2025 General Faculty Meeting

Wednesday, August 20, 2025

WELCOME

Today's Agenda

Bill Hardgrave, President
- ➢ **Welcoming Remarks**

David Russomanno, Executive Vice President for Academic Affairs & Provost
- ➢ **Welcoming Remarks**
- ➢ **New and Promoted Faculty**
- ➢ **New Leaders**
- ➢ **Cross Cutting Themes**

Bridgette Decent, Associate Vice Provost for Strategic Analytics
- ➢ **Academic Program Vitality: Federal/State and UofM lens**

Jasbir Dhaliwal, Executive Vice President for Research & Innovation
- ➢ **Research Highlights**

Amanda Clarkson, Director, Employee Relations, Benefits & Data Management
- ➢ **Oracle Launch: Key Changes for Faculty**

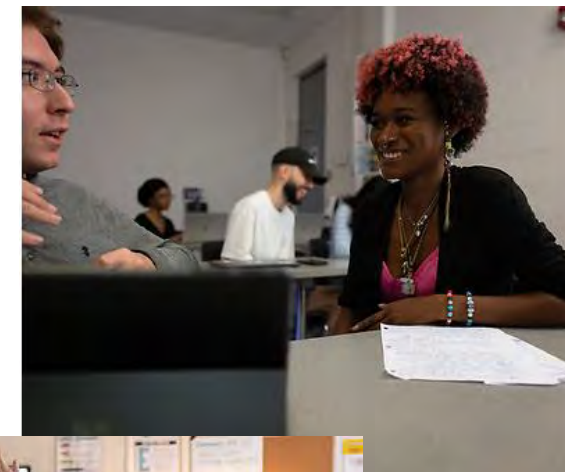**Rene Bustamante, Executive Vice President, Chief Operating & Financial Officer**
- ➢ **Facilities Update/Enhancements**

Jeni Loftus, Faculty Senate President
- ➢ **Role of the Faculty Senate**

WELCOME ALL NEW FACULTY!

We have over **46** new faculty members joining this fall!

Congratulations to 33 Promoted Faculty

College/School	Faculty Name	Department	New Rank
Cecil C Humphreys School of Law			
	Lynda Black		Professor
	Carrie Kerley		Associate Professor of Teaching
College of Arts and Sciences			
	Katherine Lambert-Pennington	Anthropology	Professor
	Andrew Senter	Criminology and Criminal Justice	Associate Professor of Teaching
	William Dean Clement	English	Associate Professor of Teaching
	Donal Harris	English	Professor
	Caroline Peyton	History	Associate Professor of Teaching
	Kas Saghafi	Philosophy	Professor
	Emily Fulmer	Political Science	Associate Professor of Teaching
	Brook Marcks	Psychology	Clinical Associate Professor
	Philip Pavlik	Psychology	Professor
	Melanie Conroy	World Languages and Literatures	Professor
College of Communication and Fine Arts			
	Amanda Young	Communication and Film	Professor
	Terris King	Journalism and Strategic Media	Associate Professor of Teaching
	Martin McCain	Rudi E Scheidt School of Music	Professor
	Albert Nguyen	Rudi E Scheidt School of Music	Professor
	Mary Wilson	Rudi E Scheidt School of Music	Professor
	Sarah Brown	Theatre and Dance	Professor
College of Health Sciences			
	Tracy Bruen		Clinical Associate Professor
	Gregory Hughes		Clinical Associate Professor
	James McDaniel		Associate Professor of Teaching
	Jacquelyn Pence		Research Associate Professor
	Mandy Taylor		Associate Professor of Teaching
Fogelman College of Business & Economics			
	Andrew Hussey	Economics	Professor
	Wendy Bedwell	Management	Associate Professor of Teaching
	Sandra Richardson	Management Information Systems	Professor
Herff College of Engineering			
	Stephen Strain	Biomedical Engineering	Associate Professor of Teaching
	Claudio Meier	Civil Engineering	Professor
Kemmons Wilson School Hospitality and Resort Management			
	William Mullins		Associate Professor Teaching Coordinator
School of Communication Sciences & Disorders			
	Jennifer Taylor		Clinical Professor
School of Public Health			
	Xinhua Yu		Professor
University Libraries			
	Irma Singarella		Professor
Lowenberg College of Nursing			
	Shkendie Papraniku		Clinical Professor

Congratulations to 1 Tenured Faculty

Faculty Name	Department	New Rank
College of Arts and Sciences		
Charles Garner	Chemistry	Associate Professor

