
















August 2021 Academic, Research and Student Success Committee Meeting

Schedule	Wednesday, August 25, 2021 8:30 AM — 9:30 AM CDT
Venue	Senate Chamber (UC 261) and Zoom Video Conference
Organizer	Sparkle Burns

Agenda

1. Call to Order and Opening Remarks Presented by David Kemme	1
2. Roll Call and Declaration of Quorum Presented by Melanie Murry	2
3. Approval of Meeting Minutes for June 2, 2021 For Approval - Presented by David Kemme	3
 ARSS June 2 2021 final.docx	4
4. Interim Deans Presentation - Presented by Tom Nenon	12
 Agenda Item 1 Interim Deans.docx	13
 Agenda Item 1 Attachment - Interim Deans.pdf	14
5. Approval of Academic Programs Presentation - Presented by Tom Nenon	17
 Agenda Item 3 Approval of Three Academic Programs.docx	18
 Agenda Item 3 Attachment - Approval of Three Academic Programs.pdf	19
6. Research Annual Report Presentation - Presented by Jasbir Dhaliwal	21
 Agenda Item - Research Annual Report.docx	22
 FY2021 Research Annual Report.pptx	23
 ResearchReport2021.pdf	39

7. Achieving Graduation Equity Report	60
Presentation - Presented by Joanna Curtis	
 Agenda Item - Quantifying the Impact of Graduation Equity.docx	61
 Qualifying the Impact of Graduation Equity.pptx	62
 Graduation Impact Calculator.xlsx	70
<hr/>	
8. NCAA v. Alston Briefing	71
Presentation - Presented by Melanie Murry	
 Agenda Item-NCAA v. Alston.docx	72
 NCAA v. Alston.pptx	73
<hr/>	
9. Name, Image and Likeness	77
Presentation - Presented by Laird Veatch	
 Agenda Item -Name, Image and Likeness (NIL).docx	78
 Name , Image and Likeness (NIL).pptx	79
<hr/>	
10. Additional Business	92
Presented by David Kemme	
<hr/>	
11. Adjournment	93
Presented by David Kemme	
<hr/>	

1. Call to Order and Opening Remarks

Presented by David Kemme

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Meeting Minutes for June 2, 2021

For Approval

Presented by David Kemme

**The University of Memphis
Board of Trustees
Academic, Research and Student Success Committee Meeting
June 2, 2021
Minutes**

Committee Membership:

Douglass Edwards
Marvin Ellison
Danielle Fong
R. Brad Martin
David North
Carol Roberts

The Academic, Research and Student Success Committee of the University of Memphis Board of Trustees met at 8:30 a.m. CST, on Wednesday, June 2, 2021, in-person and virtually using the video conferencing system Zoom.

Agenda Item 1: Call to Order and Opening Remarks

Call to Order by Chair Kemme and request from Secretary Murry to do a roll call vote.

Agenda Item 2: Roll Call and Declaration of Quorum

Melanie Murry, University Counsel and Board Secretary, called the role and asked Trustee Martin to verify if was alone and could hear her. The following members were present:

Trustee Martin (participated via Zoom, and verified he was alone and could hear her)
Trustee Roberts
Trustee Kemme
Trustee Edwards
Trustee Fong

Board Secretary Murry announced the presence of a quorum and recognized two additional trustees who were in attendance but not part of the committee:

Trustee Springfield
Trustee Johnson

Agenda Item 3: Approval of Meeting Minutes from March 5, 2021 (Approval)

Chair Kemme asked if there were any corrections or additions regarding the minutes from the March 5, 2021, meeting. Trustee Roberts moved that the minutes be approved, and it was properly seconded. A roll call vote was taken and unanimously approved.

Agenda Item 4: Master of Non-Profit Management Program (Informational)

Chair Kemme recognized Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost. Dr. Nenon stated at the May 20 THEC meeting, THEC (Tennessee Higher Education Commission) unanimously approved the Master of Non-Profit Management Program. He noted that two commissioners indicated they are interested in enrolling in the program. Dr. Nenon explained that the Board would be called upon for approval only when there are substantive changes in the makeup of the projected enrollment for the budgeted program.

Chairman Edwards offered comments about the non-profit management program and stated that the program was needed and would assist not for profits operate better. He also applauded Dr. Nenon for establishing the program.

Agenda Item 5: Tenure upon Appointment Dr. Davia Cox-Downey (Approval)

Chair Kemme recognized Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost. Dr. Nenon stated that Dr. Cox-Downey has been hired as the Director of the new PhD program in Urban Affairs and Public Policy. This is a PhD for practitioners aimed at increasing the capacity for analytics and assessment across various governmental and non-governmental options throughout our community. The program is both online and on ground. Dr. Cox-Downey is imminently qualified and requested that she come in as tenured at the rank of Associate Professor.

Chair Kemme asked if anyone had questions and then called for a motion to approve. Trustee Martin moved and the motion was properly seconded. A roll call vote was taken and unanimously approved.

Agenda Item 6: 2021 List of Faculty for Tenure and Promotion (Approval)

Chair Kemme recognized Dr. Tom Nenon, Executive Vice President for Academic Affairs and Provost. Dr. Nenon stated that each year, the rigorous process of review for tenure and promotion takes place. Dossiers are sent to external reviewers at leading universities around the country and the world for review. Their recommendations are submitted to departments and colleges for faculty seeking tenure and promotion. Following that, departmental committees of the faculty are convened. They make their recommendations, followed by the recommendation of the department chair, college committees, and the dean, to the provost. Once that is assembled, the provost makes a recommendation to President Rudd. If there are any negative decisions that are appealed, President Rudd listens to that and takes that into consideration before he makes a recommendation to the Board. This year we had no appeals. The list of candidates who have received positive recommendations from the president were provided in the meeting materials.

Chair Kemme asked if anyone had questions or concerns, and then called for a motion to approve. Trustee Roberts moved and the motion was properly seconded. A roll call vote was taken and unanimously approved.

Agenda Item 7: Student Code of Rights and Responsibilities Rule (Approval)

Chair Kemme recognized Associate Dean of Students and Director of Student Accountability, Darren Wibberding. Chair Kemme commented that this rule has been under development for a while. Mr. Wibberding commented that he wanted to offer words of appreciation to individuals who helped develop the student code, including but not limited to Office of Legal Counsel, Student Government Association Student Court, staff of Student Accountability and many volunteers. At the March 2021 Board of Trustees meeting, Mr. Wibberding informed the Committee that the Student

Accountability Office undertook the task of completely revising the student code of rights and responsibilities. The state's Uniform Administrative Procedures Act (UAPA) requires the University to implement a legislatively approved policy, known as a rule, for matters related to discipline of students. Previously, the University relied on Tennessee Board of Regents (TBR) policy, but since we have separated from TBR, the University needed to develop its own policies that fit our specific needs and campus philosophy related to student discipline. These rules must be approved by the Board before going to the legislature and have been in the works for several years since the University's separation from TBR but held off pending completion of Title IV regulations from the U.S. Department of Education, which were finally approved August 15, 2020.

Major changes included 1) moving from a solo hearing officer to a board process that encourages our community to take responsibility for enforcement of our policies, 2) allowing for informal resolution wherever possible and 3) providing additional details to rules (requested by students). We have also completed the public hearing requirement for rulemaking. The proposed student code included feedback from the campus community, including faculty, staff, and students. These constituents were consulted throughout the development of the code. Faculty Senate, Student Senate, Student Court and Staff Senate reviewed and provided feedback for the code changes. Staff from several offices volunteered to serve as hearing officers in the current process and will hopefully stay on in the new process. Those staff members were consulted about the changes throughout the process. The public rulemaking hearing (required by UAPA) was held on April 29, 2021. There were a number of attendees, but no additional comments were provided. The next step after adoption by the Board of Trustees is to bring it to the Tennessee General Assembly Joint Committee on Government Operations for final approval.

Chair Kemme asked if anyone had questions:

Trustee Martin commented that this is an extraordinarily comprehensive piece of work. He asked if there is place where students can go online to get the highlights of the rights and responsibilities or if there a condensed version easily accessible to students?

Mr. Wibberding responded that the current website – www.memphis.edu/osa - has a section for students and provides a front- and back-page overview highlighting the student rights and responsibilities process. He commented that his office provides extensive presentations during New Student Orientation, and they have set up a separate website – www.memphis.edu/knowthecode, hand out cards with the QR codes at orientation, and they send this information out to students at the beginning of every term.

Trustee Kemme asked if there were any additional questions or comments and then called for a motion to approve. Trustee Roberts moved and the motion was properly seconded. A roll call vote was taken and unanimously approved.

Agenda Item 8: Drop for Non-Payment Efforts (Informational)

Chair Kemme recognized Executive Vice President & Chief Financial Officer (CFO), Raaj Kurapati to discuss the ongoing efforts to address the drop for the nonpayment issue. CFO Kurapati stated the University made some changes in response to the challenges that our students faced. The traditional approach needed to be adjusted to help students. The University rethought drop for nonpayment procedures, (known as the 'purge process') over the past 3 years. This process eliminated students from class rosters who did not pay their balances at a given point in time. The University made

adjustments that included upfront outreach, expanded payment plans and the ability to enroll in payment plans earlier. The University elected to not drop students for non-payment, allowing additional time to work through their finances and enter into payment plans early. The University provided significant amounts of student aid from funds received through Federal Stimulus packages. The University was able to save 2,431 students from being dropped, which would have translated into an enrollment loss of more than 10 percent. Generally, students reenroll after being dropped, but experience has been that only about 60 percent of the students reenroll. If 60 percent reenrolled, the University would have still lost about 1,000 students, which translates into about \$9 million in net tuition and fees that would have been lost. At the end of the academic year, only 300 students still had outstanding balances for a total of approximately \$1 million in total outstanding balances. A large majority of that will be effectively repaid through the aid they will be receiving from funds we receive in the third stimulus package. Our actual bad debt experience did not change much. The students continued to progress, they were engaged and actively participating in classes. Had the University decided not to make these changes, not only would the University have lost about 5 percent enrollment immediately, but it would continue forward, negatively effecting progression and graduate rates because the University would not receive funds for those students from the State of Tennessee. The University is making these changes permanent because the traditional method is not sustainable, not appropriate, not student friendly and, most importantly, is not consistent with our mission of supporting our students and making sure student success is at the forefront of what the University does.

President Rudd stated the departure from the traditional method of the drop for nonpayment is significant because it has been the way the University has conducted business for a long time, and it required different groups to step up. Dr. Rudd thought it was important to thank those groups in CFO Kurapati's office and Dr. Weddle-West's office because they have been remarkably supportive of students during this time. Dr. Rudd asked CFO Kurapati to clarify for the Board that there was not a state mandated deadline on drop for non-payment.

CFO Kurapati also noted that there was no statutory requirement to drop students for nonpayment of fees. The state expects that students who have outstanding balances cannot enroll unless they enter into an agreement to settle that outstanding balance. It does not require the University to drop students that are enrolled and are continuing their education with the University.

Trustee Roberts applauded CFO Kurapati for what he has done because the new process does speak to the core value of the University for student success and supporting students. Trustee Roberts asked CFO Kurapati what was learned through this process that will be kept moving forward to enable the process to remain modified in a way that helps the University's students. President Rudd answered by saying that the new process punctuated what the University has known for a long time because one of the most significant challenges for students is financial even though there are others. President Rudd also stated permanent changes have been made for how the University supports the students through their financial hardships and how we address it at the beginning. New Student Orientation has been changed so that every student receives a financial advising appointment during orientation individually with family members. The University will be focused on the challenge and providing the support needed and that means having flexibility around the timeline of federal loans because University did not allow enough time for students to receive their loan packages and enroll into the new semester. The additional window of time gives students flexibility. President Rudd thinks there are permanent changes responsive to what is unique about the University of Memphis, the student the University serves, and the community.

CFO Kurapati presented the process changes to better align the University's mission of access and affordability and discussed the communication outreach change, which is to become more upfront and proactive with students by doing the following:

- The traditional drop for nonpayment only focused on the financial standing of students instead of their academic standing, so the new process recognizes the academic standing of the student as well as their financial standing. CFO Kurapati stated when evaluated the students who were at risk of being dropped, about 60 percent had GPAs of 3.0 or better and 80 percent had GPAs of 2.5 and better which meant their barriers were financial because academically engaged.
- Executive Director of Financial Aid, Dr. Robert Kniss has been instrumental with trying to get financial aid to students in the beginning instead of waiting to address financial issues later.

Trustee Johnson commented that the two areas of tremendous importance to help students succeed were the early outreach partnership with Shelby County Schools to promote Financial Aid awareness and the University's academic departments engaging at-risk students who face financial barriers.

Dr. Weddle-West emphasized how the early individual outreach initiative is extremely important, and data mining helps identify at risk students, payment plan options, and offers financial aid education for students and parents. What started the process for Student Academic Success was not knowing that there was not a drop mandate and Dr. Weddle-West discussed what the Student Academic Success Office was able to do to help the students.

CFO Kurapati presented the enrollment trends by student level based on the new drop for nonpayment process. Because of the adjustments made for drop for nonpayment, the University was able to increase enrollment during a time when other universities in the State of Tennessee except for one were seeing decreases. The University of Memphis was able to maintain enrollment and grow enrollment from Fall of 2019 to Fall of 2020 during the pandemic. One of the challenges seen is the decline in high school graduation rates so if the University is not meeting the students where they want to take classes and offering student-friendly and cost-effective options to them then there will be a different outcome.

Trustee Kemme commented that he appreciated the ongoing re-examination of the University's policies overall to address the legacy issues and hopes that every historical decision can be challenged that touches students to make it as friendly and flexible as possible. Trustee Kemme also stated that he hopes that the policies are explained to students in a simple way. Trustee Kemme asked if orientation addressed students understanding the complications of personal finance and how the University could set them on the right path. Dr. Weddle-West responded that it is a part of the orientation process and is run primarily through Lofton, Admission's office, and Dr. Kniss office, but it does need to be expanded. ACAD courses, which is the University's introductory orientation courses that have major components on financial literacy are a part of the course requirement which students get throughout the first semester and the first year. Dr. Weddle-West has spoken with Vice President for Advancement, Joanna Curtis, and the University is considering offering additional collaborations with non-profit organizations that

have financial literacy programs already and the University has some promising collaborations that will be announced soon along with the other agencies.

Trustee Martin suggested reaching out to State Treasurer, David Lillard, who sponsors a significant statewide financial literacy program for assistance. CFO Kurapati added that in addition to support for students, the University is promoting options for timely graduation, guaranteed tuition plan, and the cap on tuition for residents. The University gave away 45,000 student credit hours for free to resident students because of the cap on tuition which translates into approximately \$12 million in savings for students. President Rudd added that without this type of responsiveness, it will be very difficult to continue to elevate graduation rates. The University is at about 55 percent and the aspirational goal is 61 percent. The single most significant challenge to getting there, it is not about academic capacity it is predominantly about this challenge.

Dr. Nenon commented that one of the things the University has learned is that the University needs to reach out to each student individually for whatever the indicator shows that the student is in trouble. In April, any continuing student that was not enrolled received some form of communication to determine any challenged. Students GPAs who fell below a 2.0 also received outreach. The University lets the students know that there is a comprehensive team available to support them and Dr. Nenon believes that is why the University is seeing higher retention and graduation rates.

Chair Kemme asked was there any more questions.

Dr. Robert Kniss added that Financial Aid is meeting individually with students and parents at orientation and going over room rates, meal plans, and giving them options on what the students tuition and fees will look like. Dr. Kniss believes that financial literacy is important and thinks it will become a federal requirement soon because of conversations with the Department of Education. Discussion of financial literacy with students will be ongoing and will continue to evolve as they progress through their four years.

Trustee Edwards mentioned our national recognition Top Ten internship program and half of our internships are paid where students receive course credit and compensation. Chairman Edwards suggested that we talk about how the University can help alleviate the burden associated with the cost of education but also stated that it is great to talk about the opportunity represented by internships for people to earn money, because for most of the students who participate in internship programs get job offers from those companies. Chairman Edwards applauded the work Career Services is doing on internship programs and he looks forward to seeing more going forward. Dr. Rudd commented that what may be seen in the future is an effort on CO-OP programs where student work full-time for a semester and then come back to school full-time for a semester. There were a series of meetings that occurred few weeks ago with local employers who are considering that alternative because it fits their employment needs. The rotation of going to work and going to school for a semester have many advantages including lowering overall student debt, which is critical. Trustee Kemme commented that he thinks the CO-OP model is excellent and mentioned how the University of Cincinnati's Engineering Program is excellent with their CO-OP model. Dr. Rudd mentioned that he spoke with their President.

