergency Preparedness & Cybersecurity. My work involved aligning program objectives with industry demands and ensuring the curriculum prepares students for careers in public health and analytics.

Member, MPH Admissions Committee for the School of Public Health, 2017-2024:
Description: Reviewed and evaluated applications for the MPH program, focusing on selecting candidates with the potential to succeed in the field of public health. My contributions helped maintain the program's high standards and attract a diverse and talented student body.

Member, Global Health Subcommittee with Sun Yat-sen University Partnership, 2017:
Description: Worked on strengthening the partnership between U-Albany and Sun Yat-sen University, focusing on collaborative research and student exchange programs. This involved coordinating joint research projects, facilitating faculty exchanges, and organizing international conferences.

Chair of Hiring/Retention Subcommittee & Member of Diversity Committee, 2014 – 2021:
Description: Led efforts to promote diversity and inclusion within the School of Public Health. My role involved developing strategies to recruit and retain a diverse faculty, organizing workshops on inclusive teaching practices, and contributing to the School's diversity action plan.

University-level Service

UPDATED: NOMINEE FOR CO-DIRECTOR, Global Center for AI in Mental Health

Member, University Senate Council on Research (CoR), 2024 – Present:
Description: Serve on the University Senate's Council on Research, providing guidance on research policies, promoting interdisciplinary research initiatives, and advocating for resources to support faculty research.

Member, Hiring Committee for Instructional Developer, 2019 – 2020:
Description: Participated in the recruitment of an instructional developer to support the University's online learning initiatives. My role involved identifying the skills and experience needed to enhance online course offerings and participating in the interview process.

Member, Truman Scholarship Committee, 2018 - 2020:
Description: Reviewed applications and conducted interviews for the prestigious Truman Scholarship, which supports students pursuing careers in public service. My contributions helped select candidates with strong leadership potential and a commitment to public service.

Member, Educational Technology Advisory Group, 2018 – 2020:
Description: Advised on the integration of educational technology into the University's curriculum, with a focus on enhancing online learning and supporting faculty in adopting new teaching tools.

University of Missouri, Columbia (2010-2013)

Core Faculty/Member, MU Informatics Institute, 2010-2013:

Description: Played a key role in advancing the interdisciplinary research and educational mission of the institute, and contributed to the development and implementation of informatics programs that integrated data science, health information systems, and technology-driven solutions to address complex health challenges.

Core Faculty/Member, Health Informatics Curriculum Committee, 2010 – 2013:

Description: Shaped the curriculum for the Health Informatics program at the University of Missouri, actively involved the design and revision of course content to ensure it reflected the latest developments in health informatics, data management, and technology integration in healthcare.

Professional Service

Grant Reviewer, National Science Foundation, 2023 – Present:
Description: Review grant proposals submitted to the NSF, providing expert evaluations on their scientific merit, feasibility, and potential impact. My reviews help ensure that NSF funding supports high-quality, innovative research.

Grant Reviewer, National Institutes of Health, 2023 – Present:
Description: Evaluate grant proposals submitted to the NIH, focusing on projects related to health informatics, public health, and AI applications in healthcare. My contributions help guide NIH funding decisions to support research that advances public health.

Professional Development Workshop Organizer, Academy of Management's Health Management Section, 2019-2021:
Description: Organized and facilitated workshops at the Academy of Management's annual meeting, focusing on topics such as mentoring international students and integrating AI into health management education. These workshops provided valuable professional development opportunities for attendees.

Research Committee Member, Academy of Management's Organization and Management Theory Section, 2016 – Present:
Description: Contribute to the development of research agendas and initiatives within the Organization and Management Theory Section. My work includes organizing symposia, reviewing submissions, and promoting research that advances the field of organizational theory.

Reviewer, Lancet, Journal of American Medical Association (JAMA), Nature, American Journal of Public Health (AJPH), Health Care Management Review (HCMR) (these are some the most prestigious journals in public health), 2013 – Present:
Description: Provide peer reviews for manuscripts submitted to Lancet, JAMA, Nature, AJPH, HCMR, offering constructive feedback to authors and ensuring the publication of high-quality research in health care management.