Congratulations to 25 Tenured & Promoted Faculty

College/School	Faculty Name	Department	New Rank
College of Arts and Sciences			
	Andrew Guthrie	City and Regional Planning	Associate Professor
	Amy Cook	Computer Science	Associate Professor
	Timothy McCuddy	Criminology and Criminal Justice	Associate Professor
	Eric Schlich	English	Associate Professor
	Bradley Dixon	History	Associate Professor
	Ching-Chi Yang	Mathematical Sciences	Associate Professor
	David Gray	Philosophy	Associate Professor
	Daniel Smith	Philosophy	Associate Professor
	Derefe Chevannes	Political Science	Associate Professor
	Minhae Cho	School of Social Work	Associate Professor
College of Communication and Fine Arts			
	Rebecca Howard	Art and Design	Associate Professor
	Holly Derr	Theatre and Dance	Associate Professor
	Tracy Thomas	Theatre and Dance	Associate Professor
College of Education			
	Melanie Burgess	Counseling, Educational Psychology, and Research	Associate Professor
	Eli Jones	Counseling, Educational Psychology, and Research	Associate Professor
Fogelman College of Business & Economics			
	Allen Carrion	Finance, Insurance, and Real Estate	Associate Professor
	Alex Lindsey	Management	Associate Professor
Herff College of Engineering			
	Farhad Jazaei	Civil Engineering	Associate Professor
	Daniel Foti	Mechanical Engineering	Associate Professor
	Amir Hadadzadeh	Mechanical Engineering	Associate Professor
Kemmons Wilson School Hospitality and Resort Management			
	Rui Qi		Associate Professor
Lowenberg College of Nursing			
	Sheri Howard		Associate Professor
School of Public Health			
	Courtnee Melton-Fant		Associate Professor
	Xichen Mou		Associate Professor
University Libraries			
	Ashley Roach-Freiman		Associate Professor

New
Division Leaders

Enrollment Management
Brian Meredith, Vice President

- ➤ Undergraduate Recruitment and Admissions
- ➤ Dual Enrollment
- ➤ Registrar
- ➤ Financial Aid
- ➤ Scholarships

Student Academic Success
Eric Bailey, Senior Associate Vice Provost

- ➤ Center for Academic Success & Achievement (CASA)
- ➤ Academic Advising Center
- ➤ Disability Resources for Students
- ➤ Peer Power Institute
- ➤ Professional and Academic Testing Services
- ➤ Trio Programs

New Deans and Executive Director

Dr. Gary Emmert
Interim Dean, College of
Arts & Sciences

Dr. Debra Kelly
Interim Dean, Loewenberg College
of Nursing

Dr. Richard Bloomer
Interim Dean, Kemmons
Wilson School of Hospitality
& Resort Management

Dr. Jennifer Miles
Executive Director
UofM Lambuth

Cross-Cutting Themes

- ➤ **Differentiation and Value Proposition**
  - • **Why this program, research, or creative activity at the University of Memphis?**

- ➤ **Outcomes Focused**
  - • **Demonstrable ROI to the prospective student and those who influence and support the student**
  - • **Demonstrable ROI to the University**
  - • **Demonstrable ROI to the State**
  - • **Demonstrable ROI to the Federal Government? Alignment with national priorities**
  - • **Applied skills and credentials of value that may accompany each major? (For example, AI for All minor)**

Cross-Cutting Themes

➢ **Efficiency and Effectiveness in all that we do**

- **Partnerships, collaborations, interdisciplinary programs in a decentralized budgetary environment (RCM)**
- **Adoption and use of technology**

Representative Cross-Cutting Action

➢ **University-level AI Task Forces (to be launched ASAP)**

- **AI Tools – explore issues and provide guidance regarding AI tool investments at the University level and guidelines for AI tool investments at the unit level**
- **AI Community of Practice – focused of the scholarship of teaching and learning across disciplines in the rapidly emerging AI era. Such a University-level facilitated community of practice must be augmented by similar communities within our academic units**

Office of Institutional Research

Academic Program "Vitality" Assessment

"ONE BIG BEAUTIFUL BILL"

FEDERAL ACCOUNTABILITY MECHANISM: GAINFUL EMPLOYMENT FOR ALL

To maintain eligibility for federal loans, institutions must demonstrate that 4 years post-completion, graduates earn more than the median earnings of:

- High school graduates (for undergraduate programs).
- Bachelor's degree holders (for graduate programs).

Only program completers who received Title IV aid are analyzed.