Chair Kemme asked if there were any other questions, none were provided.

Agenda Item 9: Faculty Highlights (Presentation)

Chair Kemme recognized Executive Vice President for Research and Innovation, Dr. Jasbir Dhaliwal. Dr. Dhaliwal stated that our march toward Carnegie R1 continues, and we are pleased with the progress the University is making. One key dynamic of becoming a Carnegie R1 school is the fact that the University's faculty takes responsibility for funding all of their research efforts. In Memphis, there are only two research universities: University of Tennessee Health Sciences Center which focuses largely on the medical area and the University of Memphis which encompasses all other areas including music, infant mortality, and logistics, therefore it is the University of Memphis' duty to keep Memphis as a vibrant community of scholars and scientist.

Dr. Dhaliwal presented the list of the faculty research awards. He also discussed the second project funded by the Tennessee Department of Labor, which is looking into automation and advanced robotics, which will help Memphis bring manufacturing back to the city. Dr. Dhaliwal discussed the research for the anti-body testing for the City of Memphis and the media attention that it has received. Dr. Dhaliwal discussed how the range of basic signs dollars received from the federal research agencies to Memphis have a multiplier impact when contributing to economic growth in the region. Dr. Dhaliwal discussed the process of translation research, which is when the research findings are taken to the marketplace to make sure contributions are made to the economy.

Dr. Dhaliwal introduced three of the research award winners who gave a brief presentation of their awards. Dr. Slaehi and Dr. Doblas are career award winners of nationally competitive awards. The University of Memphis has the largest cohort of career awardees in the history of the University with seven (7) award winners in the last 3 years.

1. Maryam Salehi, PhD- Assistant Professor, Department of Civil Engineering presented her presentation on Water and the impact of solar radiation on plastics are that are released into the water and contaminating it.
2. Ana Doblas, PhD-Assistant Professor, Department of Electrical and Computer Engineering presented the three-dimensional super-resolution light microscopy of thick, unprocessed biological samples.
3. Wesley James, PHD-Associate Professor, Department of Sociology presented the Delta Health Alliance - Mississippi delta area evaluation of health and education related programs, including examination of infant mortality and school dropout rates.

Agenda Item 10: Additional Business

Chair Kemme asked for any new business items, none was presented

Agenda Item 11: Adjournment

Chair Kemme called for a motion to adjourn. Motion was made by Trustee Roberts and properly seconded. A voice vote was taken, and the committee was adjourned.

4. Interim Deans

Presentation

Presented by Tom Nenon

The University of Memphis Board of Trustees

Presentation

For Information

Date: August 25, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Introduction of Interim Deans

Presented by: Dr. Thomas Nenon, Executive Vice President for Academic Affairs and Provost

Background:

We have three interim deans:

- School of Public Health, Dr. Marian Levy
- Loewenberg College of Nursing, Dr. Larry Slater
- Fogelman College of Business and Economics, Dr. Charles Pierce

Interim Dean of the School of Public Health



Dr. Marian Levy

Marian Levy was appointed the interim dean of the School of Public Health with an effective date of August 1. Levy has served as associate dean and professor in the School of Public Health and came to the UofM as director of the Master of Public Health program in 2007. She replaces Dr. Jim Gurney who is returning to a faculty position in the school.

Levy received her doctorate in public health from UCLA. A registered dietitian and Fellow of the Academy of Nutrition and Dietetics, she has spearheaded numerous initiatives to promote health equity, provide environmental support for healthy lifestyles and enhance eco-responsibility. Since 2005, she has served on NIH special emphasis review panels for the National Institute for Minority Health. She received the Ruby R. Wharton Outstanding Woman Award for Race Relations and has been recognized with teaching awards from the University of Memphis (Alumni Association Distinguished Teaching Award) and the Academy of Nutrition and Dietetics (2011 Outstanding Dietetic Educator).

Levy has held several leadership posts, including president of the Tennessee Public Health Association. She served on the Board of Editors of the Journal of the Academy of Nutrition and Dietetics (2013–16) and currently serves on the Governing Council of the American Public Health Association. In 2017 she received the Doris Spain Distinguished Service Award from the Tennessee Public Health Association in recognition of her contributions to the Association over a period of several years.

Interim Dean of the Loewenberg College of Nursing



Dr. Larry Slater

Larry Slater, PhD, RN-BC, CNE, FAAN, was appointed the interim dean of the Loewenberg College of Nursing with an effective date of July 1. Slater has served as associate dean for Academic Programs and clinical professor at the Loewenberg College since January 2021. He replaces Dr. Lin Zhan.

Before coming to the UofM, Slater was director of the Undergraduate Programs and clinical associate professor at the New York University Rory Meyers College of Nursing. Slater provides expertise in the design and implementation of active, learner-driven strategies in nursing education; curriculum development, improvement and assessment with a focus on technology-enhanced education; program outcomes assessment and accreditation; and faculty/staff governance in academia.

Slater received his Bachelor of Science in Nursing and his PhD in Nursing from the University of Alabama at Birmingham School of Nursing where he also completed post-doctoral training. Slater has received numerous awards for teaching excellence, including from New York University, the American Nurses Association-New York and the American Association of Colleges of Nursing.

Slater is a Fellow in the American Academy of Nursing and the New York Academy of Medicine. He is an active member and leader in several professional organizations, currently serving as chair elect of the Committee on Bylaws for the American Nurses Association and secretary for the Foundation of the National Student Nurses Association.

Interim Dean of the Fogelman College of Business & Economics



Dr. Chuck Pierce

Charles (Chuck) Pierce has been appointed the interim dean of the Fogelman College of Business & Economics. Dr. Pierce has been on the faculty at the University of Memphis since 2004 and was promoted to Professor of Management in 2008. He has served as FCBE's Associate Dean for Academic Programs and Research since 2017. Prior to his appointment as Associate Dean, he served as Chair of the Department of Management for 7 years.

Dr. Pierce received his PhD from the University at Albany-SUNY in 1995. His research interests include workplace romance, sexual harassment in organizations, test bias and discrimination in the selection of human capital, and organizational research methods. He has published his research in leading scholarly journals such as Academy of Management Journal, Journal of Applied Psychology, Personnel Psychology, Organizational Behavior & Human Decision Processes, Journal of Management, Human Resource Management, Journal of Organizational Behavior, Journal of Educational Psychology, Educational & Psychological Measurement, and Organizational Research Methods. His research has been funded by the National Science Foundation and received awards including best paper in the Journal of Organizational Behavior and two Academy of Management's Research Methods Division Robert McDonald Advancement of Organizational Research Methodology awards.

Dr. Pierce serves on the University of Memphis' Corporate Strategy Council and Research Council.

5. Approval of Academic Programs

Presentation

Presented by Tom Nenon

The University of Memphis Board of Trustees

Presentation

For Information

Date: August 25, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Approval of Three Academic Programs

Presented by: Dr. Thomas Nenon, Executive Vice President for Academic Affairs and Provost

Background:

At the July 22 Tennessee Higher Education Commission (THEC) meeting, the Commission approved the following academic programs:

1. **American Sign Language and Deaf Studies, Bachelor of Arts (Implementation Date: August 2022)**
2. **Applied Physiology and Neuromechanics, PhD (Implementation Date: August 2022)**
Concentrations: (1) Applied Physiology and Nutrition and (2) Applied Biomechanics
3. **Doctor of Physical Therapy (Implementation Date: August 2023)**



EMILY HOUSE
Executive Director

BILL LEE
Governor

STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
PARKWAY TOWERS, SUITE 1900
NASHVILLE, TENNESSEE 37243-0830
(615) 741-3605

July 23, 2021

Dr. M. David Rudd
President
The University of Memphis
341 Administration Building
Memphis, TN 38152

Dear President Rudd:

At the July 22nd THEC meeting, the Commission approved the American Sign Language and Deaf Studies, Bachelor of Arts program. The program will be monitored annually for the first five years following the fall 2022 program implementation.

Best wishes for success in implementing this academic program.

Sincerely,

A handwritten signature in black ink, appearing to read "Emily House", written over a light gray circular background.

Emily House, PhD

cc: Tom Nenon, Executive Vice President Academic Affairs and Provost
Linda Jarmulowicz, Dean School of Communication Sciences and Disorders
James Orr, Vice Provost for Academic Affairs and Strategic Enrollment
Betty Dandridge Johnson, THEC Chief Academic Officer



EMILY HOUSE
Executive Director

BILL LEE
Governor

STATE OF TENNESSEE
HIGHER EDUCATION COMMISSION
STUDENT ASSISTANCE CORPORATION
PARKWAY TOWERS, SUITE 1900
NASHVILLE, TENNESSEE 37243-0830
(615) 741-3605

July 26, 2021

Dr. M. David Rudd
President
The University of Memphis
341 Administration Building
Memphis, TN 38152

**Revised memo to correct
concentrations for PhD**

Dear President Rudd:

At the July 22nd THEC meeting, the Commission approved the following two academic programs:

Applied Physiology and Neuromechanics, PhD
Concentrations: (1) Applied Physiology and Nutrition and
(2) Applied Biomechanics
Implementation Date: August 2022

Doctor of Physical Therapy
Implementation Date: August 2023

Both academic programs will be monitored annually for the first seven years following their program implementation.

Best wishes for success in implementing these academic programs.

Sincerely,

Emily House, PhD
Executive Director

cc: Tom Nenon, Executive Vice President Academic Affairs and Provost
Robin Poston, Professor and Dean of the Graduate School
Richard J. Bloomer, Dean, College of Health Sciences
Betty Dandridge Johnson, THEC Chief Academic Officer

6. Research Annual Report

Presentation

Presented by Jasbir Dhaliwal

The University of Memphis Board of Trustees

Presentation
For Information

Date: August 25, 2021

Committee: Academics, Research and Student Success Committee

Presentation: Annual Report for Research for FY 2021

Presented by: Jasbir Dhaliwal, Executive Vice President of Research and Innovation

Background:

The 2021 fiscal year ended on June 30, 2021. Like last year, the Division of Research & Innovation has again prepared its annual report focusing on research awards secured from all the university's diverse funding sources. It also highlights the contributions of diverse internal university units plus the top research scholars.

FY21 Research Annual Report

Academic, Research and Student Success Committee

Dr. Jasbir Dhaliwal

Executive Vice President for Research & Innovation

August 25, 2021

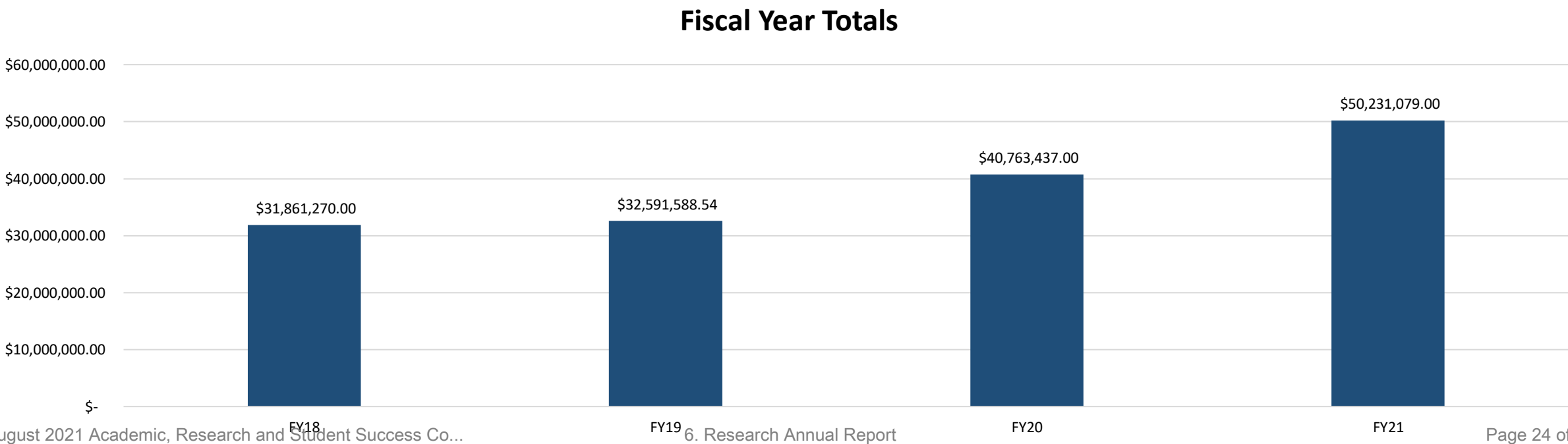
Maxine A. Smith University Center
and Zoom Video Conference



AUGUST 2021

Trajectory of Research Awards

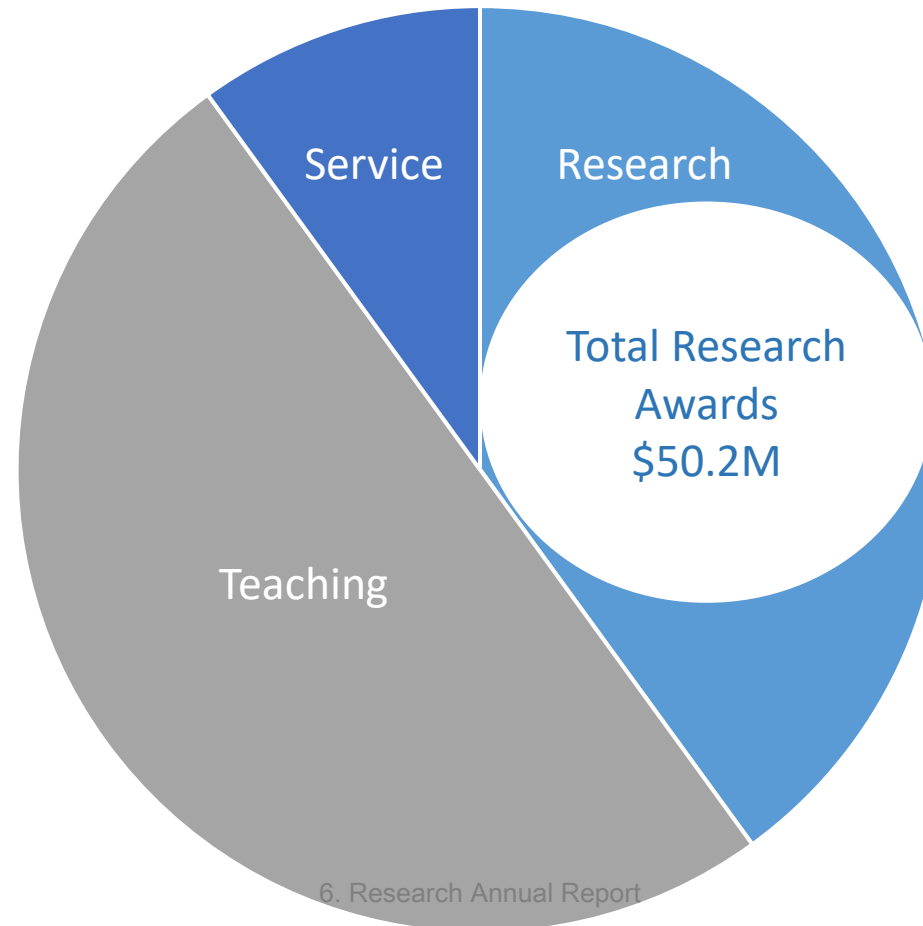
Achieving \$50.2 million in research awards in FY 21 reflects our faculty commitment to help secure \$300M in external awards as part of the University's \$600M blended campaign.



Total Faculty Salary and Benefits: \$132M

Faculty effort is generally divided into three parts:

- Research – 40%
- Teaching – 50%
- Service – 10%



Externally Funded Awards
Now Equal **95% of Faculty
Research Effort**

Key Performance Indicators

The University of Memphis aspires to achieve Carnegie R1 Institutional status this Fall - a designation for top tier research institutions in the United States.

