



















March 2019 Board of Trustees Meeting

Schedule	Wednesday, March 6, 2019 11:00 AM — 12:00 PM CST
Venue	University Center Ballroom - UC320
Organizer	Chelsea Connor

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1. Call to Order and Opening Remarks

Presented by Alan Graf

2. Roll Call and Declaration of Quorum

Presented by Melanie Murry

3. Approval of Minutes - December 5, 2018

For Approval

Presented by Alan Graf

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES

MINUTES OF BOARD MEETING
DECEMBER 5, 2018
JACKSON, TN

The University of Memphis Board of Trustees meeting was called to order at 2:00 p.m. CDT, on Wednesday, December 5, 2018, on the Lambuth campus of the University of Memphis in Jackson, Tennessee.

I. Call to Order and Opening Remarks

Before calling the meeting to order, Chairman Alan Graf invited his fellow Trustees and meeting attendees to join him in a moment of silence to honor the life and legacy of former President George H.W. Bush. Although Governor Haslam could not be in attendance because of his attendance at President Bush's funeral, Chairman Graf acknowledged the attendance of Senator Ed Jackson and Representative Jimmy Eldridge and thanked them for being there. He also wished a happy belated birthday to President Rudd. Chairman Graf asked attendees to bear with the Board as some Trustees were on the phone. He lastly thanked everyone for being there and officially called the meeting to order.

II. Roll Call and Declaration of Quorum

University Counsel and Board Secretary Melanie Murry called the roll, and the following members were present:

- Doug Edwards;
- Drew Gilmore;
- Alan Graf;
- Cato Johnson;
- David Kemme; and
- David North.

Carol Roberts was absent. Secretary Murry noted that Brad Martin and Susan Springfield were on the phone, although they did not indicate they were present.* Secretary Murry announced that a quorum was present.

Members of the administrative staff, faculty, students and media representatives were also present.

**Due to technical difficulties, Trustees Marvin Ellison, Brad Martin, and Susan Springfield could not hear the meeting had begun. The difficulties were later resolved, and all three participated via phone.*

III. Approval of Minutes – September 5, 2018

Chairman Graf called for a motion to approve the minutes of the September 5, 2018, meeting. The motion was properly moved, seconded, and unanimously approved by a voice vote.

IV. President's Update

Chairman Graf acknowledged President M. David Rudd to give the President's Update.

President Rudd began by thanking the Jackson City Council for their vote supporting building an \$11 million dual enrollment high school, which he believes will be transformational. President Rudd noted that the project will move forward quickly and allow high school students to complete up to a year of college. He recognized the support of Senator Jackson and Representative Eldridge as a part of the project and thanked Eric Jones, the superintendent, who has provided invaluable leadership. President Rudd also thanked Lance Henderson and Vicki Schneider Lake from the Henry Turley Company. Finally, he recognized Henry Turley for his work in both Memphis and Jackson.

At this point, Trustees Ellison, Martin, and Springfield could be heard over the phone, but because of some technical difficulties, they still were not able to hear the meeting.

After expressing his gratitude and recognition to the individuals mentioned above, President Rudd pointed out the President's Report, which had just been compiled. The report summarizes the work that has been done over the past year. On the front is a highlight of UMRF Ventures, which has been exciting, successful, and impactful.

Next, President Rudd noted that the University has looked very carefully at the challenges for students and responded to those challenges. The challenges fall into two areas: financial and psychosocial issues adjusting to college life, balancing college life and work. As a part of that, President Rudd stated the University has always looked at and thought about the tuition structure, as not just the cost of the University, but how it's related to retention and graduation. Over the course of the past five (5) years, the University of Memphis has had the lowest tuition and fee increases in the state by a significant margin. President Ruff noted that this is good for students, Memphis, and arguably for Tennessee and the country. Also, as a part of this effort, the University has tried to get in front of some of the challenges nationally for growth in universities and for financial stability for universities. As a part of this, President Rudd mentioned the four-tier structure, implemented at the last Board meeting, in terms of simplifying the tuition structure, which lowers out-of-state tuition for those that fall out of the 250-mile radius program and grows our national footprint. He also foreshadowed the approval of the capitated tuition rate approved by the Governance and Finance Committee earlier that morning; this will also be brought back to the Board in the spring.

President Rudd next provided an update on the building campaign in campus and about the University's investments. There are a number of projects moving forward. He noted that not only is the University thinking about student success and cost containment about completion, but we are also thinking about the community environment that students live in for their success. There are currently a number of projects being completed, including the amphitheater, the land bridge, parking garage and plaza. When the parking garage is completed, the University will break ground on the Student Wellness Center. Next year will also bring the ground breaking for the new music center. In this year's new THEC recommendations for the budget, President Rudd noted that one of the things recommended for funding is the new STEM research and classroom facility, which is a \$40 million investment. He also stated the University is working with the surrounding community to create a community residential environment for students.