July 1, 2026

Approach

Work with partners like **APLU** who have begun *preliminary* analysis of BBB implications, including assessment methods

359 programs identified at APLU institutions
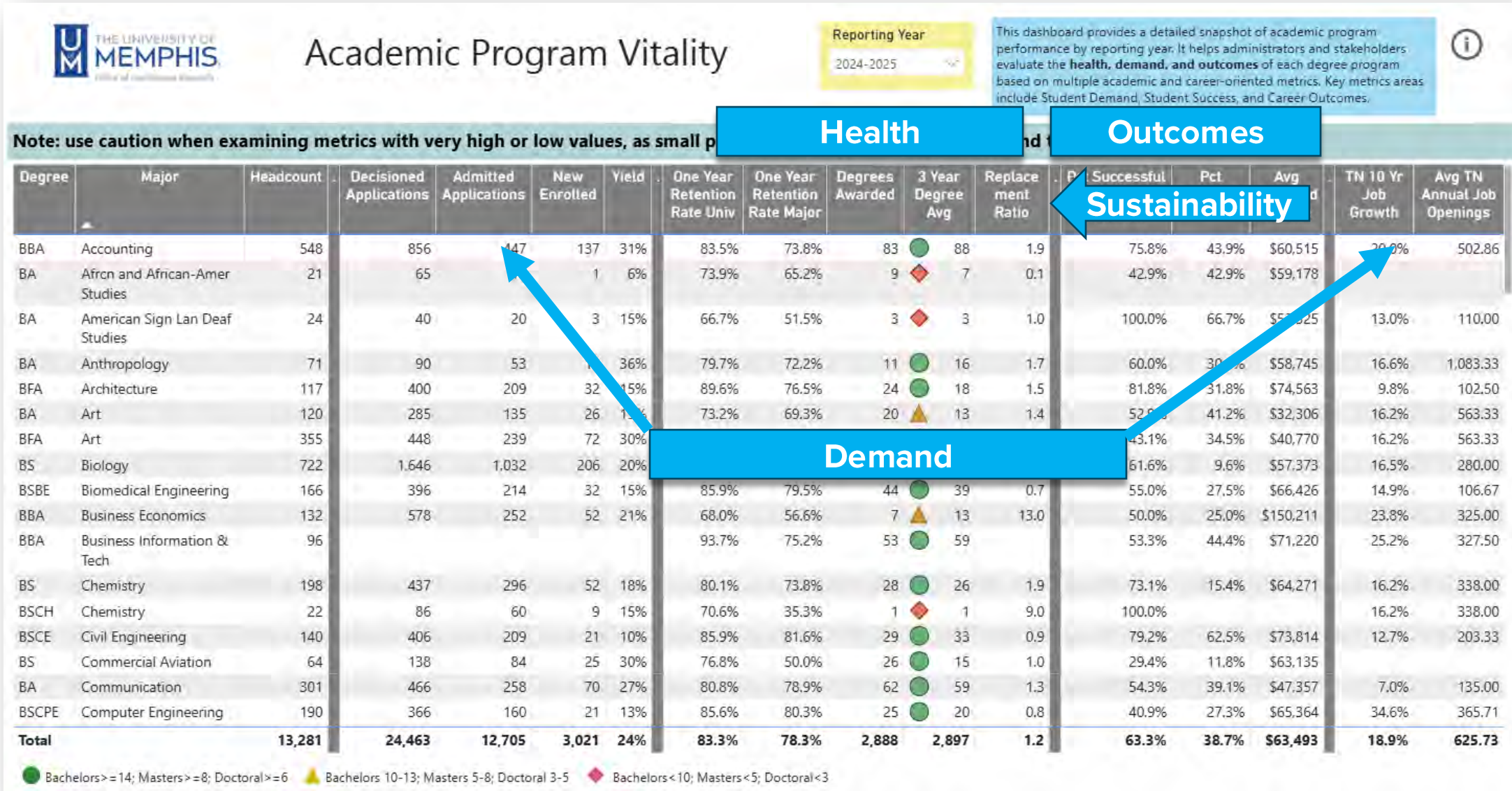**2 programs identified at UofM**