Given the pandemic, one might be inclined to treat this past year as an aberration and several other universities have justifiably lowered expectations. The faculty at the University of Memphis however have risen to this challenge by boosting their research efforts.

Their successes are testament to their embrace of the Carnegie R1 goal and the research revitalization strategy begun in 2018.

UofM Achieves Record Research Awards
in a Single Fiscal Year

\$50M+

Year-Over-Year Total
Research Awards Increased By

23%

Year-Over-Year State
Research Award Dollars Increased by

150%

Federal Agencies Funding
\$1M or More in FY21

8

Year-Over-Year Number of Number of PI with
More Than \$1M Increased

100%

FY19-FY21
Total Award Dollars Increased

54%

Year-Over-Year Total Federal
Research Awards Increased By

22%

Year-Over-Year Local
Research Award Dollars Increased By

140%

Number of Departments with \$1M or More in Research
Awards Increased

35%

Number of Proposals with Budget of
\$500k or More

35%

Three years ago, approximately 20% of the faculty were responsible for 75% of proposals. Today, that number has risen to 38%.

Every year we see more proposals from more faculty and more departments.

More and more of our faculty and departments are understanding that its our shared responsibility to fund our research labs, students and efforts to the extend it is possible in our respective disciplines.

80%

Increase in Federal Awards
FY19-FY21

12

Principal Investigators
with \$1M+ in FY21

144

Award Winning
Principal Investigators

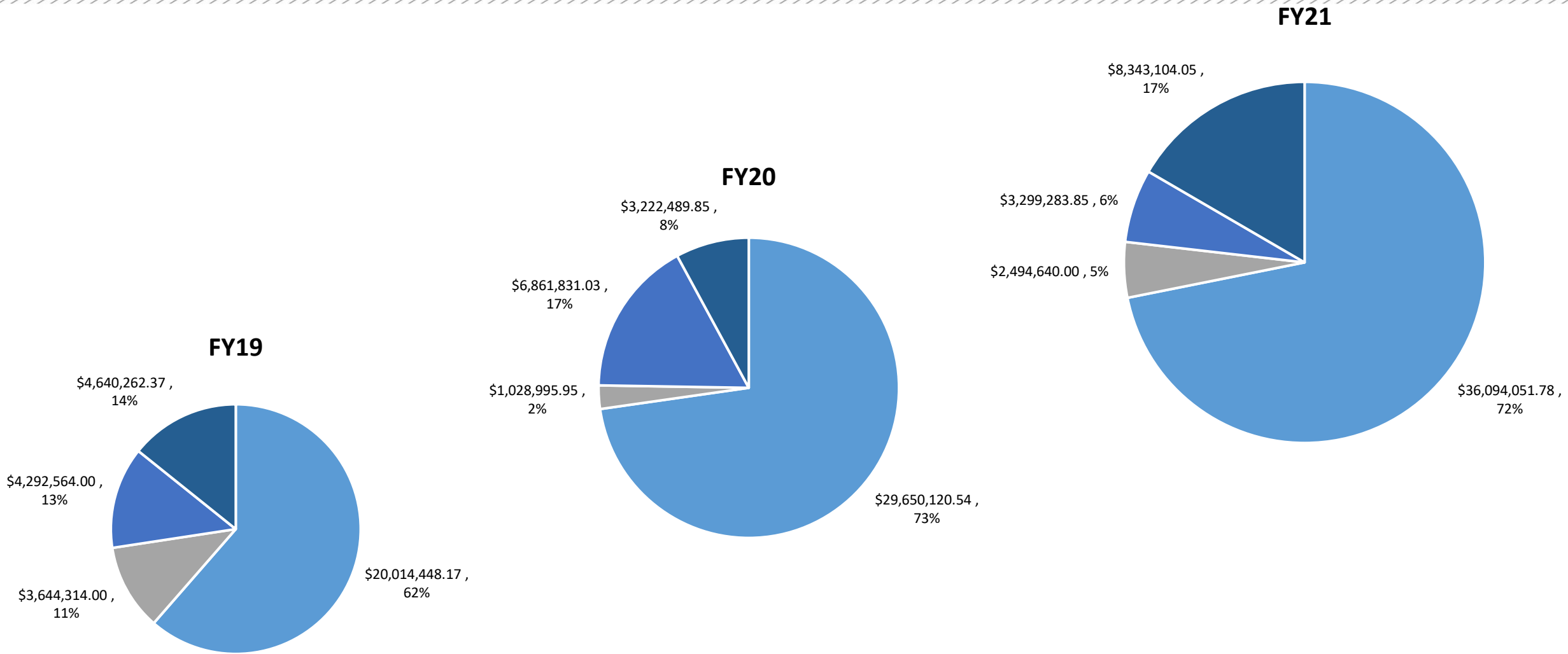
20

Departments with \$1M or more
in funding in FY21

232

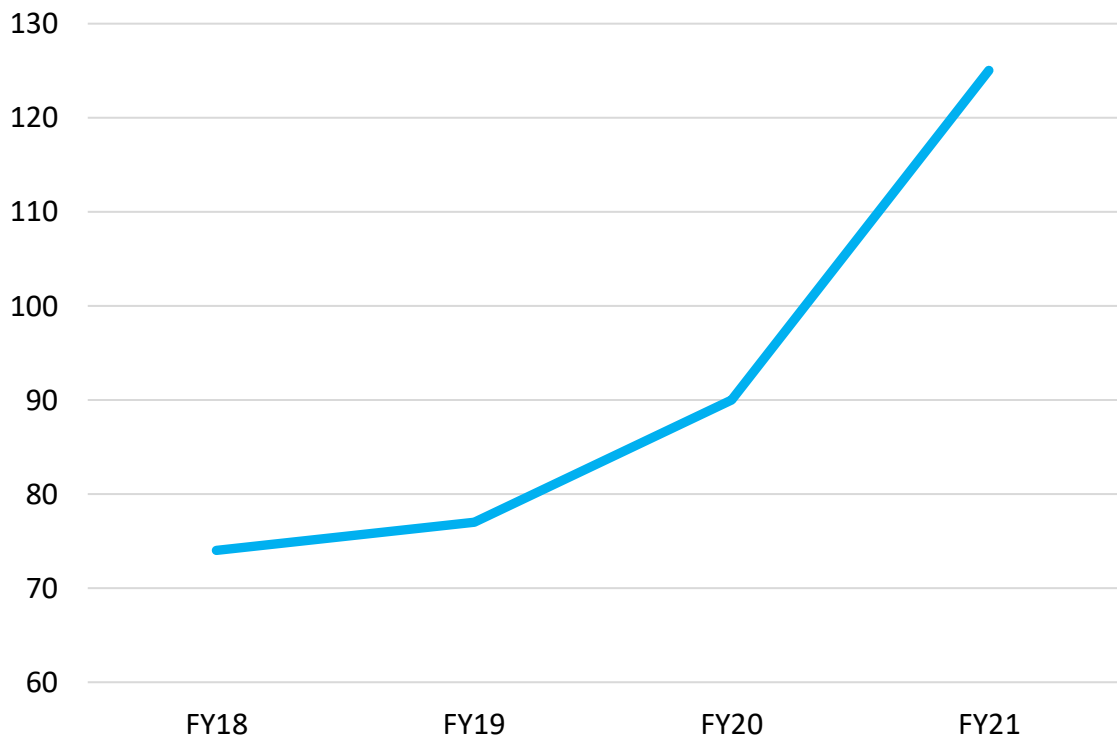
Principal Investigators Who are
Applying for Awards

Fiscal Year Data By Source

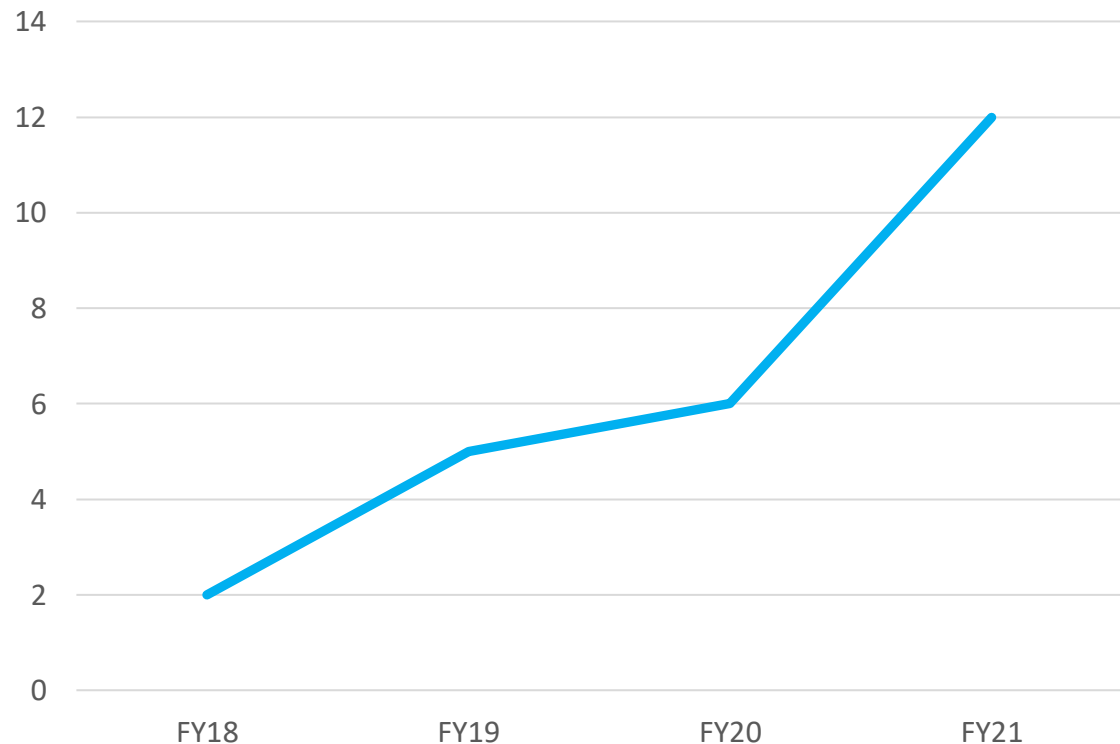


Diversification of Research Participation

Number of Proposals with budget of \$500K or more



Principal Investigators with \$1M or more



Units with \$1M+ in Awards

Academic Unit	FY21
1. College of Professional & Liberal Studies	\$4,919,559.55
2. Computer Science	\$4,157,486.00
3. Instruction and Curriculum Leadership (ICL)	\$3,928,196.00
4. Psychology	\$3,437,016.00
5. CAESER	\$2,912,479.00
6. Civil Engineering	\$2,794,840.50
7. Institute for Intelligent Systems (IIS)	\$2,645,793.00
8. Loewenberg College of Nursing	\$1,995,433.00
9. Chemistry	\$1,827,034.83
10. Center for Earthquake Research & Information (CERI)	\$1,782,242.00

Academic Unit	FY21
11. Social Work	\$1,738,217.00
12. Sociology	\$1,486,806.00
13. Mechanical Engineering	\$1,214,092.00
14. Counseling Educational Psychology & Research (CEPR)	\$1,173,694.00
15. Biomedical Engineering	\$1,142,052.00
16. Epidemiology	\$1,122,450.00
17. School of Urban Affairs and Public Policy (SUAPP)	\$1,100,537.00
18. Biology	\$1,093,837.85
19. Engineering Technology	\$1,035,237.00
20. Earth Sciences	\$1,000,000.00

First Time Principal Investigators for 2021

Ashley Batastini, *Counseling, Educational Psychology & Research*

Ana Doblaz, *Electrical and Computer Engineering*

Logan Caldwell, *Instruction and Curriculum Leadership*

Alexander Headley, *Mechanical Engineering*

Minhae Cho, *Social Work*

Mohit Ganguly, *Patents2Postdocs Fellow, FedEx Institute of Technology*

Andrea Pirkey, *Carnegie R1 Postdoc, Social Work*

Amanda Edgar, *Department of Communication & Film*

Teresa Franklin, *Institute for Interdisciplinary Memphis Partnerships to Advance Community Transformation (IIMPACT)*

Ryan Hughes, *Patents2Postdocs Fellow, FedEx Institute of Technology*

Mary Schallert, *College of Health Sciences*

Amy Cook, *Computer Science*

Elizabeth Gillespie, *Public and Nonprofit Administration*

Aaryani Sajja, *Biomedical Engineering*

Yufeng Zhang, *College of Health Studies*

Federal Funding By Source

Funding Source	FY19	FY20	FY21
<i>National Science Foundation (NSF)</i>	<i>\$3,728,217.00</i>	<i>8,774,516.00</i>	<i>\$8,919,989.00</i>
National Institutes of Health (NIH)	\$7,029,329.03	\$6,759,200.15	\$6,573,210.76
<i>Department of Education (DoEd)</i>	<i>\$1,976,538.00</i>	<i>\$4,522,972.00</i>	<i>\$5,168,042.00</i>
<i>Department of Health and Human Services (DHHS)</i>	<i>\$299,400.00</i>	<i>\$660,321.00</i>	<i>\$3,142,301.00</i>
US Geological Survey (USGS)	\$1,772,182.62	\$916,096.00	\$1,190,591.00
<i>Department of Energy (DoE)</i>	<i>0</i>	<i>0</i>	<i>\$1,114,477.00</i>
Department of Defense (DoD)	\$2,312,102.12	\$2,520,091.00	\$2,669,139.00
Department of Labor (DOL)	0	0	\$1,013,896.00
<i>Substance Abuse and Mental Health Services Administration (SAMSHA)</i>	<i>\$289,600.00</i>	<i>\$289,600.00</i>	<i>\$752,580.00</i>
<i>Centers for Disease Control and Prevention (CDC)</i>	<i>0</i>	<i>0</i>	<i>\$599,217.00</i>
<i>Department of Justice (DoJ)</i>	<i>\$115,724.00</i>	<i>\$309,690.00</i>	<i>\$518,475.00</i>

August 2021
 * ***Bold Italics: Federal Funding Agencies that have at least doubled funding from FY19 to FY21***

State Funding By Source

Funding Source	FY19	FY20	FY21
Tennessee Department of Transportation (TDOT)	\$4,150,941.00	\$194,794.00	\$5,655,715.05
Tennessee Department of Education (TDoEd)	\$1,776,110.00	\$279,617.00	\$1,049,847.00
Tennessee Department of Mental Health and Substance Abuse Services	\$187,752.00	\$180,000.00	\$360,000.00
Tennessee Department of Agriculture	Not funded	\$160,000.00	\$240,000.00
State of Tennessee	\$230,913.99	\$360,027.00	\$171,957.00
Tennessee Department of Health (TDoH)	\$10,000.00	\$148,000.00	\$166,300.00
West Tennessee River Basin Authority	Not funded	Not funded	\$165,000.00
Arkansas Geological Survey (AGS)	\$54,000.00	\$54,000.00	\$162,000.00
Tennessee Higher Educ Commission (THEC)	\$138,554.60	\$121,800.00	\$152,300.00
Tennessee Board of Regents (TBR)	\$29,250.00	\$42,025.00	\$100,000.00

Local Government Funding By Source

Funding Source	FY19	FY20	FY21
Memphis Light Gas and Water (MLGW)	\$2,235,000.00	Not funded	\$1,509,000.00
Shelby County Public Works Division	Not funded	Not funded	\$447,917.00
Shelby County Schools (SCS)	\$316,248.00	\$4,261.00	\$128,214.00
Memphis Area Transit Authority (MATA)	Not funded	\$107,458.00	\$120,000.00
City of Memphis	\$761,308.00	\$449,754.95	\$110,043.00
Shelby County Health Department	\$99,195.00	Not funded	\$75,000.00
City of Germantown	\$45,000.00	\$45,000.00	\$45,000.00
City of Collierville	\$9,500.00	\$41,500.00	\$41,500.00

High Impact Scholars at the UofM

Author Name	Department	Scopus H-Index
Bowlin, Gary L.	Biomedical Engineering	51
Karmaus, Wilfried Joachim Jurgen	School of Public Health	49
Fatemi, Ali	Mechanical Engineering	46
Lasiecka, Irena	Mathematical Sciences	44
Ward, Kenneth D.	School of Public Health	43
Rudd, Michael David	President	43
Beck, J. Gayle	Psychology	43
Lindner, Ernö	Biomedical Engineering	41
Bollobas, Bela	Mathematical Sciences	41
Berman, Jeffrey Scott	Psychology	40