Reviewer, Academy of Management Review (AMR), Academy of Management Journal (AMJ), Organization Science (OS), Management and Organization Review (MOR) (these are some the most prestigious journals in management) 2013 – Present:
Description: Provide peer reviews for manuscripts submitted to AMR, AMJ, OS and MOR offering constructive feedback to authors and ensuring the publication of high-quality research in health care management.

Reviewer, American Sociological Review (ASR), Journal of Social and Behavioral Science (JSBS), Science, Technology and Human Values (STHV) (these are some the most prestigious journals in social and behavioral science), 2006 – Present:
Description: Provide peer reviews for manuscripts submitted to ASR, JSBS, HCMR, offering constructive feedback to authors and ensuring the publication of high-quality research in social studies of science.

Chair, Articulating the Sensibilities of Social Media, Society for the Social Studies of Science (4S), Boston, MA, Sep 2017:
Description: Organized and chaired a session at the 4S annual meeting, focusing on the role of social media in shaping public health narratives. The session brought together scholars from various disciplines to discuss the implications of social media on health communication.

Editorial Board Member, Journal of Medical Internet Research (JMIR) Serious Games, 2013 – Present:
Description: Serve on the editorial board of JMIR Serious Games, overseeing the review process for submissions and contributing to the journal's strategic direction. My role involves ensuring that the journal publishes innovative research on the use of serious games in healthcare.

Editorial Board Member, International Journal of Disaster Response and Emergency Management (IJDREM), 2018 – Present:
Description: Provide editorial oversight for IJDREM, ensuring that the journal publishes high-quality research on disaster response and emergency management. My contributions include reviewing submissions, advising on special issues, and promoting the journal within the academic community.

Grant Reviewer, National Science Foundation's Science Technology & Society Section, 2018 – Present:
Description: Review proposals for the NSF's Science Technology & Society Section, focusing on interdisciplinary research that explores the societal implications of technological advancements. My reviews help guide NSF funding decisions in this critical area.

Grant Reviewer, National Oceanic and Atmospheric Administration (NOAA), 2018 – Present:
Description: Evaluate grant proposals submitted to NOAA, focusing on projects that address the intersection of climate change, public health, and technological innovation. My reviews contribute to NOAA's efforts to support research that addresses pressing environmental challenges.

Grant Reviewer, Corporation for National & Community Service's Social Innovation Fund, 2015 – 2016:
Description: Reviewed grant proposals for the Social Innovation Fund, assessing their potential to drive social change and improve community outcomes. My work involved evaluating the scalability, sustainability, and impact of proposed projects.

References

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7. Reports and Recommendations from Governmental Affairs & Public Policy Committee

Presented by Doug Edwards

The University of Memphis Board of Trustees

Recommendation

Approval

Date: December 4, 2024

Committee: Governmental Affairs and Public Policy

Approval: University Schools Consent Agenda Approval

Presented by: Doug Edwards

Background: In serving as the school board for University Schools, the state's first Innovative School District, we are required by law to approve a number of academic and operational items for our district including policies, the district's summer instructional plan, University Schools accelerated course offerings, our University Schools Academic Calendar, the Tennessee Department of Education TISA Accountability Report, and the Tennessee Department of Education Compliance Report. These items have all been shared with board members and are included within the University Schools consent agenda in your board materials.

The Governmental Affairs and Public Policy Committee recommends a motion to approve the University Schools consent agenda items that include the district's policies, the district's summer instructional plan, the University Schools accelerated course offerings, the University Schools Academic Calendar, the Tennessee Department of Education TISA Accountability Report, and the Tennessee Department of Education Compliance Report, as contained in your meeting materials.

8. Reports and Recommendations from Finance & Audit Committee

Presented by David McKinney

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2024

Committee: Finance and Audit Committee

Recommendation: Approval of FY2025 Revised Budget

Presented by: Rene Bustamante, Executive Vice President & Chief Operating & Financial Officer

Background:

The University of Memphis revises the Proposed (Initial) Budget each fall to update revenue and expenditure projections. The FY2025 Revised Budget takes into consideration fall enrollment changes, tuition increases, the effect of any prior year's activities carried forward into the current year, and adjustments in state appropriations occurring since the FY2025 Proposed Budget was prepared and approved in June 2024.

The FY2025 Educational and General (E&G), Auxiliary Enterprises and Restricted revised budgets are within available resources. The Revised Budget complies with all applicable policies and guidelines.