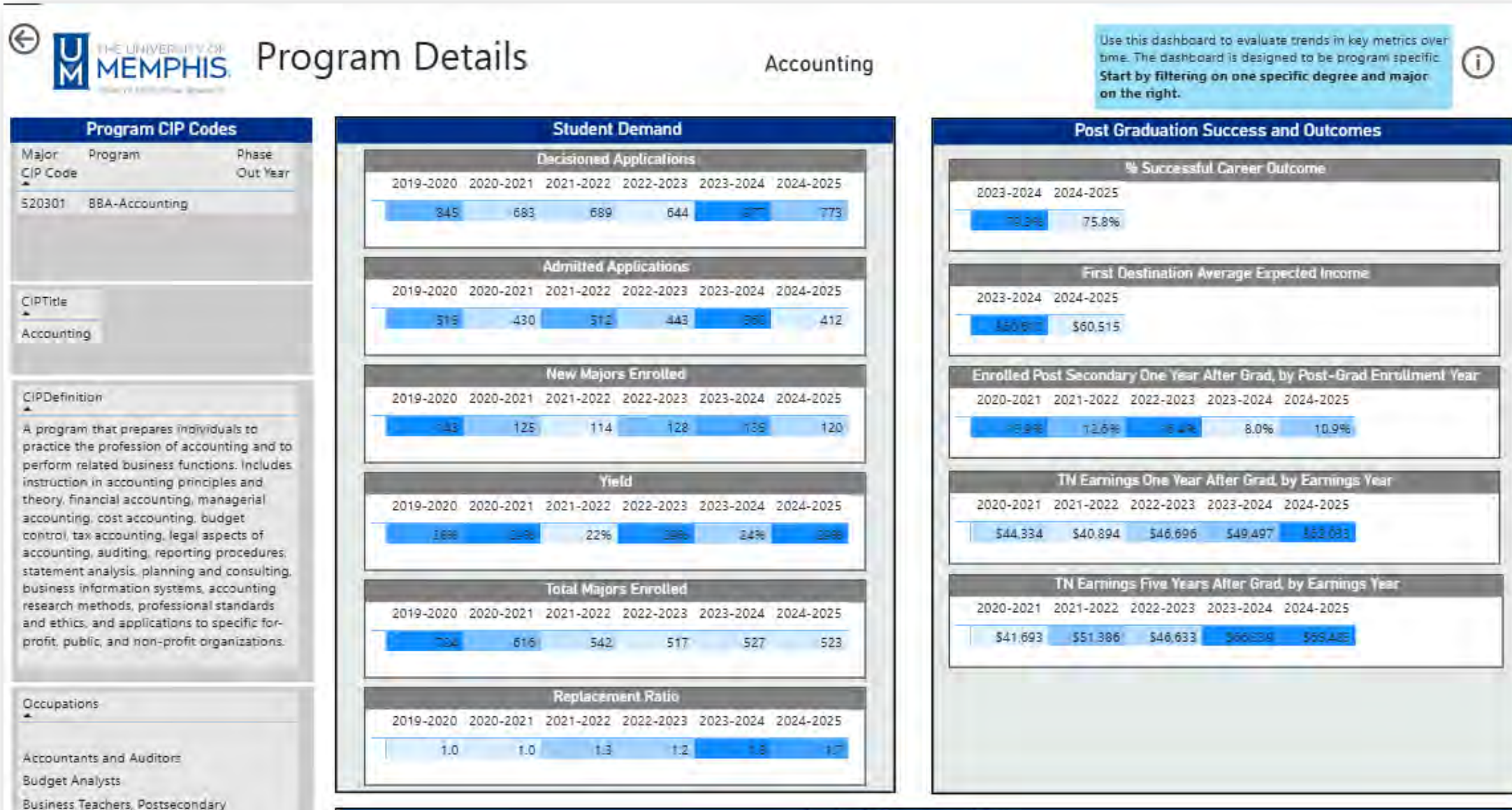At UofM, use/refine the Program Vitality Scorecard to track and frame discussions about:

- Program demand: applications, yield, enrollment, etc.
- Program outcomes: degrees awarded, earnings, alignment with TN job growth, etc.
- Overall program viability

The Program Vitality Scorecard is a conversation tool for proactive program improvement

Academic Program Vitality Dashboard

Academic Program Vitality

Reporting Year: 2024-2025

This dashboard provides a detailed snapshot of academic program performance by reporting year. It helps administrators and stakeholders evaluate the **health, demand, and outcomes** of each degree program based on multiple academic and career-oriented metrics. Key metrics areas include Student Demand, Student Success, and Career Outcomes.

Note: use caution when examining metrics with very high or low values, as small p...