High Impact Scholars at the UofM

Author Name	Department	Google Scholar Citation Count
Beck, J. Gayle	Psychology	51972
Gallagher, Shaun	Philosophy	32675
Huang, Xiaohua	Chemistry	31286
Bowlin, Gary L.	Biomedical Engineering	20136
Dasgupta, Dipankar	Computer Science	18924
Lasiecka, Irena	Mathematical Sciences	17600
Oller, D. Kimbrough	Communication Sciences and Disorders	17277
Fatemi, Ali	Mechanical Engineering	16205
Rudd, Michael David	President	13989
Andraisik, Frank	Psychology	13747

2021 NSF CAREER Recipients:

- Dr. Maryam Salehi – Civil Engineering
- Dr. Ana Doblas – Electrical and Computer Engineering

Some Recent Successes & Carnegie R1 Status

- **\$1,534,309.00** **National Science Foundation (NSF)**
 - *Learners' Data Institute: Harnessing The Data Revolution To Improve The Effectiveness, Efficiency, and Engagement of The Learning Ecosystem* – Vasile Rus
- **\$1,509,000.00** **Memphis Light Gas and Water (MLGW)**
 - *MLGW Aquitard Year 3* – Brian Waldron
- **\$1,471,806.00** **Delta Health Alliance**
 - *Evaluate Impact of Health and Education Programs in the Mississippi Delta* – Wesley James
- **\$1,360,830.00** **Health Resources and Services Administration (HRSA)**
 - *Health, Education, and Access for Rural Tennesseans (HEART)* – Anita Boykins
- **\$1,334,467.00** **National Institutes of Health (NIH)**
 - *mHealth Center for Discovery, Optimization & Translation of Temporally-Precise Interventions (mDOT)* – Santosh Kumar

- **\$1,111,500.00** **Tennessee Department of Intellectual and Developmental Disabilities**
 - *UofM Home/Community Based Early Intervention (HCBEI) Service/Community unity Based Early Intervention (HCBEI) Services* – Laura Casey
- **\$1,013,896.00** **US Department of Labor**
 - *Workforce Opportunity for Rural Communities (WORC) / DRA:Automation and Advanced Robotics Center* – Kevin Berisso
- **\$1,000,000.00** **National Science Foundation (NSF)**
 - *ASPIRED: Adaptations for Sustainable Policies and Increased Recruitment Excellence in Diversity* – Esra Ozdenerol
- **\$841,311.00** **US Geological Survey (USGS)**
 - *Operation of the Mid-America Integrated Seismic Network 2020-2024-CERI* – Mitchell Withers

Carnegie R1 Update:

The University looks forward to the new Carnegie research rankings that will be released late this Fall together with the criteria for the next cycle.

RESEARCH REPORT

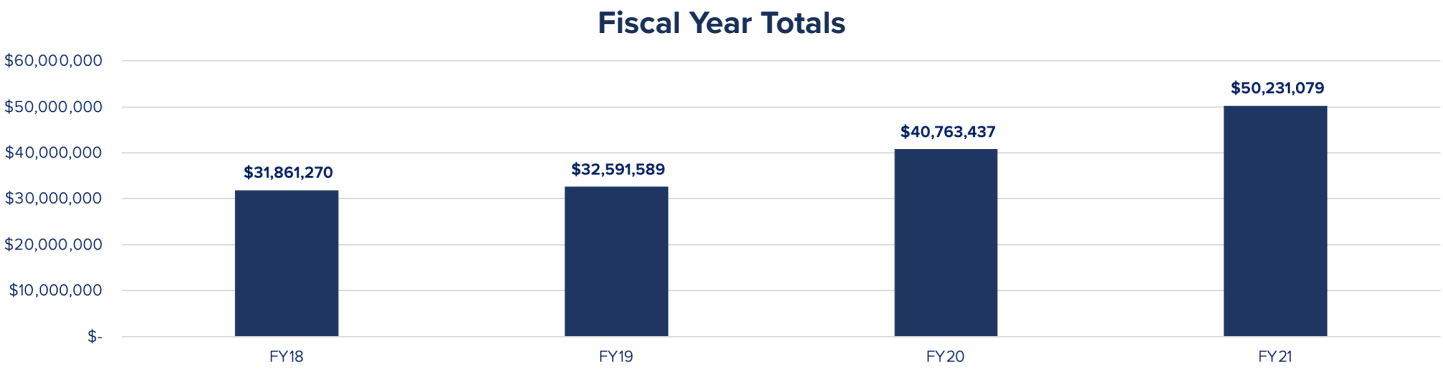
FY21



SUMMARY

For the first time, the University of Memphis has achieved \$50M in annual research awards.

The University of Memphis aspires to achieve Carnegie R1 Institutional status - a designation for top tier research institutions in the United States. While many other Universities have justifiably lowered expectations in light of the pandemic, the faculty at the University of Memphis have risen to the challenge. Despite tremendous and unusual hardship, researchers across this campus have made exceptional progress that is a testament to their commitment to the research revitalization strategy begun in 2019.



Achieving \$50.2 million in research awards reflects the commitment of the Division of Research & Innovation to bring in \$300M as part of the University's \$600M blended campaign.

UofM Achieves Record Research Awards in a Single Fiscal Year

\$50M+

FY19-FY21 Total Award Dollars Increased

54%

Year-Over-Year Total Research Awards Increased

23%

Year-Over-Year Total Federal Research Awards Increased

22%

Year-Over-Year State Research Award Dollars Increased

150%

Year-Over-Year Local Research Award Dollars Increased

140%

Number of Federal Agencies \$1M or More in FY21

8

Number of Departments with \$1M or More in Research Awards Increased

35%

Year-Over-Year Number of Number of PIs with More Than \$1M Increased

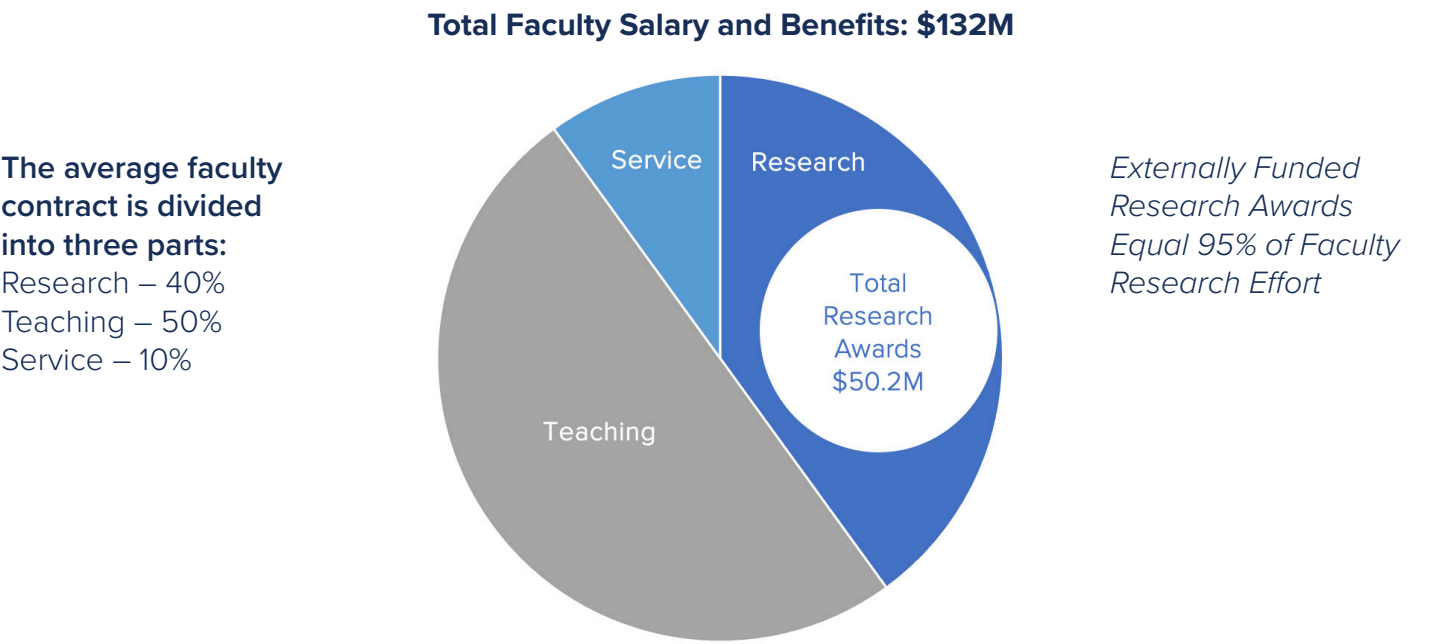
100%

Number of Proposals with Budget of \$500k or More Increased

35%

MAJOR TRENDS

Two trends are prominent in the 2021 research awards data: Diversification of research participation and improved quality of research proposals in an environment of limited capacity.

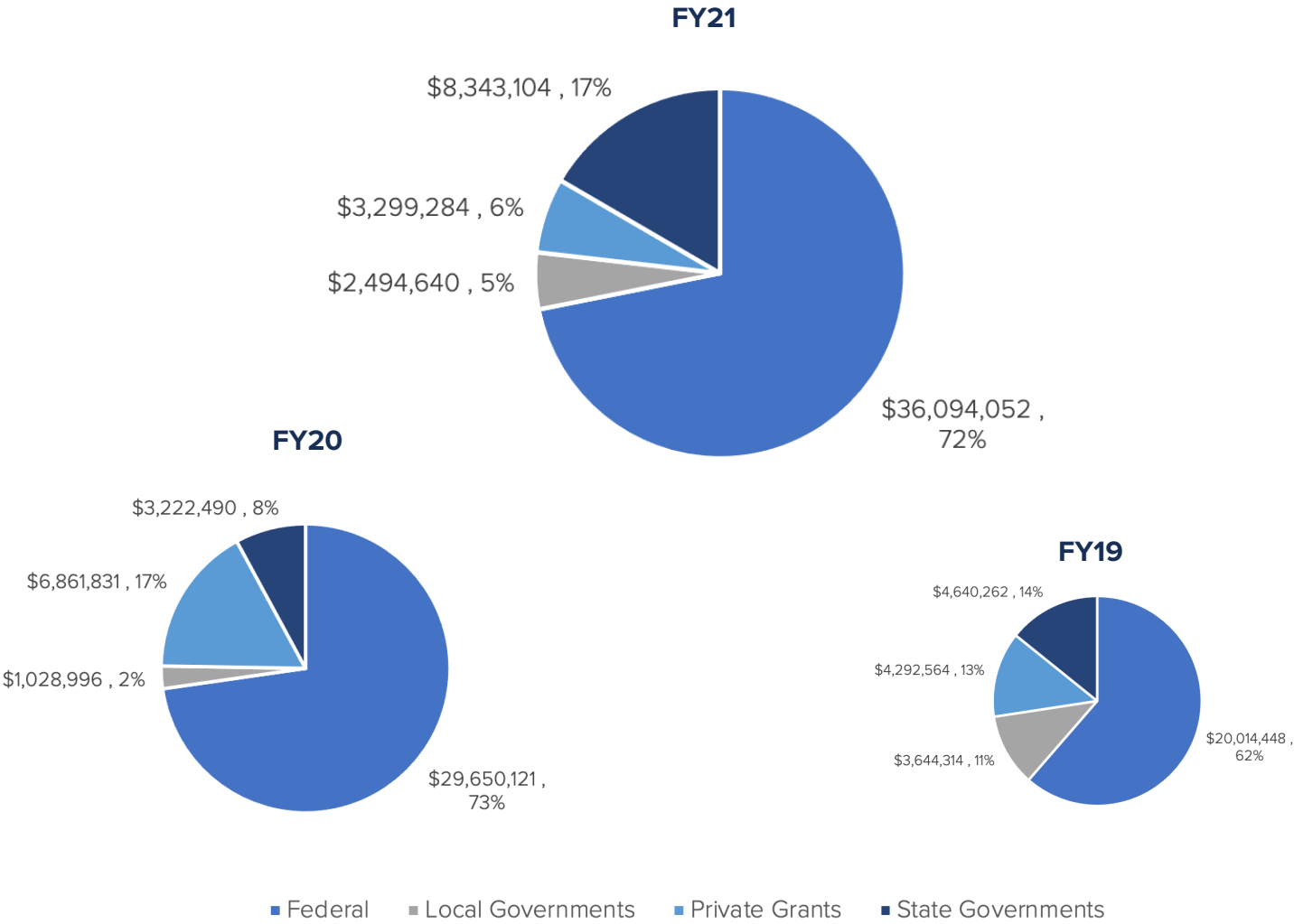


DIVERSIFICATION OF RESEARCH PARTICIPATION

Three years ago, approximately 20% of the faculty were responsible for 75% of proposals. Today, that number has risen to 38%. Every year we see an increasing number of proposals from an expanding number of departments. The University had a record number of millionaire Principal Investigators in FY21, a record number of federal agencies funding \$1M or more in research awards, and a record number of departments receiving \$1M or more in research funding. These achievements are complemented by increases in federal, state, and local funding. UofM faculty understand that it is their responsibility to fund—to the extent possible in their disciplines—their own research, students, and labs. That philosophy is reflected in the rising participation from all colleges and schools in the pursuit of external funding.

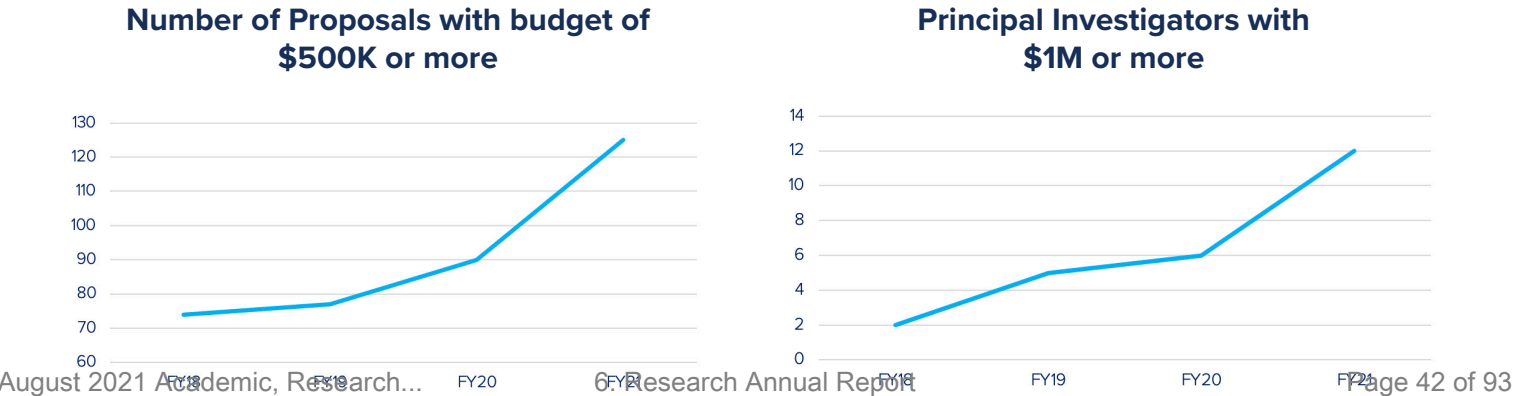


FISCAL YEAR DATA



IMPROVING QUALITY WHILE FACING CAPACITY CHALLENGES

The number of millionaire PIs has dramatically increased over the last four fiscal years (6x improved), and the number of faculty submitting federal research proposals has increased by 38% during the same period. During the same period, the total number of faculty receiving 100k or more in annual funding increased by 8%. This modest gain in new faculty earning large awards indicates that our potential to expand research funding cannot rely exclusively on existing faculty. Without increases in the number of faculty and improvements in instrumentation and research facilities, we will see the number of large awards continue to remain constant from year to year.





STRATEGIC RESEARCH DEVELOPMENT

Programs and Efforts to Support Faculty

New Efforts in FY21

» **Memphis Initiative for Defense Research**

- » The initiative strategically develops defense research capabilities at the UofM and targets three primary thrust areas in year one – imaging and sensors, artificial intelligence & machine learning for sensing at the edge, and data networks.

