



Minutes of the Faculty Senate

Presiding: William P. Travis (Health Studies)

Date: 4-18-2023

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

Senators Present: Reza Banai (City and Regional Planning), Lynda Black (School of Law), Theodore Burkey (Chemistry), Gerald Chaudron (Libraries), Tori Cliff (Journalism and New Media), Melanie Conroy (World Languages and Literatures), Frances Fabian (Management), Hal Freeman (Liberal Studies), Rhema Fuller (Hospitality), Edith Gnanadass (Leadership), Stephanie Huette (Psychology), Andrew Hussey (Economics), Eddie Jacobs (Electrical and Computer Engineering), Brian Janz (Business Information and Technology), Shelley Keith (Criminology and Criminal Justice), Jeni Loftus (Sociology), Jeff Marchetta (Mechanical Engineering), Scott Marler (History), Sanjay Mishra (Physics and Materials Science), Deborah Moncrieff (Sciences & Disorders), Patrick Murphy (Counseling, Edu Psychology & Research), Deanna Owens-Mosby (Instruction and Curriculum Leadership), Dursen Peksen (Political Science), Michael Perez (Anthropology), Zabi Rezaee (Accountancy), Brian Ruggaber (Theatre & Dance), Michael Anderson Shults (School of Music), Genae Strong (Nursing), Mark Sunderman (Fin, Ins, and Real Estate), Jeff Thieme (Marketing & Supply Chain), William Travis (Health Sciences), Alistair Windsor (Mathematical Sciences), Leah Windsor (English), and Amanda Young (Communication & Film).

Senator Present by Proxy: Coe Lapossy, proxy for Rebecca Howard (Art), Gregory Washington, proxy for Maggie Landry (School of Social Work)

Proxies for Trustee Vote (Conflict of Interest): Alexander Headley, proxy for Jeff Marchetta (Mechanical Engineering), Ken Lambert, proxy for Zabi Rezaee (Accountancy), Terrance Tucker, proxy for Leah Windsor (English), and Máté Weirdl, proxy for Alistair Windsor (Mathematical Sciences).

Senators Absent: (Earth Sciences), (Engineering Technology), Mihalios Golias (Civil Engineering), Jessica Jennings (BioMedical Engineering), Daniel E. Millican (Military Sciences, Naval Sciences), Fawaz Mzayek (Public Health), Matthew Parris (Biological Sciences), Kas Saghafi (Philosophy), Sajjan Shiva (Computer Science), and Jennifer Thompson (Architecture).

Faculty Senate Information Officer: Senator Maggie Landry.

Guests: Jill Dapremont (Past President), Richard Evans (UMAR), Bill Hardgrave (University President), David Kemme (Faculty Trustee), and Abby Parrill-Baker (Interim Provost).

The four-hundred-and-ninety-sixth meeting of the University of Memphis Faculty Senate was held on Tuesday, April 18, 2023, via the Zoom video conferencing platform due to restrictions imposed in response to the COVID-19 global pandemic.

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

President Pat Travis called the virtual meeting to order at 2:40 pm with a quorum present. He announced that Senator Maggie Landry is serving as Information Officer for this meeting.

03.28.23.02 APPROVAL OF AGENDA

The agenda was approved as written with a change under Announcements to reflect a change in the meeting room from UC Ballroom 320A to UC Ballroom 320B.

03.28.23.03 APPROVAL OF MINUTES

The minutes of the March 28, 2023, Faculty Senate (FS) meeting were approved as written by acclamation.

03.28.23.04 PRESIDENT'S REPORT

President Travis reported that he attended the Policy Review Board meeting, the EC meeting with the Interim Provost, the Deans Council meeting, the President's Council meetings, the Excellence Awards Ceremony, and the Honorary Degree Nominations meeting with the Interim Provost.

03.28.23.05 REPORTS

Standing Committee Reports

Committee on Committees: Chair, Genae Strong

President Travis yielded to Committee on Committees Chair Genae Strong who reported that the Committee is still looking for Faculty Appeals Advocates as the Committee has not received any volunteers willing to serve in this role. Faculty Appeals Advocates must be tenured at the full professor rank and be very familiar with the appeals process.

Academic Policies Committee: Chair, Edith Gnanadass

President Travis yielded to Academic Policies Committee Chair Edith Gnanadass who reported that the Committee will be putting together a task force on artificial intelligence (AI) next semester. She solicited Senators or faculty who might be interested in serving to contact her via email.