Lastly, President Rudd stated the University is actively pursuing a new RFP in the dining contract. There have been discussions and meetings with those who will bid on the RFP to give them more background information in terms of the University's mission and vision for dining. He further noted how dining helps create community on the campus and how it is a part of the University's retention and completion plan.

President Rudd reminded attendees about how the University will need support in the new legislative session, particularly in regards to the budget recommendations and building for the University.

V. Impact of Career Services

Chairman Graf recognized Dr. Darrell Ray, Vice President for Student Affairs, to present the impact of Career Services. Secretary Murry interjected and noted Trustees Martin, Springfield, and Ellison were on the phone; all technical difficulties had been resolved.

Drawing on President Rudd's comments about making sure students are well positioned for success in college, Dr. Ray stated the University saw fit to pilot a model of a decentralized career services where there were career specialists placed in talent communities, which was presented at the last Board meeting. Dr. Ray then provided an update on what has been done since then. Most positions have been filled, and the impact has been phenomenal as far as students being able to connect and have conversations about the career process early on. The partnerships with faculty and external stakeholders has positioned the University to be seen in a different light and positioned our students to be prepared to be competitive early on. One of the things the University wants to do is make sure students are thinking about and making some decisions within the first two years so they are equipped to be competitive with internships. There has been an increase in advising appointments, workshops, and the different ways in which services have been increased. There have also been a number have specific career fairs to allow students to connect with employers based on their background and interests, which has been good for both the students and the employers. Dr. Ray highlighted a component that has allowed the University to have employer visits and take our students to the employers and

giving students an opportunity to engage with employees and those who are the decisionmakers in various companies.

Dr. Ray then went on to present another big component for Student Affairs, which was to use National Association for Career Education's core competencies. The University is mapping the competencies that employers have said are important for the workforce. Through partnerships with Student Leadership and Involvement and Career Services, the University hosted a conference that engaged students in a half-day professional development event to learn skills employers desire in new graduates.

In his presentation, Dr. Ray included comments from students and deans about the impact of Career Services' new model. He also emphasized that this early exposure allows students to understand if the decision they have made about an academic major or intended career path is for them.

Dr. Ray noted campus partnerships have also been able to be developed, such as with Academic Advisors, the library, and student success teams. They are able to integrate the message about career preparation and readiness at every level.

At the conclusion of Dr. Ray's presentation, Chairman Graf echoed his comments and added having a great career services organization is key to some of the University's strategic pillars are as part of our mission.

President Rudd then took a moment to recognize and thank Mayor Jerry Gist, the mayor of Jackson, who had recently stepped in the room.

VI. ACE

Chairman Graf recognized Dr. Colton Cockrum, Assistant Vice Provost for Institutional Effectiveness, Accreditation, and Academic Assessment, to present on the ACE (Academic Coaching for Excellence) program.

Dr. Cockrum stated about five years ago, the University started a pilot to determine if students could use an academic coach to walk alongside them to help them achieve academic success in their first semester in college, from which it was determined that students could use them. From that pilot came the Academic Coaching for Excellence program and included it as part of the University's quality enhancement plan for SACSCOC reaffirmation in 2015. There is one director, Dr. Meghan Pfeiffer, and eleven (11) graduate assistants. The academic coaches meet with students every other week for the entire semester and target freshmen and sophomores on academic warning. The coaching curriculum includes topics such as time management, organization, study strategies, connection to resources, improving academic self-efficacy, and resiliency.

Dr. Cockrum also provided some results from Fall 2017 – Spring 2018. ACE provided over 3,000 appointments, setting records in number of students attended, number of students returned to Good Standing, and highest average term GPA; more than 350 students reached five or more appointments. Compared to students who did not attend five times, the group achieved the following: averaged a term GPA above a 2.0; earned approximately twice as many hours as the comparison group; retained at a rate that almost doubled the comparison group; and more than half of these students returned to Good Standing after one term.

Dr. Cockrum lastly indicated some things that have come out of ACE include two dissertations and looking at longitudinal data. ACE will also be included in the QEP Impact Report – SACSCOC 5th Year Report.

President Rudd applauded Provost Weddle-West and Dr. Cockrum and his team on what a great job they have done, noting specifically the retention rate. Provost Weddle-West also added her gratitude to Dr. Cockrum for leading the initiative. Provost Weddle-West noted how successful the Honors College is and expressed her desire that ACE will have a similar success. Further, she stated how beneficial ACE is to both undergraduate students, those receiving the coaching, and graduate students, those who are serving as GAs.

VII. Report and Recommendations of the Academic, Research and Student Success Committee

Chairman Graf recognized Trustee David North to present the report and recommendations of the Academic, Research and Student Success Committee.