Degree	Major	Headcount	Decisioned Applications	Admitted Applications	New Enrolled	Yield	One Year Retention Rate Univ	One Year Retention Rate Major	Degrees Awarded	3 Year Degree Avg		Replacement Ratio		Successful	Pct	Avg		TN 10 Yr Job Growth	Avg TN Annual Job Openings
BBA	Accounting	548	856	447	137	31%	83.5%	73.8%	83	●	88	1.9		75.8%	43.9%	$60,515		20.0%	502.86
BA	Afrcn and African-Amer Studies	21	65		1	6%	73.9%	65.2%	9	◆	7	0.1		42.9%	42.9%	$59,178			
BA	American Sign Lan Deaf Studies	24	40	20	3	15%	66.7%	51.5%	3	◆	3	1.0		100.0%	66.7%	$5?,?25		13.0%	110.00
BA	Anthropology	71	90	53		36%	79.7%	72.2%	11	●	16	1.7		60.0%	30.?%	$58,745		16.6%	1,083.33
BFA	Architecture	117	400	209	32	15%	89.6%	76.5%	24	●	18	1.5		81.8%	31.8%	$74,563		9.8%	102.50
BA	Art	120	285	135	26		73.2%	69.3%	20	▲	13	1.4		52.?%	41.2%	$32,306		16.2%	563.33
BFA	Art	355	448	239	72	30%								?3.1%	34.5%	$40,770		16.2%	563.33
BS	Biology	722	1,646	1,032	206	20%								?1.6%	9.6%	$57,373		16.5%	280.00
BSBE	Biomedical Engineering	166	396	214	32	15%	85.9%	79.5%	44	●	39	0.7		55.0%	27.5%	$66,426		14.9%	106.67
BBA	Business Economics	132	578	252	52	21%	68.0%	56.6%	7	▲	13	13.0		50.0%	25.0%	$150,211		23.8%	325.00
BBA	Business Information & Tech	96					93.7%	75.2%	53	●	59			53.3%	44.4%	$71,220		25.2%	327.50
BS	Chemistry	198	437	296	52	18%	80.1%	73.8%	28	●	26	1.9		73.1%	15.4%	$64,271		16.2%	338.00
BSCH	Chemistry	22	86	60	9	15%	70.6%	35.3%	1	◆	1	9.0		100.0%				16.2%	338.00
BSCE	Civil Engineering	140	406	209	21	10%	85.9%	81.6%	29	●	33	0.9		79.2%	62.5%	$73,814		12.7%	203.33
BS	Commercial Aviation	64	138	84	25	30%	76.8%	50.0%	26	●	15	1.0		29.4%	11.8%	$63,135			
BA	Communication	301	466	258	70	27%	80.8%	78.9%	62	●	59	1.3		54.3%	39.1%	$47,357		7.0%	135.00
BSCPE	Computer Engineering	190	366	160	21	13%	85.6%	80.3%	25	●	20	0.8		40.9%	27.3%	$65,364		34.6%	365.71
Total		**13,281**	**24,463**	**12,705**	**3,021**	**24%**	**83.3%**	**78.3%**	**2,888**		**2,897**	**1.2**		**63.3%**	**38.7%**	**$63,493**		**18.9%**	**625.73**

● Bachelors>=14; Masters>=8; Doctoral>=6   ▲ Bachelors 10-13; Masters 5-8; Doctoral 3-5   ◆ Bachelors<10; Masters<5; Doctoral<3

Health — **Outcomes** — **Sustainability** — **Demand**

Academic Program Vitality Dashboard

Other Data Resources

Office of Institutional Effectiveness and Research
multiple tools for continuous improvement

National Survey of Student Engagement results
www.memphis.edu/ieaaa/assessment_data

Dashboards across the student lifecycle – www.memphis.edu/oir
- **Admissions**
- **Enrollment**
- **Course Grades**
- **Retention**
- **Graduation**
- **First Destination Outcomes**
- **TN Salary**

Division of Research and Innovation

Research Report 2025

➤ Historic Transformation of our National Innovation System: **We are experiencing the most significant transformation in national research support and infrastructure since World War II.**

➤ Difficult Year for Research at UofM: **Awards coming in fell to $65M (third highest in our history) given the funding freeze in January. Despite the uncertainties, UofM faculty continued their hard work with a record-breaking year of applications with $307M in research funding sought — this is the most in our history - beating last years record of $272M applied for and sought.**

➤ Carnegie R1 Redesignation Success: **UofM was redesignated as a Carnegie R1 research institution, reaffirming our status as a national top-tier research university.**

➤ Going Forth: **Need to be proactive, nimble and willing to change as a new national innovation system takes shape.**

Fiscal Year Totals

Chart with y-axis from $- to $450,000,000 (in $50,000,000 increments) and x-axis showing FY18, FY19, FY20, FY21, FY22, FY23, FY24, FY25.