Academic Support Committee: Chair, Andrew Hussey

President Travis yielded to Academic Support Committee Chair Andrew Hussey who reported that the Committee has no report this month.

Budget and Finance Committee: Chair, Zabi Rezaee

President Travis yielded to Budget and Finance Committee Chair Zabi Rezaee who reported that he represented the Faculty Senate in the FY2024 Strategic Resource Investment (SRI) Administrative Support Budget presentations for two days. The key takeaways from the meetings for faculty are:

- The implementation of an across the board 3% budget reduction plan for all colleges/units.
- The implementation of a Responsibility Centered Management (RCM) model as part of the strategic plans for the university. The RCM model is an outcomes-driven process based on financial/quantitative and nonfinancial qualitative key performance indicators in evaluating unit performance.
- The SRI Administrative Support Unit Committee is setting priorities for twenty-nine budget requests because of the limited amount of new funding available.

The two subcommittees of the Business and Finance Committee have performed their preliminary analyses of faculty salary comparison and faculty salary compression. The chairs of these subcommittees, Senators Alistair Windsor and Brian Ruggaber, will give their verbal reports shortly. Senator Alistair Windsor is working with other members of the Business and Finance Committee in preparing a list of our peer institutions.

Subcommittee reports:

Senator Alistair Windsor reported that one of the subcommittees of the Budget and Finance Committee has produced a salary comparison with the list of peer institutions posted on the Office of Institutional Research (OIR) website on February 3, 2023. Salary information is drawn from the preliminary version of the 2022-2023 AAUP Faculty Salary Survey posted on April 6, 2023.

He expressed some cautionary notes about the reliability of the comparison group since faculty salaries was one of the variables considered when constructing the group. There are some concerns about the AAUP Faculty Salary Survey because they now combine non-tenure track assistant, associate, and full professor ranks with the tenured ranks, but the University of Memphis doesn't seem to have done this as instructors salaries are still reported. However, the University of Memphis ranked eighth out of nine for overall full-time faculty salaries across all ranks. The average salary across all ranks at the University of Memphis is \$82,400. Our US News and World Report ranking is 263rd. The only institution to rank lower was East Carolina University, an R2 institution, with an average salary of \$80,800. The highest ranked institution was the University of Nevada at Reno, an R1 institution, with an average salary of \$98,100.

At the level of assistant professor, the average salary is \$77,900 which ranks fifth out of nine. At the level of associate professor, the average salary is \$86,900 which ranks seventh out of nine. At the level of full professor, the average salary is \$113,200 which ranks sixth out of nine.

Reporting makes it very difficult to compare the salary of non-tenure track appointments. Institutions were to report teaching faculty members (for example, associate professor of teaching) at the same rank used in their titles, regardless of their tenure status. The University of Memphis appears to have reported full-time associate professor of teaching and assistant professor of teaching faculty as instructors for the purposes of this survey. Of the seven institutions that reported salaries for instructors the University of Memphis ranked fifth.

Senator Ruggaber provided a report from another subcommittee. He thanked the Budget and Finance Committee members and the Office of Institutional Research for their support and assistance as the subcommittee explored the issue of faculty salary compression within the university. He specifically thanked Senators Leah Windsor and Alistair Windsor for their assistance in developing further analysis for the upcoming written report.

The Office of Institutional Research (OIR) has supplied the following information to the committee via the report, University of Memphis: Faculty Salary Analysis Fall 2022. This report breaks down the University of Memphis's faculty salaries as medians (averages) within the following demographics:

1. Rank (Professor, Associate Professor, Assistant Professor, and Instructor)
2. Gender (Male, Female)
3. Ethnicity (Asian, Black, Hispanic, Other, White)

The models in the report are:

- A. Between Rank Compression (Faculty of a higher rank is not earning enough compared to median salaries of lower ranks).
- B. Within Rank Compression (Faculty member is not earning enough compared to other faculty within the same rank and time in rank).

OIR's compression conclusions are:

- A. When running the model for UofM as a whole, there is no evidence of Between Rank Salary Compression for faculty on average.
- B. When running the model for UofM as a whole, there is no evidence of Within Rank Salary Compression for faculty on average.