Committee Recommendation:

The Finance and Audit Committee recommends approval of the FY2025 Revised Budget.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: December 4, 2024

Committee: Finance and Audit

Recommendation: Authorize renaming the Auxiliary Services Foundation to the Athletic Foundation

Presented by: Rene Bustamante, Chief Financial Officer

Background:

The Tigers of Memphis Foundation ("TOM") was established in 2014 to support the University's athletic endeavors. This Foundation was never utilized and was administratively dissolved by the Tennessee Secretary of State in 2018. It was subsequently revived and put back in good standing in January of 2019. That same year, the University requested, and the Board approved the repurposing and renaming of TOM to the University of Memphis Auxiliary Services Foundation ("ASF"). At the time, the ASF's purpose was to hold and operate auxiliary enterprises which would directly benefit the University. Although the ASF has been operating in that capacity, it has evolved into supporting the University's athletic endeavors. Most recently with the acquisition of the Simmons Bank Liberty Stadium.

To this end, the University would like to repurpose and rename the Auxiliary Services Foundation to the Athletic Foundation. The foundation will retain its 501(c)(3) status as well as the current board structure and its mission will be to support and promote the advancement of the athletic programs of the University.

Motion:

Motion to authorize the renaming and repurposing of the Auxiliary Services Foundation to the Athletic Foundation.

9. Approval of Accreditation Policy

For Approval

Presented by Cato Johnson

The University of Memphis Board of Trustees

Recommendation for Approval

Date: December 4, 2024

Committee: Full Board Meeting

Presentation: Approval of Accreditation Policy

Presented by: Cato Johnson

Background:

HB2625/SB 2528 Public Chapter 868 requires each governing board of a public institution of higher education to regularly update the institution's policies and practices regarding institutional accreditation to conform with changes made by the United States Department of Education or by the United States Senate. As such, each governing board of a public institution of higher education shall identify and determine the institutional accrediting agencies or associations eligible to serve as an accreditor. Such institutional accrediting agencies or associations must be recognized by the database created and maintained by the United States department of education.

Each governing board of a public institution of higher education in this state shall update the institution's policies and practices regarding accreditation to ensure that the institution may freely choose to pursue accreditation by any accreditor recognized by the United States department of education for the kinds of programs offered by the institution.

MOTION:
"The Board of Trustees requests a motion to approve the Accreditation Policy as presented in the meeting materials."

Policy Title: Accreditation

Subject Area: Academic

Responsible Official(s): Executive Vice President for Academic Affairs and Provost; Senior Associate Vice Provost-Institutional Effectiveness

Responsible Office(s): Office of the Provost

Policy Statement

Pursuant to state law, each governing board of a public institution of higher education must regularly update the institution's policies and practices regarding institutional accreditation to conform with changes made by the United States Department of Education (USDOE) or by the United States Congress. Each governing board of a public institution of higher education in the state must identify and determine the institutional accrediting agencies or associations eligible to serve as an accreditor. Such institutional accrediting agencies or associations must be recognized by the database created and maintained by the USDOE.

The University of Memphis is committed to upholding a high standard of academic excellence through the accreditation process. In alignment with that commitment, and pursuant to state law, the University retains the authority and flexibility to pursue accreditation by any accreditor recognized by the USDOE for the kinds of programs offered by the University.

Definitions

Institutional accrediting agencies or associations refers to the list of accreditors recognized by the United States Department of Education. Institutional accrediting agencies ensure that education provided by institutions of higher education meets acceptable levels of quality.

Policy

Available Accreditors

The University of Memphis may choose an institutional accreditor from the following list of USDOE-approved accrediting bodies.

1. Higher Learning Commission
2. Middle States Commission on Higher Education
3. New England Commission of Higher Education

4. Northwest Commission on Colleges and Universities
5. Southern Association of Colleges and Schools, Commission on Colleges
6. WASC Senior College and University Commission

Changing Institutional Accreditor

The University of Memphis may choose to change its institutional accreditor. The proposed change will be initiated by a recommendation from the President of the University, with approval required by a majority vote of the full body of the Board of Trustees.