Legend: ■ Award Amount   ■ Project Sponsor Amount
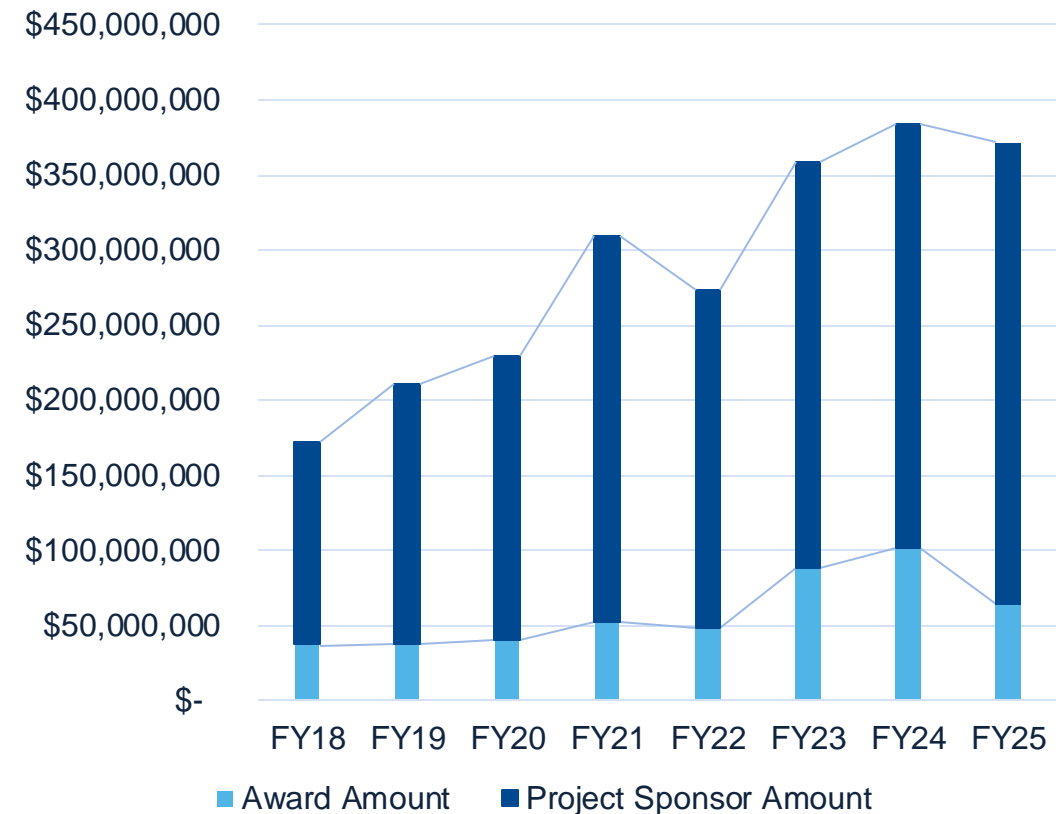
Risk Management in A New Environment

- Minimal funding loss despite sudden terminations:
  Only 2.2% of UofM's total research funding was terminated, showing institutional resilience even as major funders like NSF and NIH report significant declines in funded proposals.

- Healthcare sector funding takes the biggest hit:
  Cuts to Health and Human Services agencies have impacted critical healthcare workforce training programs — a key area where UofM is seeking renewed opportunities including a $25M proposal.

- Need to be proactive in helping shape a new national research system:
  Actively engaged with the Council of Research of the APLU, OSTP at the White House, Deputy Assistant Secretaries of Defense and with Congress, etc.

Research Funding Risks That Need to be Managed

Several of the 170+ Executive Orders (EOs) focused on research. The impact of these policies on the University of Memphis has been wide ranging.

Freeze in Federal Funding	Despite our backlog of $300M+ in proposed research funding sought, review processes and funding decisions have slowed to a trickle and some programs have even been cancelled.
Terminations of Grants	$2.3M in lost research funding | 21 student and staff positions defunded | 16 Grants previously awarded to the UofM, and seven pending awards were terminated.
Facilities and Administration Rates Reduced	Federal agencies unilaterally began reducing negotiated overhead rates to 15% across the board. The federal government had previously funded research nationally through these negotiated rates based on audits - with ours being 46.5%. The impact of these decisions are still pending in federal court given injunctions.
Defense Research	The Continuing Resolution (CR) of the FY Federal Budget injected uncertainties into our ongoing NDAA research programs. At least $12.5M in allocated defense research projects for FY25 remains unclarified and a work-in-progress.

Top Funding Sources

## Top Funding Agencies, Total Awards FY21-FY25

Agency	Amount
United States Army Research Laboratory (ARL)	$6,564,872
Tennessee Department of Mental Health and Substance Abuse Services	$9,074,268
Tennessee Department of Transportation (TDOT)	$12,556,844
Memphis Light Gas and Water (MLGW)	$15,622,685
Health Resources and Services Administration (HRSA)	$16,377,332
Centers For Disease Control (CDC)	$18,824,668
Office of Naval Research (ONR)	$20,998,562
US Economic Development Administration (EDA)	$25,312,218
US Department of Health and Human Services (US DHHS)	$26,808,192
National Institutes of Health (NIH)	$27,530,020
National Science Foundation (NSF)	$35,739,747
US Department of Education (US DoEd)	$36,078,888

Research Excellence With State Support

- Faculty commitment to seeking funding for their research ideas, students, and laboratories remains strong.

- Record Submissions: **The University set new records for submissions to several major funding agencies including the NSF, Department of Education, USDA, HRSA, and NASA.**

- High Research Activity: **We continue growing the number of active principal investigators and strategic research capacity that is aligned with current and future national and industry research priorities.**

- State Investment in Research Modernization: **The Governor and Tennessee Legislature** allocated $70 million **towards modernizing research facilities to help us build research capacity for the future.**

- Our research expansion has resonated in Nashville: **We have received about $125M in special allocations from the state for research in the last five years. Thank you, Governor Bill Lee!**