However, OIR does identify compression issues at the College level. Between Rank Faculty Compression is exhibited in the following Colleges and specifically affects 53 faculty members:

- A. Crews School of Accounting
- B. Psychology
- C. Arts & Sciences

- D. Fogelman College of Business & Economics
- E. Communication Science Disorders
- F. University Libraries
- G. Kemmons-Wilson School of Hospitality & Resort Management

As of 2022 OIR has identified 219 faculty members within the following Colleges for Within Rank Faculty Salary Compression and flagged them for manual review.

- A. Crews School of Accounting
- B. Arts and Sciences
- C. Fogelman College of Business & Economics
- D. Communication & Fine Arts
- E. Communication Science & Disorders
- F. Computer Science
- G. Education
- H. Herff College of Engineering
- I. Health Studies
- J. Cecil C Humphreys School of Law
- K. Lowenberg College of Nursing
- L. Professional and Liberal Studies
- M. Kemmons-Wilson School of Hospitality & Resort Management

The Budget and Finance Committee is doing additional research to be included in the final written report for this body. To be more useful to individual faculty and UofM Departments, the Budget and Finance Committee is further breaking down the OIR's salary compression research to include information at the Departmental level. OIR has provided the Committee with a wealth of useful information, but not length of faculty service. We have requested additional data from OIR on this matter.

It is the intent of the Committee to include the following information in the Committee's final report to the Senate:

- A. The average salary per rank along with the highest and lowest salary in said rank and a numerical indicator of compression within each Department.
 - a. A numeric value of less than one indicates inversion (i.e., new hires are making more than current faculty).
 - b. A number more than one indicates salary compression (i.e., there is little difference between salaries of new hires verses those currently on faculty).

Faculty Policies Committee: Chair, Jeff Marchetta

President Travis yielded to Faculty Policies Committee Chair Jeff Marchetta who reported that the Faculty Policies Committee received a concern from a department over the proposed Faculty Handbook revisions. The Committee has decided to hold the motion on recommending the 2023-2024 Faculty Handbook revisions until the April 25 Faculty Senate meeting to allow additional time for the department to provide its feedback to the department Senator and to the Committee.

Library Policies Committee: Chair, Frances Fabian

President Travis yielded to Library Policies Committee Chair Frances Fabian who reported that the Committee plans to meet with administrators on May 3 to discuss how the university will be dealing with budget shortfalls in the University Libraries.

Research Policies Committee: Chair, Mike Gkolias

The Research Policies Committee had no report.

Administrative Policies Committee: Chair, Ted Burkey

President Travis yielded to Administrative Policies Committee Chair Ted Burkey who reported that faculty surveys to evaluate deans and unit heads have been prepared and uploaded by Cindy Muzzi, Assistant Director of the Center for Research in Educational Psychology (CREP). The charge for the surveys is \$1,000 and an invoice will be sent to the Office of the Provost. Deans and unit heads were scheduled to distribute reports of their activities and accomplishments to their faculty and the Interim Provost by Friday, April 13. If Senators have not received these reports by the end of this week, they are encouraged to notify Chair Burkey via email. The survey could be distributed as early as next week and will be open for two weeks.

03.28.23.06 NEW BUSINESS

Election of Faculty Trustee to the University of Memphis Board of Trustees

President Travis began the Faculty Trustee election by briefly summarizing the process. He yielded to DeAnna Owens-Mosby who explained the process in more detail and called the roll. Past-President Jill Dapremont and Senator Landry managed the roll call votes (See Appendix A.1 for the roll call vote results).

Senator Jeff Marchetta is elected to the Faculty Trustee position.

Incoming Faculty Trustee Marchetta thanked the Senate. He looks forward to representing the faculty perspective on the Board. He expressed that it has been a pleasure working with

Senators over the past nine years in many different aspects and capacities. He looks forward to continuing to collaborate with the Faculty Senate as he moves forward to the Board of Trustees.

Faculty Trustee Presentation – Outgoing Faculty Trustee David Kemme

President Travis yielded to Outgoing Faculty Trustee David Kemme who made a presentation on the role of the Faculty Trustee (See Appendix A.2).

03.28.23.07 ANNOUNCEMENTS

President Travis announced that the next Faculty Senate meeting will be in person in the University Center (UC) Ballroom (320B) on Tuesday, April 25.

03.28.23.08 ADJOURN

The meeting adjourned at 4:12 pm.