State Law Compliance

An accrediting agency or association is prohibited from compelling a public institution of higher education to violate state law. Any adverse action taken against the University based on the University's compliance with state law may itself be a violation of law and may result in the University pursuing a civil action against the accrediting agency or association. If an accrediting agency or association violates T.C.A. § 49-7-187(b), the Board of Trustees shall notify the State of Tennessee General Assembly in writing within thirty (30) calendar days of the violation.

Review of Policy

The University of Memphis' Board of Trustees shall review this policy once every three years to adapt to any changes made by the USDOE or United States Congress.

T.C.A. §§ 49-8-203, Public Chapter 868 (2024)

Approved by Board of Trustees: December 4, 2024

10. Approval of Artificial Intelligence Tools in Teaching and Learning Policy

For Approval

Presented by Cato Johnson

The University of Memphis Board of Trustees

Recommendation for Approval

Date: December 4, 2024

Committee: Full Board Meeting

Presentation: Approval of Artificial Intelligence Tools in Teaching and Learning Environments Policy

Presented by: Cato Johnson

Background:

SB1711/HB1630 requires the Board of Trustees of each public institution of higher education and the governing body of each local education agency (LEA) and to adopt a policy regarding the use of artificial intelligence by students, faculty, and staff for instructional and assignment purposes. This law requires the board of trustees of each public institution of higher education to post the policy on each institution's website and to submit the policy to the Chair of the Education Committee of the Senate and the Chair of the Education Administration Committee of the House of Representatives no later than July 1, 2025.

MOTION:
"The Board of Trustees requests a motion to approve the Artificial Intelligence Tools in Teaching and Learning Environments Policy as presented in the meeting materials."

Policy Title: Artificial Intelligence Tools in Teaching and Learning Environments

Subject Area: Academic

Responsible Official(s): Executive Vice President and Provost

Responsible Office(s): Office of the Provost

Policy Statement

Generative Artificial Intelligence (AI) has become more prevalent in teaching and learning environments with the launch of readily accessible tools. Due to the diversity of needs and pedagogical approaches necessary for research and teaching, generative AI may be acceptable in the classroom, solely at the discretion of the instructor. Improper use of generative AI involves the unauthorized submission of personally generated content as an individual's own work.

Definitions

Generative artificial intelligence (generative AI) is a type of AI that can create new content and ideas, including conversations, stories, images, videos, and music.

Policy

Recognizing both the diverse potential benefits and challenges of generative AI across academic areas, instructors and staff have the discretion to set their own guidelines for the application of AI tools in their courses, provided these guidelines are detailed in the course syllabi and clearly conveyed to students.

Students may not use generative AI tools to complete exams or assignments (including papers, projects, computer programs, oral presentations, or other course requirements), unless given explicit permission from their course instructor. Making use of or providing unauthorized assistance or materials in the preparation of taking an examination or other academic coursework may result in a referral to the Office of Student Accountability for review of academic misconduct.

Regardless of the course AI guidelines, all notable uses of generative AI must be acknowledged in writing or via citation at the time of assignment submission. If students are unsure of the

permissibility of the use of generative AI in a specific course context, they must seek clarification from their instructor prior to its use.

Approved by Board of Trustees: *December 4, 2024*

11. Election of Board Chair

For Approval

Presented by Doug Edwards

The University of Memphis Board of Trustees

Recommendation for Approval

Date: December 4, 2024

Committee: Board of Trustees

Presentation: Election of Board Chair

Presented by: Doug Edwards

Background: Tennessee Code Annotated 49-8-201 and the University of Memphis Board of Trustees bylaws both state that the Board of Trustees shall elect, from amongst their membership, a Chair. The board chair position shall serve a two-year term. At the December 6, 2023, Board of Trustees meeting, the current chair of the Board (Doug Edwards) stepped down after serving the first year of his two-year term. Trustee Cato Johnson was elected to fulfill the last year of Chairman Edwards term, a term that expires before the March 2025 Board of Trustees meeting. Therefore, to remain compliant with Tennessee Code Annotated and Board of Trustees bylaws, the Board will vote to extend Chairman Johnson's term an additional year. This extension will provide Chairman Johnson with a full two-year term. His term will be effective up until the March 2026 Board of Trustees meeting.

Motion: The Board of Trustees recommends a motion to approve an extension of Chairman Cato Johnson's term as Board Chair an additional year.

12. Additional Business

Presented by Cato Johnson

13. Adjournment

Presented by Cato Johnson