» **Memphis-Meharry Program to Enable Collaborative Interdisciplinary Research (PECIR)**

- » The first year of this program funded six collaborative research projects with Meharry Medical College, and represents the larger collaboration announced in December 2020 between Meharry, the University of Memphis, and Methodist Le Boheur.

» **NIH K Series Training**

- » The National Institutes of Health is consistently the second largest federal funding source for UofM research. While we have excelled at securing research awards, the NIH is also a valuable source of funding for postdocs in the form of NIH K series grants. The NIH K Series Training was designed to raise awareness of this program and increase the number of externally funded postdocs on campus.

» **Mobile Application Development Pilot Team**

- » During FY21, Research Development piloted a new program designed to help faculty develop mobile applications that could lead to entrepreneurial success. This pilot will be continued in FY22 through a partnership with UMRV Ventures.

» **UofM-UTHSC COVID-19 CORNET**

- » Started in 2020, the Collaborative Research Networks (CORNET) program brings together faculty from UTHSC and UofM to explore research that will lead to external funding. In 2021, the program pivoted to respond to the COVID-19 pandemic, funding projects that specifically addressed the related challenges from a multi-faceted perspective.

Ongoing Faculty Support Programs and Key Outcomes

» **Communities of Research Scholars (CoRS):**

- » Designed to facilitate collaborations and grow research engagement
- » 29 CoRS funded, including faculty from over 50 disciplines
- » FY21 program included a focus on engaging community partners

» **UofM Research Council**

- » 40 research leaders across campus working to set a proactive research culture and update research policies

» **Research Proposal Review Services**

- » Over 60 proposals reviewed in FY20 and FY21
- » Leveraging internal and external reviewers from multiple institutions and agencies

» **Gap Funding Program**

- » 14 proposals funded in FY20 and FY21 (total investment: \$240K)
- » The program helps faculty who are between grants or revising and resubmitting to federal agencies to continue their research
- » Over \$12M in revised and resubmitted proposals
- » Over \$2M funded to date

» **Career Academy**

- » Growing new faculty through professional development and comprehensive review services
- » Career Stats:
 - » NSF CAREER Awards: 5
 - » DoE CAREER Award: 1
 - » Applications: 40
 - » UofM now among top 25% of NSF CAREER winning institutions

» **Fine Arts, Humanities, & Social Sciences Grants**

- » 16 proposals funded in FY20 and FY21
- » 12 monographs or edited volumes published
- » 1 album released

» **Defense Research Academy**

- » DoD Young Investigator Program: 6 submissions in FY21
- » Defense research networking preparation for faculty
- » 30+ faculty engaged in defense research initiatives

» **FedEx Institute of Technology**

- » 9 FIT research clusters funding over 90 faculty across campus
- » 44% of the 97 researchers affiliated with the FedEx Institute of Technology were awarded a total of \$22.9M from FY19-21

» **Carnegie R1 Doctoral Fellowships**

- » 48 PhD students funded in FY20 and FY21
- » Students included in over 60 grant proposals in two years

» **Carnegie R1 Postdoc Program**

- » 37 postdocs funded in FY20, 7 received continuation funding in FY21
- » 60+ grant proposals submitted with effort included for postdoc continued funding
- » Provided comprehensive grantsmanship training to all postdoc members
- » Current number of PhD qualified research staff: 45
- » Current postdoc count: 37

» **UMRF Ventures Junior Professorships**

- » All NSF Career recipients are awarded a junior professorship
- » 2021 Recipients – Maryam Salehi and Ana Doblas
- » 2020 Recipients – Ranga Gopalakrishnan, Amber Jennings, Thomas Watson

» **The Conversation Support**

- » Subscription to *The Conversation* aides faculty in publishing to a general readership audience
- » 1.5M+ article reads for UofM faculty authors to date
- » Articles published in *Chicago Tribune*, *USA Today*, *CNN*, *Business Insider*, etc.

» **First Gen STEM**

- » Nine PhD students funded from 2019-2021

» **RISE Fellowship**

- » Seventy PhD students funded from 2019-2021

» **Research Equipment Database**

- » Searchable database of all UofM research instrumentation, as reported by departments

» **Academic Analytics**

- » A database resource that helps to identify trends in research, build teams in similar research areas both at our university and other institutions, and helps to identify funding opportunities based on publication history

» **West Cancer Foundation Research Initiative**

- » Established in the fall of 2020, the West Cancer Foundation Initiative was created to cultivate research across the UofM campus in areas that advance cancer treatment, promote community health and wellness, and/or provide supportive patient care.

» **INFER:**

- » Innovative Non-profit and Foundation Engaged Research (INFER) founded in 2020
- » Seeks to bridge the efforts of researchers (in the areas of social science, life science and the humanities) and nonprofits (with social, human and health services-related missions) to ensure that research efforts are relevant and useful to practitioners and that practice is effective and grounded in “best practice.”



CULTIVATING A DYNAMIC RESEARCH ECOSYSTEM

- » UMRF Research Park
- » UMRF Ventures
- » Phi Kappa Phi Innovation in Excellence Award Semifinalist
- » AASCU Award
- » APLU Innovation Award Finalist
- » 21 Licensed Technologies
- » Patents2Products (P2P)
- » Five companies launched



PATENTS2PRODUCTS

DEEP SCIENCE ENTREPRENEUR POST-DOC FELLOWSHIPS



Principle Investigators with \$500K+ in Awards

*Note: \$\$ is obligated amount in FY

FY19 Faculty		FY 20 Faculty		FY 21 Faculty	
Waldron, Brian	\$3,562,209	Olney, Andrew	\$3,439,035	Marshall, Melissa	\$4,919,559
Kumar, Santosh	\$3,448,800	Kaldon, Carolyn	\$1,512,626	Casey, Laura	\$3,140,880
Hunter, William	\$1,500,000	Rus, Vasile	\$1,239,097	Waldron, Brian	\$2,812,461
Withers, Mitchell	\$1,484,974	Casey, Laura	\$1,220,960	Kumar, Santosh	\$2,398,500
Bekis, Barbara	\$933,182	Neely-Barnes, Susan	\$1,212,046	Rus, Vasile	\$1,707,863
Karmaus, Wilfried	\$702,837	Kumar, Santosh	\$1,193,319	James, Wesley	\$1,486,806
Zhang, Hongmei	\$640,502	Waldron, Brian	\$869,276	Boykins, Anita	\$1,360,830
Mishra, Sabyasachee	\$615,330	Schiro-Geist, Chrisann	\$852,386	Gopalakrishnan, Ranganathan	\$1,114,477
Wang, Lan	\$611,894	Withers, Mitchell	\$793,974	Neely-Barnes, Susan	\$1,095,290
Dhaliwal, Jasbir	\$591,474	Murphy, James	\$790,458	Berisso, Kevin	\$1,035,237
Kedia, Satish	\$560,218	Howell, Kathryn	\$763,018	Ivey, Stephanie	\$1,004,449
Bollobas, Bela	\$540,000	Jennings, Jessica	\$758,226	Ozdenerol, Esra	\$1,000,000
Ivey, Stephanie	\$520,591	James, Wesley	\$741,352	Murphy, James	\$889,701
Oller, David	\$506,133	Kedia, Satish	\$697,100	Wang, Lan	\$865,000
		Bidelman, Gavin	\$691,706	Salehi Esfandarani, Maryam	\$851,597
		Boykins, Anita	\$679,355	Withers, Mitchell	\$841,311
		Bailey, Eric	\$648,000	Fagan, Thomas	\$770,364
		Parrill-Baker, Abby	\$634,888	Hunter, William	\$750,000
		Zhang, Hongmei	\$632,938	Zhao, Xuan	\$726,990
		Karmaus, Wilfried	\$614,648	Rudd, Loretta	\$694,845
		Rudd, Loretta	\$597,008	Parrill-Baker, Abby	\$651,741
		West, Steven	\$570,150	Karmaus, Wilfried	\$589,485
		Meindl, James	\$530,651	Santo, Charles	\$575,537
		Sabatini, John	\$525,018	Harding, Melvyn	\$536,993
		Harding, Melvyn	\$518,834	Smeltzer, Matthew	\$532,965
		Salehi Esfandarani, Maryam	\$507,025	Mishra, Sabyasachee	\$519,359
		Oller, David	\$504,913	Pichon, Latrice	\$505,336
				Sutter, Thomas	\$502,250

* **Bold: received \$500K or more in FY20, FY21**

* **Bold Italics: \$500K or more in FY19, FY20, FY21**

Units with \$1M+ in Awards

*Note: \$\$ is obligated amount in FY

Academic Unit	FY19	FY20	FY21
College of Liberal and Professional Studies			\$5,614,405
Computer Science	\$4,558,806	\$2,725,828	\$4,157,486
Instruction and Curriculum Leadership (ICL)	\$1,652,731	\$1,884,702	\$3,928,196
Psychology	\$1,294,557	\$2,733,164	\$3,437,016
CAESER	\$3,562,209		\$2,912,479
Civil Engineering	\$1,620,573	\$1,784,715	\$2,794,841
Institute for Intelligent Systems (IIS)		\$5,282,919	\$2,645,793
School of Urban Affairs and Public Policy (SUAPP)			\$2,107,158
Loewenberg College of Nursing		\$1,499,830	\$1,995,433
Chemistry		\$1,017,346	\$1,827,035
Center for Earthquake Research & Information (CERI)	\$1,899,837	\$1,180,062	\$1,782,242
Social Work		\$1,951,753	\$1,738,217
Sociology			\$1,486,806
Mechanical Engineering	\$1,242,584		\$1,214,092
Counseling Educational Psychology & Research (CEPR)		\$2,107,158	\$1,173,694
Biomedical Engineering		\$1,236,040	\$1,142,052
Epidemiology	\$1,184,259	\$1,011,793	\$1,122,450
Biology		\$1,135,560	\$1,093,838
Engineering Technology			\$1,035,237
Earth Sciences			\$1,000,000



FIRST TIME PRINCIPAL INVESTIGATORS FOR 2021

Ashley Batastini, *Counseling, Educational Psychology & Research*

Ana Doblas, *Electrical and Computer Engineering*

Alexander Headley, *Mechanical Engineering*

Minhae Cho, *Social Work*

Mohit Ganguly, *Patents2Postdocs Fellow, FedEx Institute of Technology*

Andrea Pirkey, *Carnegie R1 Postdoc, Social Work*

Amanda Edgar, *Department of Communication & Film*

Teresa Franklin, *Institute for Interdisciplinary Memphis Partnerships to Advance Community Transformation (IIMPACT)*

Ryan Hughes, *Patents2Postdocs Fellow, FedEx Institute of Technology*

Mary Schallert, *College of Health Sciences*

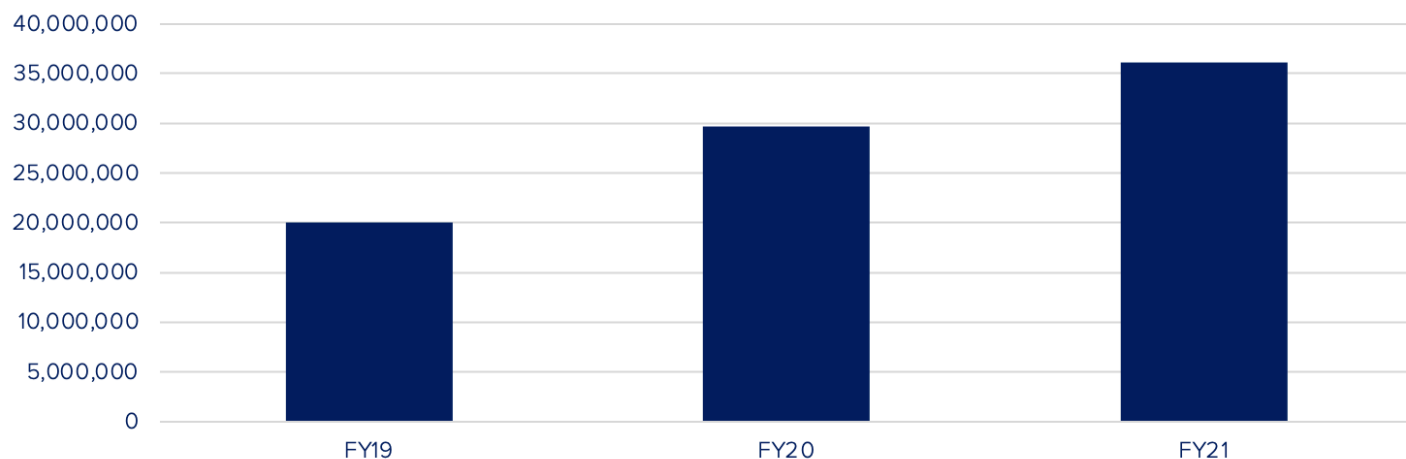
Amy Cook, *Computer Science*

Elizabeth Gillespie, *Public and Nonprofit Administration*

Aaryani Sajja, *Biomedical Engineering*

DETAILED VIEW | FEDERAL AWARDS

*Note: \$\$ is obligated amount in FY



Federal Funding By Source

Funding Source	FY19	FY20	FY21
<i>National Science Foundation (NSF)</i>	<i>\$3,728,217</i>	<i>\$8,774,516</i>	<i>\$8,919,989</i>
National Institutes of Health (NIH)	\$7,029,329	\$6,759,200	\$6,573,211
<i>Department of Education (DoEd)</i>	<i>\$1,976,538</i>	<i>\$4,522,972</i>	<i>\$5,168,042</i>
<i>Department of Health and Human Services (DHHS)</i>	<i>\$299,400</i>	<i>\$660,321</i>	<i>\$3,142,301</i>
Department of Defense (DoD)	\$2,312,102	\$2,520,091	\$2,669,139
US Geological Survey (USGS)	\$1,772,183	\$916,096	\$1,190,591
<i>Department of Energy (DoE)</i>			<i>\$1,114,477</i>
Department of Labor (DOL)			\$1,013,896
<i>Substance Abuse and Mental Health Services Administration (SAMSHA)</i>	<i>\$289,600</i>	<i>\$289,600</i>	<i>\$752,580</i>
<i>Centers for Disease Control and Prevention (CDC)</i>			<i>\$599,217</i>
<i>Department of Justice (DoJ)</i>	<i>\$115,724</i>	<i>\$309,690</i>	<i>\$518,475</i>

* ***Bold Italics: Federal Funding Agencies that have at least doubled funding from FY19 to FY21***

Top 10 Federally Funded Projects By Fiscal Year

*Note: \$\$ is obligated amount in FY

FY20

DataWhys: Learning Data Science with
Conversational Agents | Andrew Olney
\$3,439,035

Learner Data Institute: Harnessing The Data
Revolution to Improve the Effectiveness, Efficiency,
and Engagement of the Learning Ecosystem |
Vasile Rus
\$1,050,000

CIF21 DIBBS: EI: mProv: Provenance-based Data
Analytics Cyberinfrastructure for High-frequency
Mobile Sensor Data | Santosh Kumar
\$799,507

Evaluate Impact of Indianola Promise Neighborhood
Program (IPNP) | Wesley James
\$741,352

Project Memphis 2017-2019 | Laura Casey
\$715,640

Health, Education, and Access for Rural Tennesseans
(HEART) | Anita Boykins
\$679,355

Operation of the Mid-America Integrated Seismic
Network 2020-2024-CERI | Mitchell Withers
\$675,000

Supporting the Retention of Next Generation
Registered Nurses (STRONG-RNs) | Eric Bailey
\$648,000

Memphis Social Work Scholarships for
Disadvantaged Students (MSW-SDS) |
Susan Neely-Barnes
\$642,575

Effect of Prenatal Compounds on Adult Lung
Function via Neonatal DNA Methylation |
Wilfried Karmaus
\$614,648

FY21

UofM CBEI Services | Laura Casey
\$1,622,400

Learner Data Institute: Harnessing the Data
Revolution to Improve the Effectiveness, Efficiency,
and Engagement of the Learning Ecosystem
(multi-year award) | Vasile Rus
\$1,534,309

Evaluate Impact of Health and Education Programs in
the Mississippi Delta (multi-year award) |
Wesley James
\$1,471,806

Health, Education, and Access for Rural Tennesseans
(HEART) (multi-year award) | Anita Boykins
\$1,360,830

mHealth Center for Discovery, Optimization &
Translation of Temporally-Precise Interventions
(mDOT) | Santosh Kumar
\$1,334,467