Appendix

A.1: Faculty Trustee Election – Rollcall

Rollcall vote #1:

Senator, Unit	Jeff Marchetta	Zabi Rezaee	Brian Waldron	Leah Windsor
Lynda Black, Cecil C. Humphreys College of Law	1			
Michael Perez, College of Arts & Sciences Department of Anthropology				1
Matthew Parris, College of Arts & Sciences Department of Biological Sciences				
Ted Burkey, College of Arts & Sciences Department of Chemistry			1	
Reza Banai, College of Arts & Sciences Department of City and Regional Planning	1			
Sajjan Shiva, College of Arts & Sciences Department of Computer Science				
Shelley Keith, College of Arts & Sciences Department of Criminology				1
NO SENATOR, College of Arts & Sciences Department of Earth Sciences				
Leah Windsor (PROXY: Terrance Tucker), College of Arts & Sciences Department of English				1
Scott Marler, College of Arts & Sciences Department of History	1			
Alistair Windsor (PROXY: Mate Weirdl), College of Arts & Sciences Department of Math Sciences				1
Daniel Millican, College of Arts & Sciences Department of Military Sciences				
Kas Saghafi, College of Arts & Sciences Department of Philosophy				
Sanjay Mishra, College of Arts & Sciences Department of Physics and Materials Science	1			
Dursen Peksen, College of Arts & Sciences Department of Political Science				1
Maggie Landry (PROXY: Gregory Washington), College of Arts & Sciences Department of School of Social Work				1
Jeni Loftus, College of Arts & Sciences Department of Sociology	1			
Melanie Conroy, College of Arts & Sciences Department of World Languages and Literature				1
Jennifer Thompson, College of Arts & Sciences Department of Architecture				
Rebecca Howard, College of Arts & Sciences Department of Art				1
Amanda Young, College of Arts & Sciences Department of Communication and Film				1
Tori Cliff, College of Arts & Sciences Department of Journalism and Strategic Media	1			
Brian Ruggaber, College of Arts & Sciences Department of Theatre and Dance				1
Michael Anderson, Shultz Rudi E. Scheidt School of Music				1
Patrick Murphy, College of Education, Department of Counseling, Educational Psychology, & Research	1			
DeAnna Owens-Mosby, College of Education, Department of Instructional Curriculum Leadership	1			
Edith Gnanadass, College of Education, Department of Leadership				1
Hal Freeman (PROXY ???), College of Professional and Liberal Studies	1			
Deborah Moncrieff, School of Communication Sciences and Disorders			1	
Brian Janz, Fogelman College of Business & Economics, Business and Information Technology	1			
Andrew Hussey, Fogelman College of Business & Economics, Economics				1
Mark Sunderman, Fogelman College of Business & Economics, Finance, Insurance, and Real Estate	1			
Frances Fabian, Fogelman College of Business & Economics, Management	1			
Jeff Thieme, Fogelman College of Business & Economics, Marketing & Supply Chain Management	1			
Zabi Rezaee (PROXY ???), Fogelman College of Business & Economics, School of Accountancy		1		
Jessica Jennings, Herff College of Engineering, Department of Biomedical Engineering				
Mihalis Golias, Herff College of Engineering, Department of Civil Engineering				
Eddie Jacobs, Herff College of Engineering, Department of Electrical and Computer Engineering	1			
NO SENATOR, Herff College of Engineering, Department of Engineering Technology				
Jeff Marchetta (PROXY: Alexander Headley), Herff College of Engineering, Department of Mechanical Engineering	1			
Rhema Fuller, Kemmons Wilson School of Hospitality				1
Genae Strong, Loewenberg College of Nursing				1
William "Pat" Travis, College of Health Sciences	1			
Fawaz Mzayek, School of Public Health				
Gerald Chaudron, University Libraries				1
Stephanie Huette, Psychology	1			
TOTALS	17	1	2	16