Agencies with Proposal Submission Records
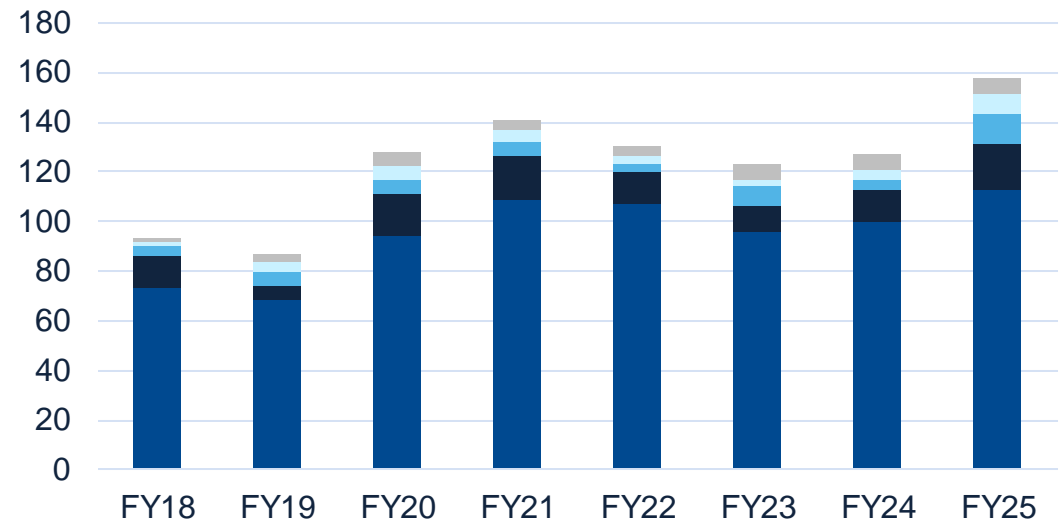
- National Aeronautics and Space Admin (NASA)
- Health Resources and Services Administration (HRSA)
- US Department of Agriculture (USDA)

Thriving in a Shifting Funding Landscape

➢ **Status quo wasn't necessarily favoring UofM**
Historical biases in research funding favored large legacy institutions (many private and on the coast). We are working to shape a new national innovation system that democratizes research funding for agile, mission-driven, emerging R1 universities like the UofM. (8/7/25 EO includes this).

➢ Our strength lies in applied, community-focused research
UofM's research awards continue to prioritize applied science, industry collaboration, community engagement and defense — areas aligned with emerging federal agency priorities. Memphis Institute of National Defense Sciences (MINDS) launched.

➢ Partnerships are key in the face of short-term disruption
While FY25 saw a 22% decline in federal awards due to a shifting national environment, UofM's strong partnerships (especially with the Department of Defense), will help it keep momentum.

➢ Strategic investment is key to future success
Continued growth requires investing in research faculty, facilities and support infrastructure to grow research capacity in new growth areas: we are doing that.

➢ Chaos breeds opportunity!

FY25 Award Breakdown

Private, $7,198,889

State, $7,270,817

Local, $239,551

Federal, $49,688,668

■ Federal ■ Local ■ State ■ Private
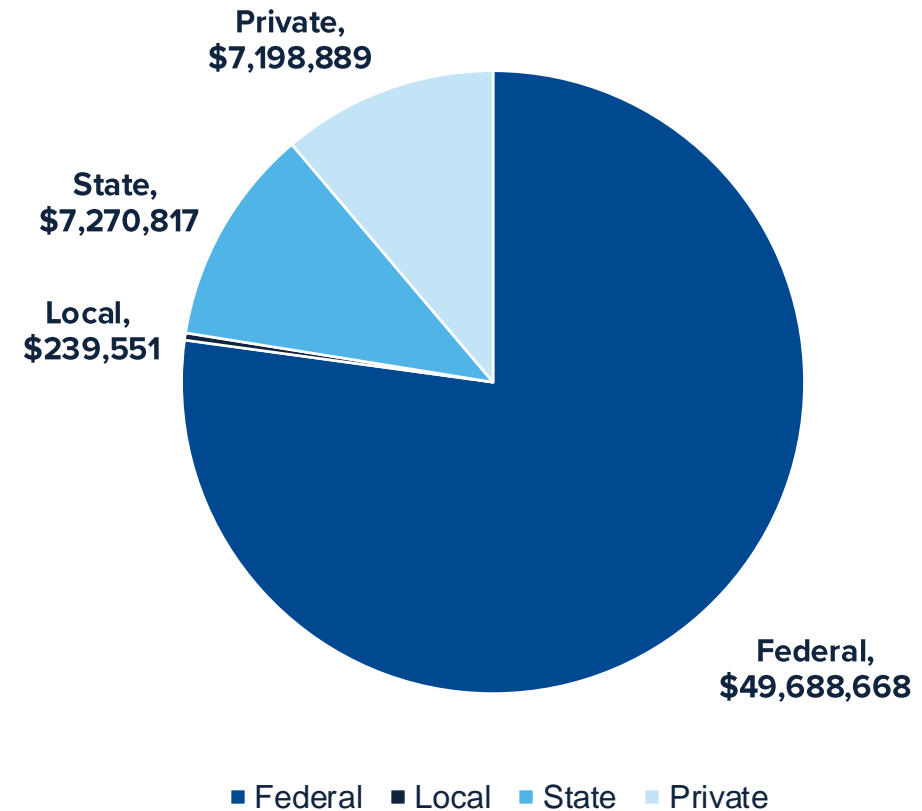
Human Resources