UofM Home/Community Based Early Intervention
(HCBEI) Servicese/Community Based Early
Intervention (HCBEI) Services | Laura Casey
\$1,111,500

Workforce Opportunity for Rural Communities
(WORC) / DRA:Automation and Advanced Robotics
Center | Kevin Berisso
\$1,013,896

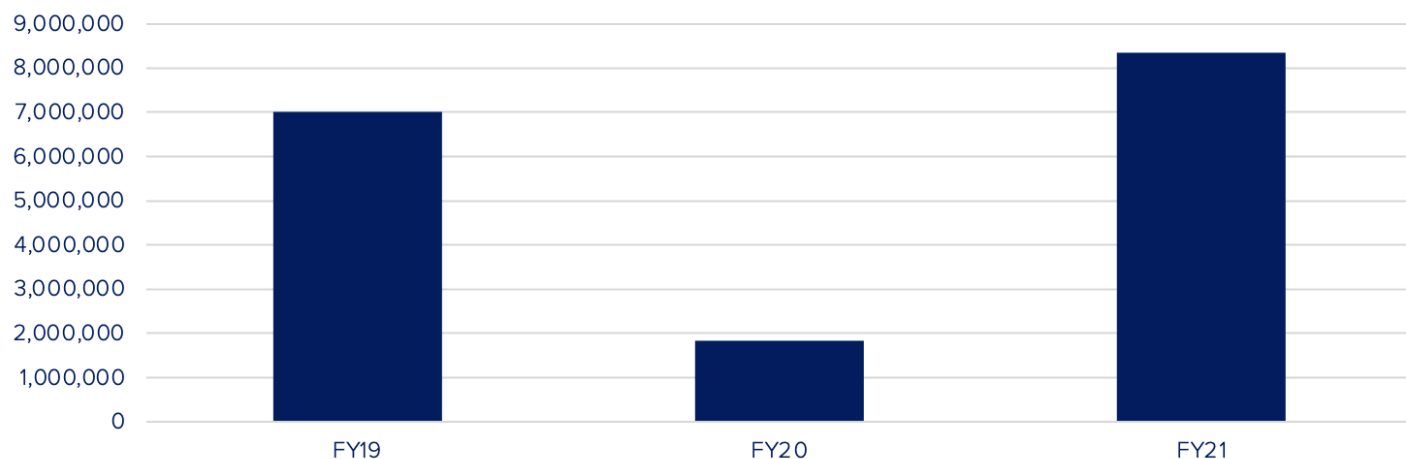
ASPIRED: Adaptations for Sustainable Policies and
Increased Recruitment Excellence in Diversity |
Esra Ozdenerol
\$1,000,000

Operation of the Mid-America Integrated Seismic
Network 2020-2024-CERI (multi-year award) |
Mitchell Withers
\$841,311

CC* Integration-Large: mGuard: A Secure Real-time
Data Distribution System with Fine-Grained Access
Control for mHealth Research | Lan Wang
\$825,000

DETAILED VIEW | STATE AWARDS

*Note: \$\$ is obligated amount in FY



State Funding By Source

Funding Source	FY19	FY20	FY21
Tennessee Department of Transportation (TDOT)	\$4,150,941	\$194,794	\$5,655,715
Tennessee Department of Education (TDoEd)	\$1,776,110	\$279,617	\$1,049,847
Tennessee Department of Mental Health and Substance Abuse Services	\$187,752	\$180,000	\$360,000
Tennessee Department of Agriculture		\$160,000	\$240,000
State of Tennessee	\$230,914	\$360,027	\$171,957
Tennessee Department of Health (TDoH)	\$10,000	\$148,000	\$166,300
West Tennessee River Basin Authority			\$165,000
Arkansas Geological Survey (AGS)	\$54,000	\$54,000	\$162,000
Tennessee Higher Educ Commission (THEC)	\$138,555	\$121,800	\$152,300
Tennessee Board of Regents (TBR)	\$29,250	\$42,025	\$100,000

Top 10 State Funded Projects By Fiscal Year

*Note: \$\$ is obligated amount in FY

FY20

Land Use | Sabyasachee Mishra
\$247,609

Governor's School for International Studies,
2020 | Keri Brondo
\$238,245

Investigation on Wrong-way Prevention
Technologies and Systems | Michail Gkolias
\$200,000

Gambling Awareness and Treatment |
James Whelan
\$180,000

Guidelines for the Use of Expanded-Polystyrene
(EPS) Block Geofoam as Lightweight Backfill
Behind Retaining Walls | David Arellano
\$174,959

Dept of Ag West TN | Brian Waldron
\$160,000

Loewenberg College of Nursing - Lactation
Support Program | Genae Strong
\$148,000

African American Male Completion Academy |
Karen Weddle-West
\$98,482

TN Doctoral Scholars Program | Robin Poston
\$67,500

Post-construction Hydrologic Monitoring of the
Sandy Creek Restoration Project | Dan Larsen
\$63,002

FY21

Keep Tennessee Beautiful Program |
Melissa Marshall
\$4,919,559

West Tennessee PBIS Project - RISE |
William Hunter
\$750,000

Peak Flow Estimation Urban Areas |
Claudio Meier
\$253,517

Dept of Ag West TN (multi-year award) |
Brian Waldron
\$240,000

Governor's School for International Studies, 2021
(multi-year award) | Keri Brondo
\$238,245

Gambling Treatment Services FY21-22
(multi-year award) | James Whelan
\$360,000

Lone Oaks | Brian Waldron
\$165,000

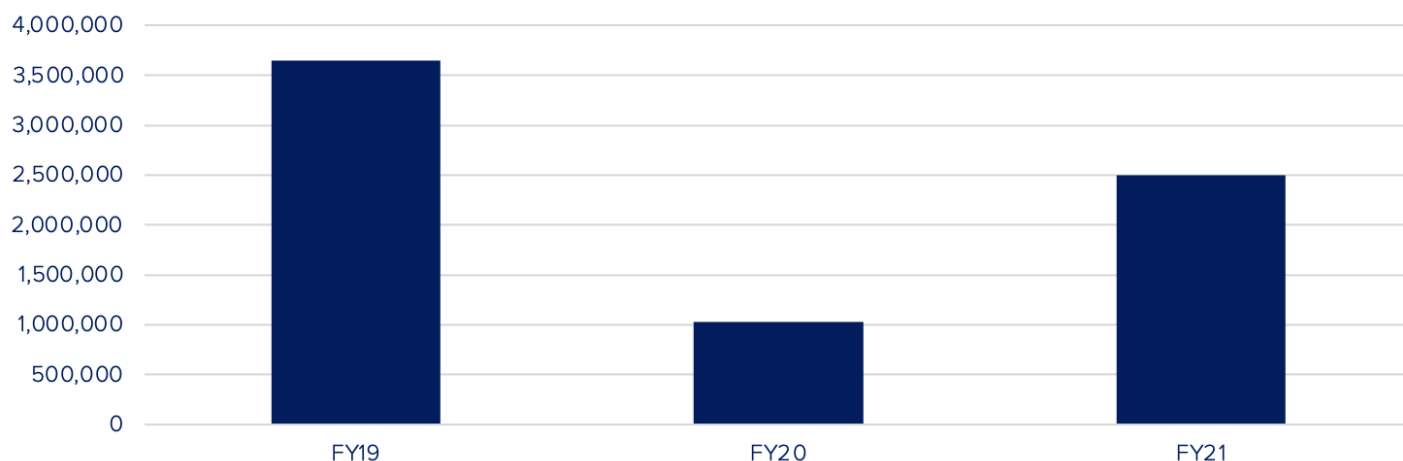
Operation and Maintenance of the Arkansas
Seismic Network | Stephen Horton
\$162,000

Understanding Freight Impacts On Tennessee
Communities | Michail Gkolias
\$149,994

Connecting Demand Response Transit With
Fixed Service Transit | Sabya Mishra
\$149,600

DETAILED VIEW | LOCAL PUBLIC AWARDS

*Note: \$\$ is obligated amount in FY



Top Local Public Funding Sources for Research

Funding Source	FY19	FY20	FY21
Memphis Light Gas and Water (MLGW)	\$2,235,000		\$1,509,000
Shelby County Public Works Division			\$447,917
Shelby County Schools (SCS)	\$316,248	\$4,261	\$128,214
Memphis Area Transit Authority (MATA)		\$107,458	\$120,000
City of Memphis	\$761,308	\$449,755	\$110,043
Shelby County Health Department	\$99,195		\$75,000
City of Germantown	\$45,000	\$45,000	\$45,000
City of Collierville	\$9,500	\$41,500	\$41,500

Top 5 Locally Funded Projects By Fiscal Year

**Note: \$\$ is obligated amount in FY*

FY20

City of Memphis Neighborhood Preservation
Clinic | Daniel Schaffzin
\$309,754

Spencer TN Task Force to Reduce DBPs |
Gary Emmert
\$149,991

BCS 2.0 | Brian Waldron
\$140,000

Asset Management Plan for Memphis Transit
Fleet | Sabyasachee Mishra
\$107,458

Student Scholarships | Susan Neely-Barnes
\$90,000

FY21

MLGW Aquitard Year 3 | Brian Waldron
\$1,509,000

VSA 2020 | Brian Waldron
\$447,917

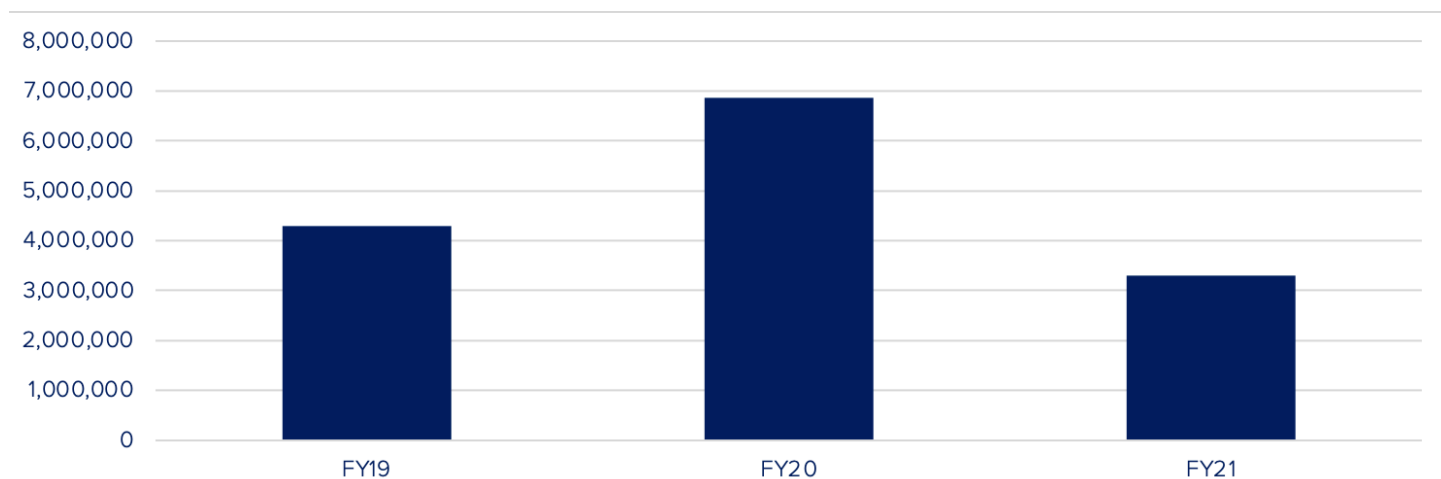
Asset Management Plan for Memphis Transit
Fleet | Sabyasachee Mishra
\$120,000

Evaluating Public Compliance with COVID-19
Response Directives | Marian Levy
\$75,000

Zoning Phase 2 | Brian Waldron
\$55,043

DETAILED VIEW | CORPORATE & FOUNDATION AWARDS

*Note: \$\$ is obligated amount in FY



Top Corporate & Foundation Funding Sources for Research

Funding Source	FY19	FY20	FY21
University of Memphis Foundation (UMRF)	\$271,119	\$2,206,049	\$864,095
Memphis and Shelby Crime Commission (MSCC)		\$525,000	\$525,000
The Urban Child Institute (UCI)		\$70,913	\$350,000
Conch Technologies, Incorporated	\$656,160	\$379,734	\$227,272
American Heart Association (AHA)	\$77,000	\$100,000	\$200,000
Educational Testing Service		\$186,660	\$98,242
Washington Center for Equitable Growth			\$74,000
Economic Club of Memphis	\$64,261	\$72,511	\$73,012
ZyCal Bioceticals Healthcare Company			\$70,191
Law School Admission Council (LSAW)			\$66,500

Top Corporate & Foundation Funded Projects By Fiscal Year

*Note: \$\$ is obligated amount in FY

FY20

Heinemann BAS and SEL2 Validation Study | Carolyn Kaldon
\$1,399,780

University of Memphis Behavior, Research, & Language Alliance (UMBRaLA) | James Meindl
\$530,651

Public Safety Institute | Abby Parrill-Baker
\$525,000

Promoting Resilience in Memphis: An Outcome Evaluation of iMPACT Services for the Health & Well-Being of Urban Children | Kathryn Howell
\$343,259

Master - MLGW GSR | Brian Waldron
\$343,219

Community Partnership to Enhance Kindergarten Readiness Through Quality Caregiver/Parent-Child Interactions | Loretta Rudd
\$313,496

Memphis Legal Partnership | Kathryn Ramsey
\$311,273

Continuation of Coordinated Effort to Enhance Development (CEED): Childcare Directors, Childcare Teachers, Parents, & Young Children | Loretta Rudd
\$283,512

Lifelong Initiative for Family Empowerment | Gregory Washington
\$232,935

Promoting Health and Well-being in Children and Families: Evaluating a Prenatal Intervention Program | Kathryn Howell
\$190,923

FY21

Public Safety Institute (multi-year award) | Abby Parrill-Baker
\$525,000

Community Partnership to Enhance Kindergarten Readiness Through Quality Caregiver/Parent-Child Interactions (multi-year award) | Loretta Rudd
\$404,845

Fostering Resilience and Well-being in the Pediatric Trauma Population: Counseling Interventions for an At-Risk Population | Eraina Schauss
\$350,000

Coordinated Effort to Enhance Development | Loretta Rudd
\$290,000

Master - MLGW GSR (multi-year award) | Brian Waldron
\$227,272

MDIVI-1 as an Immunometabolic Regulator to Treat Atherosclerosis | Brandt Pence
\$200,000

Promoting Health and Well-being in Children and Families: Evaluating a Prenatal Intervention Program (multi-year award) | Kathryn Howell
\$160,000

ETS Sponsored Research Agreement (multi-year award) | Alistair Windsor
\$98,242

The Evolution of Civil Rights Enforcement and Economic Prosperity of Minorities | Jamein Cunningham
\$74,000

ECON CLUB contract | Damon Fleming
\$73,012

HIGH IMPACT SCHOLARS AT THE UOFM

Author Name	Department	Scopus H-Index
Bowlin, Gary L.	Biomedical Engineering	51
Karmaus, Wilfried Joachim Jurgen	School of Public Health	49
Fatemi, Ali	Mechanical Engineering	46
Lasiecka, Irena	Mathematical Sciences	44
Ward, Kenneth D.	School of Public Health	43
Rudd, Michael David	President	43
Beck, J. Gayle	Psychology	43
Lindner, Ernö	Biomedical Engineering	41
Bollobas, Bela	Mathematical Sciences	41
Berman, Jeffrey Scott	Psychology	40
Murphy, James G.	Psychology	39
Skalli, Omar	Biological Sciences	38
Triggiani, Roberto	Mathematical Sciences	38
Bumgardner, Joel David	Biomedical Engineering	37
Oller, D. Kimbrough	Communication Sciences and Disorders	36
Mishra, Sanjay R.	Physics	36
Langston, Charles A.	Center for Earthquake Science and Information (CERI)	35
Dasgupta, Dipankar	Computer Science	34
Huang, Xiaohua	Chemistry	34
Gallagher, Shaun	Philosophy	32
Haggard, Warren O.	Biomedical Engineering	32
Bloomer, Richard J.	College of Health Studies	32
Kumar, Santosh	Computer Science	32
Lewis, Gladius	Mechanical Engineering	32
Parrill, Abby L.	Chemistry	31
Pierce, Charles A.	Fogelman College of Business and Economics	31
Bayer, Randall James	Biological Sciences	31
Williams, John Leicester	Biological Sciences	31