Rollcall vote #2

Senator, Unit	Jeff Marchetta	Zabi Rezaee	Brian Waldron	Leah Windsor
Lynda Black, Cecil C. Humphreys College of Law	1			
Michael Perez, College of Arts & Sciences Department of Anthropology				1
Matthew Parris, College of Arts & Sciences Department of Biological Sciences				
Ted Burkey, College of Arts & Sciences Department of Chemistry	1			
Reza Banai, College of Arts & Sciences Department of City and Regional Planning	1			
Sajjan Shiva, College of Arts & Sciences Department of Computer Science				
Shelley Keith, College of Arts & Sciences Department of Criminology				1
NO SENATOR, College of Arts & Sciences Department of Earth Sciences				
Leah Windsor (PROXY: Terrance Tucker), College of Arts & Sciences Department of English				1
Scott Marler, College of Arts & Sciences Department of History	1			
Alistair Windsor (PROXY: Mate Weirdl), College of Arts & Sciences Department of Math Sciences				1
Daniel Millican, College of Arts & Sciences Department of Military Sciences				
Kas Saghafi, College of Arts & Sciences Department of Philosophy				
Sanjay Mishra, College of Arts & Sciences Department of Physics and Materials Science	1			
Dursen Peksen, College of Arts & Sciences Department of Political Science				1
Maggie Landry (PROXY: Gregory Washington), College of Arts & Sciences Department of School of Social Work				1
Jeni Loftus, College of Arts & Sciences Department of Sociology	1			
Melanie Conroy, College of Arts & Sciences Department of World Languages and Literature				1
Jennifer Thompson, College of Arts & Sciences Department of Architecture				
Rebecca Howard, College of Arts & Sciences Department of Art				1
Amanda Young, College of Arts & Sciences Department of Communication and Film				1
Tori Cliff, College of Arts & Sciences Department of Journalism and Strategic Media	1			
Brian Ruggaber, College of Arts & Sciences Department of Theatre and Dance				1
Michael Anderson, Shultz Rudi E. Scheidt School of Music				1
Patrick Murphy, College of Education, Department of Counseling, Educational Psychology, & Research	1			
DeAnna Owens-Mosby, College of Education, Department of Instructional Curriculum Leadership	1			
Edith Gnanadass, College of Education, Department of Leadership				1
Hal Freeman (PROXY ???), College of Professional and Liberal Studies	1			
Deborah Moncrieff, School of Communication Sciences and Disorders	1			
Brian Janz, Fogelman College of Business & Economics, Business and Information Technology	1			
Andrew Hussey, Fogelman College of Business & Economics, Economics				1
Mark Sunderman, Fogelman College of Business & Economics, Finance, Insurance, and Real Estate	1			
Frances Fabian, Fogelman College of Business & Economics, Management	1			
Jeff Thieme, Fogelman College of Business & Economics, Marketing & Supply Chain Management	1			
Zabi Rezaee (PROXY ???), Fogelman College of Business & Economics, School of Accountancy	1			
Jessica Jennings, Herff College of Engineering, Department of Biomedical Engineering				
Mihalis Golias, Herff College of Engineering, Department of Civil Engineering	1			
Eddie Jacobs, Herff College of Engineering, Department of Electrical and Computer Engineering	1			
NO SENATOR, Herff College of Engineering, Department of Engineering Technology				
Jeff Marchetta (PROXY: Alexander Headley), Herff College of Engineering, Department of Mechanical Engineering	1			
Rhema Fuller, Kemmons Wilson School of Hospitality				1
Genae Strong, Loewenberg College of Nursing				1
William "Pat" Travis, College of Health Sciences	1			
Fawaz Mzayek, School of Public Health				
Gerald Chaudron, University Libraries				1
Stephanie Huette, Psychology	1			
TOTALS	21	0	0	16



The Role of the Faculty Trustee

Faculty Senate Presentation
April 18, 2023

David M. Kemme, PhD
Trustee



Governance and Oversight

- Ensure the best interest of the university and stakeholders, and as a result ensure that all management decisions are in harmony with stakeholder interests.
- Stakeholders:
 - Students and parents (access, affordability, quality of programs, total university experience, graduation and placement).
 - State authorities and taxpayers (budget and finance, extensive regulation, and also accreditation organizations)
 - Alumni and donors
 - Faculty and Staff (Resources appropriate for mission, T&P, HR, etc.)
 - Community and Neighbors



How? Policies, budget and finance, advancement, critical input



- Strategic planning and oversight
- Approve mission, goals and objectives
- Establish policies regarding programs and services
- Critical input on difficult questions



Issues: old and new



- Implementing the strategic plan and associated challenges
- Enrollments and resulting budget challenges – restructure recruiting efforts and expand geographic reach
- R-1 sustainability – faculty salaries, recruiting and retention, physical plant, administrative support
- Greater recognition by state and local government decision makers
- Intercollegiate athletics and Power 5 conference challenges
- T&P, shared governance; role of Faculty Senate