ORACLE LAUNCH: KEY CHANGES FOR FACULTY

➢ **The University's new ERP system, Oracle, will launch on January 5, replacing Banner Finance, Banner HR, Tigerbuy, WorkforUM, e-Contracts, and other key University systems. Banner Student will remain in place. For more information, visit soar.memphis.edu.**

➢ **As of August 1, Academic Year Faculty have now started their new deferred pay schedule. The first paycheck of the new cycle is Aug. 31, with 1/12th of the academic year salary being paid each month through July 31, while a portion is being deferred August through May for payback during June and July. Video**

➢ **Faculty performance appraisals will move to Oracle, and reviews for work performed in 2025 will kick off in Oracle in January 2026.**

➢ **All employees will report leave taken via "timecards" each month in Oracle, similar to leave reports in Banner.**

➢ **As a system, Oracle is built around the concept of "line managers" having responsibility for their employees. Therefore, if you are listed as the direct supervisor of an employee in Oracle, you will be responsible for approving their submitted timecards & other actions related to their employment. Depending on the type of transaction, a business officer may NOT be able to perform that action for you.**

➢ **Training for all aspects of Oracle will roll out in the fall 2025.**

Division of Business and Finance

Facilities Management Update

- Facilities Planning
- Space Planning Utilization
- Facilities Maintenance

FACILITIES MANAGEMENT UPDATE

FACILITIES PLANNING UPDATE

➢ For FY26, the State appropriated:
  ➢ $75 million for the modernization of research labs
  ➢ $5.4 million for Safety & Security, totaling $16.2 million since FY24.
  ➢ $5.8 million towards Capital Maintenance for FY26, covering Boiler and Chiller upgrades completion

➢ Mynders Hall renovation is ongoing, with interior demolition completed in spring and the selection of a general contractor underway.
➢ Fogelman College of Business & Economics will begin its $30 million Phase I renovation in January 2026.
➢ Park Avenue P3 Housing construction is progressing, with completion expected in summer 2026, and operations beginning in fall 2026.

FACILITIES MANAGEMENT UPDATE

SPACE PLANNING UTILIZATION UPDATE

➢ Archibus CMMS, launched in Spring 2025, has successfully replaced the outdated Work Order System, focusing on integrating Preventive Maintenance, Asset Management, and Project Management and Tracking.

➢ The Art and Communications Building (ACB) is undergoing a $1 million total HVAC replacement, managed in-house by the Physical Plant. Phase I is complete, Phase II will finish by mid-October, and Phase III will commence mid-October.

➢ General-purpose classroom furniture upgrades totaling $500k have replaced outdated desks in Mitchell Hall, Psychology Building, and Jones Hall with new tables and chairs.

FACILITIES MANAGEMENT UPDATE

FACILITIES MAINTENANCE (PHYSICAL PLANT) UPDATE

- ➤ Law School exterior repairs and window cleaning: $109k

- ➤ Campus landscape improvements: $620k

- ➤ Chiller repairs across various buildings: $355k

- ➤ Holiday Inn closure has been completed, with remediation and repairs currently managed by Environmental Health and Safety and the Physical Plant underway.

Faculty Senate

FACULTY SENATE EXECUTIVE COMMITTEE

➤ **Jeni Loftus, President**

➤ **Stephen Karr, President-Elect**

➤ **DeAnna Owens-Mosby, Past President**

➤ **Bradley Dixon, Parliamentarian**

➤ **Barbara Fitzgerald, Secretary**

➤ **Shahram Pezeshk, Executive-At-Large**

➤ **Kate Sorensen, Executive-At-Large**

Additional Faculty Contacts:
   ➤ **Dr. Jeff Marchetta, Faculty Trustee**
   ➤ **Dr. Sara Bridges, Ombudsperson**

ROLE OF THE FACULTY SENATE

- Composed of of 47 senators representing departments, independent units, and other academic areas across the university.

- Functions as the primary mechanism for faculty engagement in shared governance.

- Provides a forum for articulating faculty perspectives and serves as the primary voice of the faculty in university-wide decision-making.
  - If you have an issue or concern that you would like for the Faculty Senate to consider, contact your senator.
  - All senators and their contact information are listed on the Faculty Senate website.

Thank you!