Note on H-index: *H-index is an author-level metric that attempts measures both productivity and citation impact of peer-reviewed scholarship. The h-index is defined as the maximum value of h such that the given author has published at least h papers that have each been cited at least h times. For example, an author with an h-index of 25 has at least 25 papers that were cited 25 times. The data for these h-index calculations was drawn from Scopus on 8/3/21.*

Faculty Name	Department	Google Scholar Citation Count
Beck, J. Gayle	Psychology	51972
Gallagher, Shaun	Philosophy	32675
Huang, Xiaohua	Chemistry	31286
Bowlin, Gary L.	Biomedical Engineering	20136
Dasgupta, Dipankar	Computer Science	18924
Lasiecka, Irena	Mathematical Sciences	17600
Oller, D. Kimbrough	Communication Sciences and Disorders	17277
Fatemi, Ali	Mechanical Engineering	16205
Rudd, Michael David	President	13989
Andraisik, Frank	Psychology	13747
Kraiger, Kurt	Management	12457
Liang, Huigang	Business Information Technology	12011
Zhang, Hongmei	School of Public Health	11093
Langston, Charles A.	Center for Earthquake Science & Information (CERI)	9904
Murphy, James G.	Psychology	9162
Lindner, Ernö	Biomedical Engineering	9109
Wang, Lan	Computer Science	8840
Papadopolous, Christos	Computer Science	8611
Rezaee, Zabihollah	School of Accountancy	8499
Kumar, Santosh	Computer Science	8462
Kedia, Satish	School of Public Health	7811
Krishnan, Balaji	Marketing and Supply Chain Management	7759
Pierce, Charles A.	Fogelman College of Business and Economics	7478
Pence, Brandt	School of Public Health	7301
McInish, Thomas	Finance	7249
Bumgardner, Joel David	Biomedical Engineering	6922

Note on Reporting: All reported award amounts follow best practices at research institutions and are reported by report date and represent the entire amount reported. If, for example, you are awarded \$1M over three years and the report date reports the entire three year amount, then \$1M will be reported in the first year and no funds will be reported in subsequent years. If the report date on year one only shows the year one amount, then subsequent years will report their respective amounts. For questions please email research@memphis.edu



7. Achieving Graduation Equity Report

Presentation

Presented by Joanna Curtis

The University of Memphis Board of Trustees

Presentation
For Information

Date: August 25, 2021

Committee: Academic, Research, and Student Success Committee

Presentation: Quantifying the Impact of Graduation Equity

Presented by: Joanna Curtis, Vice President for Advancement

Background:

The University of Memphis (U of M) Office of Advancement retained Applied Analysis to review and analyze performance metrics and wage impacts sourced to changes in the University's graduation rate – historically and on a prospective basis. More specifically, the general approach to this assessment involved using historical student completion data to estimate the aggregate impact of recent and future trends in UofM students that complete their studies within 150 percent of the four-year timeline, referred to as the “six-year graduation rate” or “graduation rate” in this report. In addition, AA evaluated the potential future impacts of achieving an increased target graduation benchmark (i.e., 65 percent graduation rate). Also, AA developed a “what-if” calculator that can be used as a tool for end-users to estimate future impacts of further increasing the graduation rates for U of M enrollees over a given period.

Quantifying the Impact of Graduation Equity

*Academic, Research, and Student Success
Committee*

Joanna Curtis, Vice President for Advancement

August 25, 2021

Maxine A. Smith University Center and Zoom
Video Conference



AUGUST 2021

MEMPHIS RANKING AMONG LARGEST 100 MSAS



86th

Population With
Bachelor's
Degree



26th

Income Premium to
National Average With
Bachelor's Degree

17.4%

MEMPHIS POPULATION WITH
BACHELOR'S DEGREE

TOP PROJECTED HIGH-DEMAND OCCUPATIONS IN MEMPHIS

Occupation	Education	Earnings
#1 Financial Managers	Bachelor's	\$104,804
#2 Medical and Health Services Managers	Bachelor's	\$99,747
#3 Software Developers	Bachelor's	\$84,077
#4 Diagnostic Medical Sonographers	Associate's	\$71,611
#5 Market Research Analysts	Bachelor's	\$56,065

FIRST-YEAR IMPACT OF COMPLETING BACHELOR'S DEGREE



\$33,800

Annual Earnings
without a
Bachelor's Degree



\$40,300

Annual Earnings
with a
Bachelor's Degree

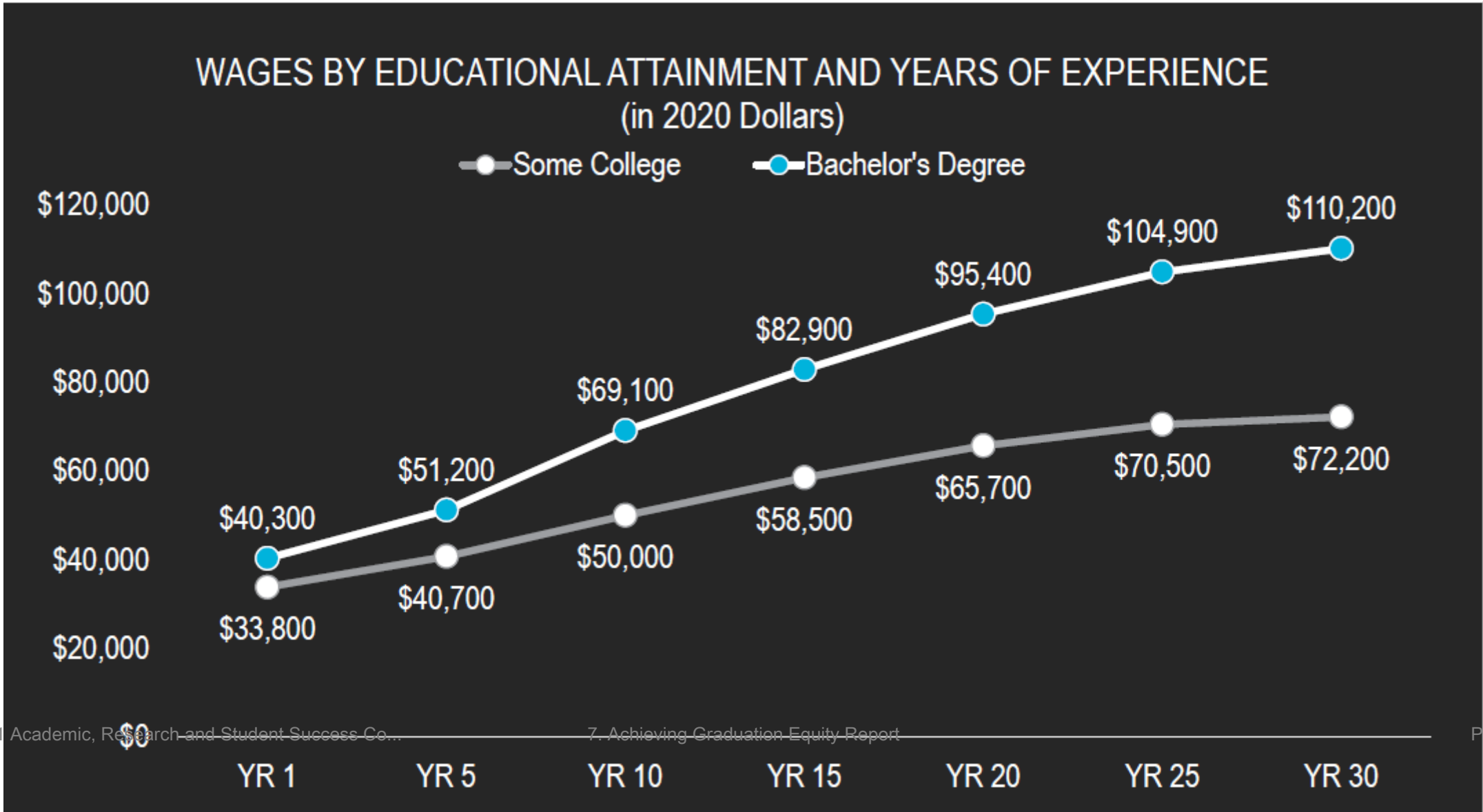


+\$6,500

Added Annual
Earnings for
Graduates

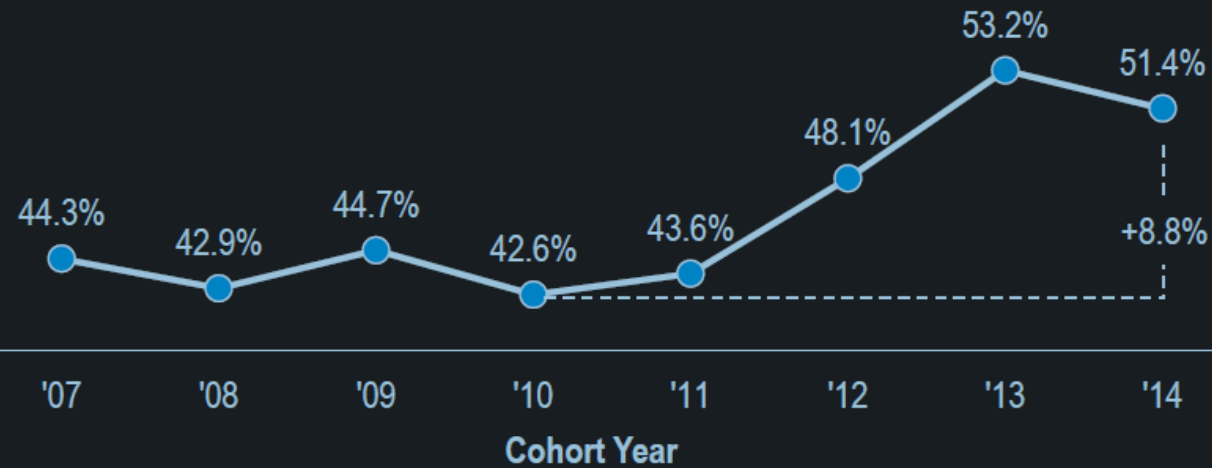
30-Year Impact
for a Single
Graduate

+\$715K



Wage Impact of More Graduates

HISTORICAL SIX-YEAR GRADUATION RATE



+8.8 PERCENTAGE POINTS
GRADUATION RATE INCREASE SINCE 2010

+570
BACHELOR'S GRADUATES

\$37.9M
ADDED SALARIES AND WAGES IN THE
MEMPHIS REGION DURING A 10-YEAR PERIOD

Impact of Achieving 65% Graduation Rate



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

30-Year Impact

All Graduates

IN 15 YEARS



SLOW

IN 10 YEARS



MODERATE

IN 5 YEARS



FAST



ADDED GRADUATES



8,200

9,100

10,000



INCREMENTAL INCOME



\$2.0B

\$2.5B

\$3.1B

August 2021 Academic, Research and Student Success Co...

7. Achieving Graduation Equity Report

Page 67 of 93

30-Year Impact

Graduates Remaining in
Memphis Area

IN 15 YEARS



IN 10 YEARS



IN 5 YEARS



ADDED GRADUATES



6,900

7,700

8,500



INCREMENTAL INCOME



\$1.7B

\$2.1B

\$2.6B

August 2021 Academic, Research and Student Success Co...

Note: Assumes a maximum of 85 percent of graduates remain in the Memphis area in the outer years of the time horizon

7. Achieving Graduation Equity Report

Page 66 of 93

Impact of Graduates Remaining in Memphis Area



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

Graduation Rate	Incremental Number of Graduates			Incremental Wage Impact for All Graduates			Incremental Wages Remaining in Memphis Region		
	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years	5 Years	10 Years	15 Years
55%	2,700	2,400	2,200	\$0.8B	\$0.7B	\$0.5B	\$0.7B	\$0.6B	\$0.5B
60%	6,300	5,800	5,200	\$2.0B	\$1.6B	\$1.3B	\$1.7B	\$1.4B	\$1.1B
65%	10,000	9,100	8,200	\$3.1B	\$2.5B	\$2.0B	\$2.6B	\$2.1B	\$1.7B
70%	13,700	12,400	11,100	\$4.3B	\$3.5B	\$2.8B	\$3.6B	\$2.9B	\$2.3B
75%	17,400	15,700	14,100	\$5.5B	\$4.4B	\$3.5B	\$4.6B	\$3.7B	\$2.9B



University of Memphis
Graduation Rate Impact Analysis

Inputs		
Graduation Rate Assumption (55%-75%)		65.0%
Timeline Assumption (in Five-Year Increments)		10
Target Year		2030
Race/Ethnicity Target Graduates (Share of Graduates)		
	Current Mix	Model Mix
Alaskan Native	0.0%	0.0%
American Indian	0.4%	0.4%
Asian	5.0%	5.0%
Black	31.1%	31.1%
Hispanic	3.5%	3.5%
Multi-Race	2.2%	2.2%
Native Hawaiian/PI	0.1%	0.1%
Non-Resident Alien	1.9%	1.9%
Other	0.2%	0.2%
White	55.6%	55.6%
Total (Invalid Mix Will Show Bold)		100.0%
Memphis Area Impact		
	Current	Model
Baseline Share Remaining in Region (2021 Est.)	79.1%	79.1%
Annual Change to Baseline	0.7%	0.7%
Max Rate		85.0%

Outputs	
Incremental Graduates	9,101
Increase Over Expected (%)	22.5%
Incremental Wage Impacts	
Total Impact	\$2.5B
Percentage Increase Impact	38.7%
Total Memphis Area Impact	\$2.1B
Percentage Increase Impact	38.7%
Graduates by Ethnicity	
	Count
Alaskan Native	-
American Indian	35
Asian	444
Black	2,829
Hispanic	328
Multi-Race	210
Native Hawaiian/PI	10
Non-Resident Alien	167
Other	26
White	5,053
Total	9,101
Incremental Wages by Ethnicity	
	Wages
Alaskan Native	\$0.0M
American Indian	\$9.5M
Native Hawaiian/PI	\$3.1M
Non-Resident Alien	\$46.0M
Other	\$10.5M
Multi-Race	\$65.2M
Asian	\$130.0M
Hispanic	\$82.6M
Black	\$705.0M
White	\$1496.3M
Total	\$2.5B

Closing the Graduation Gap
30-Year Economic Impacts

9,100

Added Graduates

22.5%

Increased Number of Graduates (in Percentage Terms)

\$2.5 B

Total Incremental Income Sourced to Added Graduates

\$2.1 B

Incremental Income Remaining in the Memphis Area

Incremental Wages by Ethnicity

White	\$1,496.3M
Black	\$705.0M
Hispanic	\$82.6M
Asian	\$130.0M
Multi-Race	\$65.2M
Other	\$10.5M
Non-Resident Alien	\$46.0M
Native Hawaiian/PI	\$3.1M
American Indian	\$9.5M
Alaskan Native	\$0.0M



8. NCAA v. Alston Briefing

Presentation

Presented by Melanie Murry

The University of Memphis Board of Trustees

Presentation
For Information

Date: August 25, 2021

Committee: Academic, Research and Student Success Committee

Presentation: NCAA v. Alston

Presented by: Melanie Murry, University Counsel

Background:

An overview of the Supreme Court's decision, *National Collegiate Athletic Association v. Alston et al.*

Overview of NCAA v. Alston

Academic Research and Student Success Committee

Melanie Murry, University Counsel

August 25, 2021

Maxine A. Smith University Center and Zoom
Video Conference



AUGUST 2021

Overview: On June 21, 2021, the U.S. Supreme Court issued a unanimous decision in *National Collegiate Athletic Association v. Alston et al*, which affirmed the lower courts' determinations that certain NCAA rules limiting education-related benefits institutions may offer student-athletes violated Section 1 of the Sherman Antitrust Act.

Facts

- This case was an appeal and cross-appeal from an order enjoining the NCAA from enforcing rules that restrict education-related benefits that its member institutions may offer student-athletes.
- The Sherman Act prohibits, among other things, agreements in restraint of interstate trade or commerce. 15 U.S.C.S. § 1. The United States Supreme Court has interpreted § 1 of the Act as outlawing only unreasonable restraints of trade. When considering agreements among entities involved in league sports, the court must determine whether the practice in question unreasonably restricts competition in the relevant market.

Question the Supreme Court addressed: Whether the NCAA's restrictions on non-cash education-related benefits for college athletes violate federal antitrust law under the Sherman Act.

Supreme Court's Decision

- The Court decided that the NCAA's rules that restricted non-cash education-related benefits (e.g., computers, science, equipment, laptops) that member institutions may offer student-athletes were unlawful restraints of trade under § 1 of the Sherman Act, 15 U.S.C.S. § 1, because the restraints produced significant anticompetitive effects within the relevant market for student-athletes' labor.
- It is important to note that the Supreme Court only addressed the issue of education-related benefits. It did not address all the NCAA's compensation related rules pertaining to student-athlete pay. For example, the ruling does not restrict the NCAA's ability to restrict compensation or benefits tied to athletic performance.
- In a concurring opinion, Justice Brett Kavanaugh noted that while other rules limiting student-athlete compensation unrelated to academics remain in place because they were not properly before the Court, this decision makes clear that the same analysis would apply to those rules as well. He concluded, "there are serious questions whether the NCAA's remaining compensation rules can pass muster under ordinary rule of reason scrutiny."

- **What conduct is permissible/impermissible following the *Alston* decision**
 - Education Benefits: The NCAA is restricted from making rules that limit education-related benefits.
 - Allows institutions, and likely athletic conferences, to make their own rules related educational benefits.
 - NCAA may define education-related benefits
 - NCAA may regulate the way conferences and schools provide education-related benefits.
 - No guidance regarding payments beyond educational benefits.
 - NCAA is still permitted to limit athletic scholarships to the full cost of attendance.
 - NCAA is permitted to limit cash awards for academic achievements if those limits are not lower than cash awards allowed for athletic achievements, which is currently \$5,980 annually.
- **Connection to NIL Legislation**
 - The decision left open the possibility for future court cases concerning broader compensation matters such as direct compensation payment to student-athletes.
 - Combination of the *Alston* decision and state NIL legislation has led to the NCAA to develop a policy that defers to state law, conferences and individual schools.

9. Name, Image and Likeness

Presentation

Presented by Laird Veatch

The University of Memphis Board of Trustees

Presentation
For Information

Date: August 25, 2021

Committee: Academic, Research and Student Success Committee

Presentation: Name, Image and Likeness Policies

Presented by: Laird Veatch, Vice President and Director of Intercollegiate Athletics

Background:

This is a presentation of the name, image and likeness (NIL) policies for the University of Memphis and also an introduction MaximUM (powered by opendorse), which is the system student-athletes will use for education and resources in the NIL process.

Name, Image and Likeness (NIL) Policies



Academic, Research and Student Success Committee

Larid Veatch

Vice President and Director of Intercollegiate Athletics

August 25, 2021

Maxine A. Smith University Center and Zoom

Video Conference

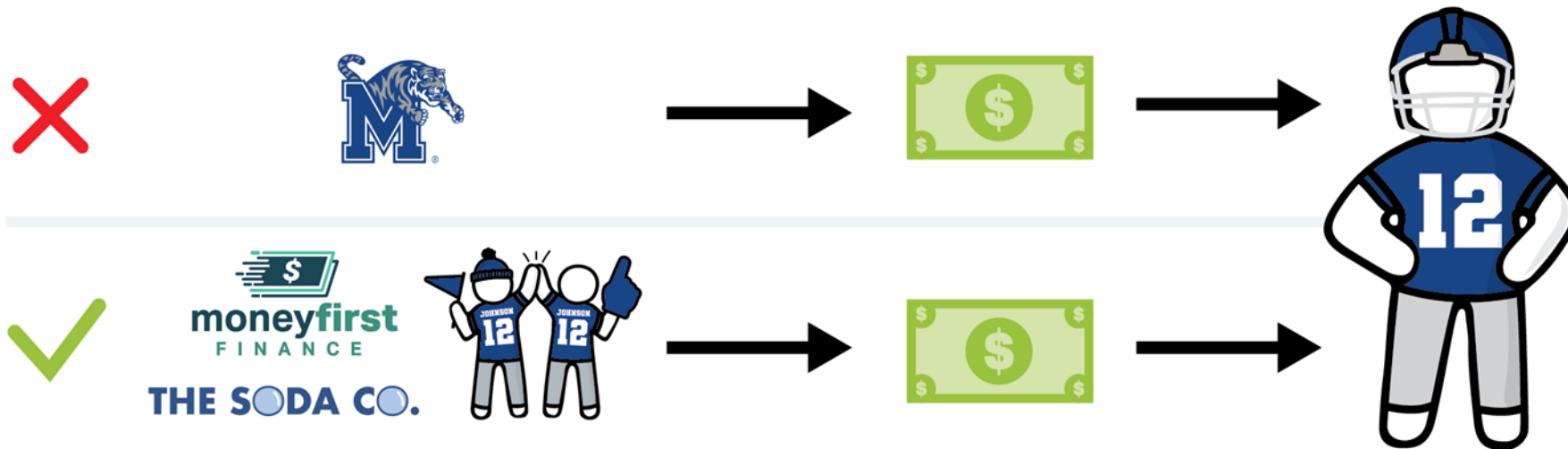


AUGUST 2021

WHAT ARE NIL ACTIVITIES?

When you receive compensation for providing services, selling products, hosting events, monetizing media, or licensing rights to/for others tied to your name, image, or likeness, that is an NIL activity.

WHO CAN COMPENSATE ME?



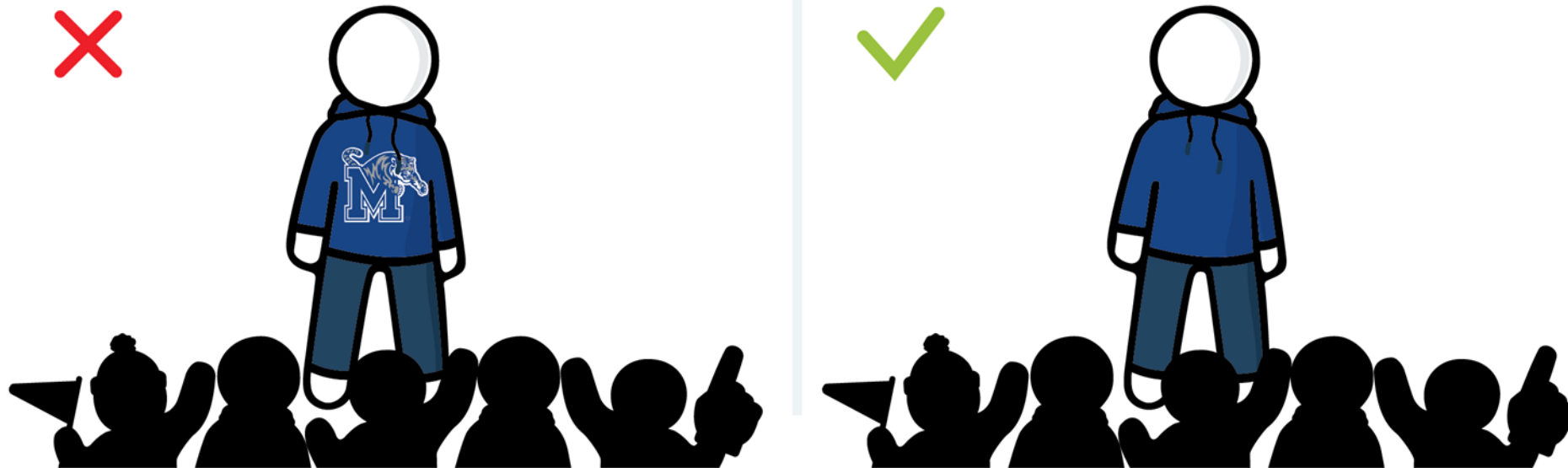
4.1 Payment Source Policy. You can not receive compensation from your school or university staff for NIL activities. You may be prohibited from receiving compensation from others based on school values and agreements. Ask your compliance office for details on businesses and individuals to avoid.

WHAT CAN I POST?



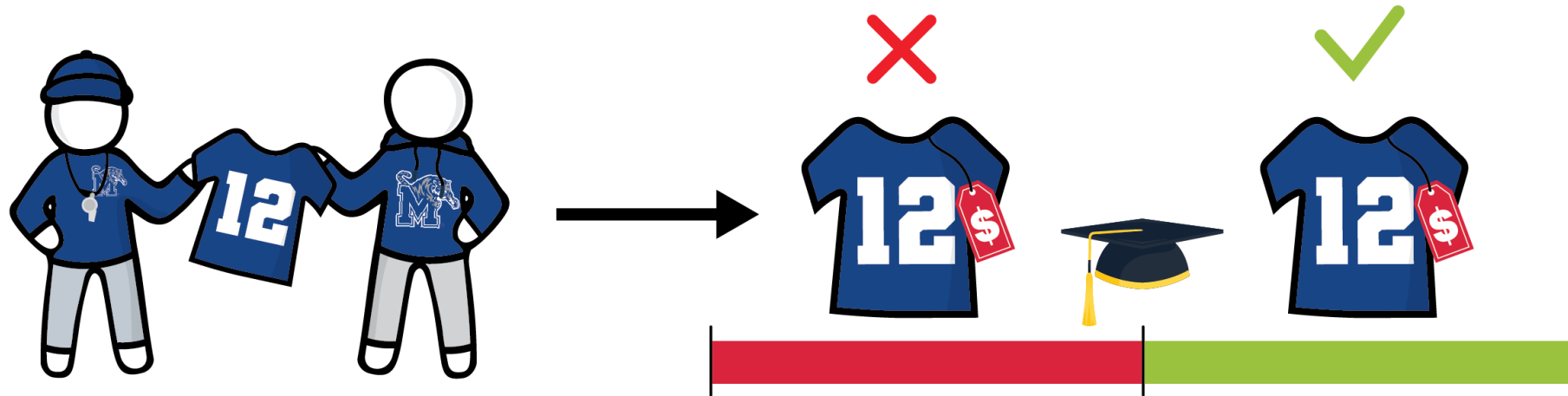
2.1.1.4 Content Policy. You can not use content (photo, video, audio) provided by your school, or featuring university marks, in NIL activities.

WHAT CAN I WEAR DURING NIL ACTIVITIES?



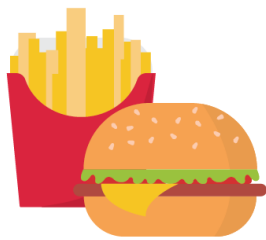
2.1.1.2 Apparel Policy. You can not wear anything with university logos or marks during NIL activities.

CAN I SELL MEMORABILIA?



2.1.1.5 (a) Memorabilia Sales Policy. You can not sell team-issued gear or items (unless you purchase it from your school) until you exhaust your eligibility.

HOW CAN I BE COMPENSATED?



FOOD



TRAVEL



GIFTS



CHECKS



CASH

4.1.1 (b) Payment Method Policy. You can receive compensation for NIL activities many different ways: cash, checks, digital credits, gift cards, free products or services, paid travel, complimentary meals and more.



COACH/STAFFER

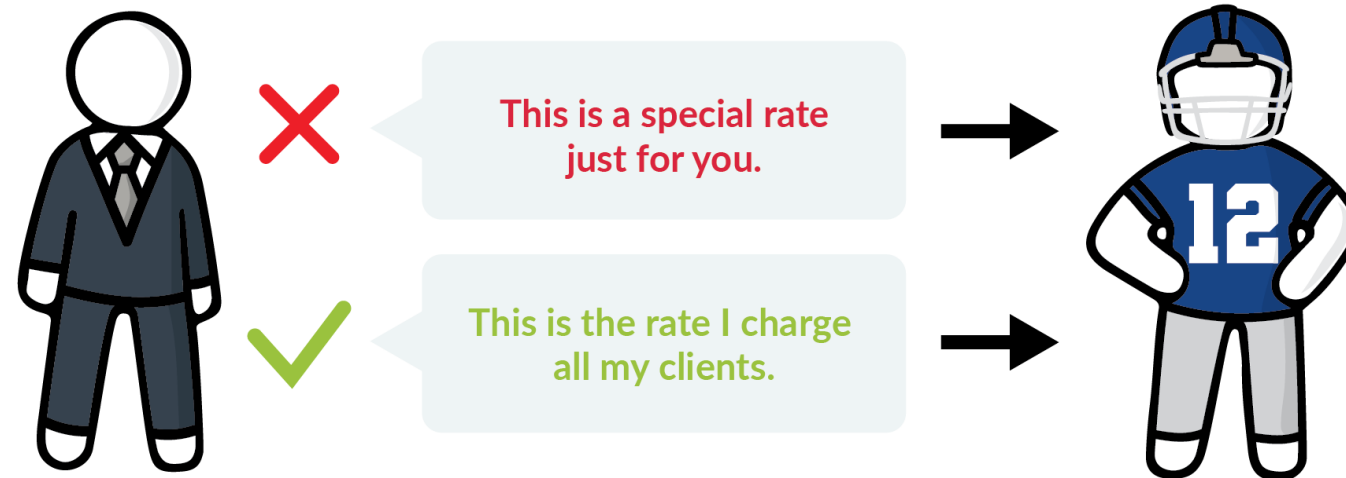
CAN I USE AN AGENT?		
✓	EDUCATION	✓
✓	EVALUATION	✓
✗	DEVELOPMENT	✓
✗	OPERATION	✓
✗	PROMOTION	✓
✗	NEGOTIATION	✓
✗	COMPENSATION	✓



AGENT

6.1 Professional Service Providers Policy. You can use a professional service provider to get advice, representation, and marketing support for NIL activities as long as they are not representing you for professional athletic opportunities or working for your university.

CAN AGENTS GIVE ME SPECIAL RATES?



6.1.1 & 6.1.2 Professional Service Provider Fees Policy. You can not receive special rates from professional service providers due to your athletic ability.

WHAT DO I HAVE TO DISCLOSE?

ACTIVITY DISCLOSURE	PAYMENT DISCLOSURE	THIRD PARTY DISCLOSURE	PROFESSIONAL SERVICE PROVIDER DISCLOSURE
✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>
✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>
✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>
✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>	✓ <input type="text"/>

3.1 Disclosure Policy. You must disclose who is compensating you, what NIL activities you are providing, and how much compensation you are receiving. Be prepared to provide contact information for all people involved and proof of your activities and compensation.

NIL STATS AFTER ONE MONTH

	Memphis NIL	National DI NIL
Average NIL Deal	\$554.89	\$471
Median	\$100	\$35
Largest NIL Deal	\$3,000	\$210,000
Number of NIL Deals Recorded	15	NA
Social NIL Deals %	64%	88%
Football NIL %	33%	79%
M Basketball NIL %	27%	9.6%
Baseball NIL %	27%	<1%
Volleyball NIL %	13%	5.5%
All other sports	<1% each	<1% each



MAXIMUM

POWERED BY  opendorse™

Student-athletes **CAN** earn compensation for use of their name, image and likeness (NIL).

Student-athletes compensation **MUST** be commensurate with the fair market value of the student-athlete's NIL.

Compensation **MAY NOT** be provided in exchange for athletic performance or attendance at an institution.

All compensation **MUST** be reported in the Opendorse application to stay within compliance reporting.

Employees or officers of the university **MAY NOT** be involved in soliciting or promoting NIL opportunities for current or prospective student-athletes.

Need-based financial aid (such as Pell grants) **MAY** be adjusted as a result of compensation earned from NIL.

Student-athletes are **PROHIBITED** from NIL activities with gambling, tobacco, alcohol and adult entertainment.

University of Memphis identifying marks, logos, trademarks, phrases, etc. may **ONLY** be used if pre-approved through Tiger Sports Properties.

University of Memphis facilities **MAY NOT** be used as part of NIL sponsorships unless prior authorization has been provided.

NIL sponsorships shall **NOT** occur during or conflict with official University of Memphis activities (practice, competition, required meetings, etc.)

International student-athletes: **NIL compensation MAY VIOLATE your student visa, please contact the International Student Services for more information.**



Questions

MAXIMUM RESOURCE CENTER:

www.gotigersgo.com/nil

nil@memphis.edu

901-678-3306

10. Additional Business

Presented by David Kemme

11. Adjournment

Presented by David Kemme