Trustee North briefly highlighted what the Committee had discussed in their morning meeting. The first presentation was about tenure and the importance for both recruiting and retention and the rigor that goes into that process. Next, Trustee Gilmore made a presentation regarding mental health and counseling and all of the social pressures on students. He presented some observations about what the University is currently doing and where we might consider some additional services. Following Trustee Gilmore's presentation, Secretary Murry gave a brief overview of rulemaking and the responsibility the Board has for establishing rules. Dr. Ray provided an update on residence life at the University. Dr. Jasbir Dhaliwal commented on the current state of efforts in working to achieve Carnegie I status and several of the strategic initiatives the University will embark on in the next few years. Lastly, Dr. Dick Irwin reported on how the rollout of LiFE, our partnership with FedEx, is going across the country.

Trustee North recommended four items to be voted on by the Board.

- The first item, presented by President Rudd at the Committee meeting, was the updated University mission statement. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion was unanimously approved.
- The second item, presented by President Rudd at the Committee meeting, was about the creation of a new middle school near the main campus in Memphis and delegate authority to the President to contract with the local school board. The motion was

properly seconded. Secretary Murry held a roll call vote, and the motion was unanimously approved.

- The last items, presented by Dr. Darrel Ray during the Committee meeting, involved two new rules – a Residence Life rule and an Immunization rule. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion was unanimously approved.

VIII. Report and Recommendations of the Audit Committee

Chairman Graf recognized Trustee Johnson to present the report and recommendations of the Audit Committee.

Trustee Johnson provided an overview of the three presentations from the morning Committee meeting. The first was an update on the information security program presented by Dr. Robert Jackson, Chief Information Officer. Dr. Jackson laid out things that had taken place since the last update, efforts to continue to strengthen University information security program, make sure we balance the need to conduct business but also the need to maintain security. The second presentation was given by Kenneth Anderson, the Director of the Office for Institutional Equity. Mr. Anderson laid out the role of his office as it relates to promoting a culture of nondiscrimination and anti-harassment for the entire University community through affirmative action, prevention, and enforcement activities. Trustee Johnson commended Mr. Anderson and his committee on their efforts. The final presentation came from Vicki Deaton, Chief Audit Executive. Mrs. Deaton presented a summary of investigations completed, audit issue follow-up, external audit reports related to the University Foundation and the University Research Foundation, and an update on the quality assurance and improvement program. Trustee Johnson commended Mrs. Deaton on her excellent job in bringing information to the Committee.

IX. Report and Recommendations of the Governance and Finance Committee

Chairman Graf presented the report and recommendations of the Governance and Finance Committee.

Chairman Graf first reviewed the presentation on the new legislative session presented in the Committee by Trustee Johnson and Ted Townsend, Chief Economic Development and Government Relations Officer. He emphasized that the University cannot get anything done without the support of the legislation and thanked Governor Haslam for his push in allowing for independent boards. Next, Chairman Graf summarized the earlier presentation by Joanna Curtis, Interim Chief Development Officer. Mrs. Curtis provided an update on the strategies for endowment growth, where we are, and where we're headed.

Finally, Chairman Graf presented the following as recommendations to be voted on by the Board:

- The Committee recommended the renaming of the following buildings: the Defense Audit Building as the Student Ventures Hub; the Panhellenic Building as the UofM International Center; and the Highland Library as the CommuniTech Research Park. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.
- Raj Kurapati, Chief Financial Officer, presented the FY2018-2018 Revised Budget with \$519,700,000 in revenues and \$535,195,000 in expenditures, but assured that the University is in great shape. The Committee recommended the adoption of the revised budget. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.
- The Committee recommended the disposal by sale, gift, or lease of land for the building of a high school and parking lot on the Lambuth campus as deemed appropriate by the President and CFO. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.
- The Committee recommended the creation of a new Board policy called “Consideration of Increases in Tuition and Mandatory Fees” to comply with the Tuition Transparency and Accountability Act. The Committee further recommends the delegation of authority to the University to develop the processes and procedures needed to comply with the policy. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.
- The Committee recommended that we implement a guaranteed tuition plan for undergraduate first-time, first-year students starting the Fall of 2019. This plan includes a roughly 2.5%, one-time tuition increase in year one, and then the tuition remains constant with no additional increases for three subsequent years. A student can opt into this program when they come on campus for the first time in their first year. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.
- The Committee recommended that we approve a restructured resident tuition rate beginning in Fall 2019 with a cap on credit hours that are assessed tuition and move to a standard tuition rate for traditional and online courses and with a final approval by the Board in the Spring of 2019. Chairman Graf recognized Trustee Gilmore to relay his earlier comments. Trustee Gilmore stated how important it is to students to keep online courses affordable. Going back to the recommendation, Chairman Graf noted you will pay for the first twelve hours, and there will be no cost increase above that if you are undergraduate, and for the first ten hours and no increase above that if you are a graduate student. The motion was properly seconded. Secretary Murry held a roll call vote, and the motion unanimously carried.

** Each Committee recommendation was presented as a motion by Chairman Graf.*

X. Additional Business

Chairman Graf asked if there was any additional business. President Rudd added that we are possibly already the best university in the State of Tennessee. After much applause, Chairman

Graf noted two additional announcements. First, he, President Rudd, and others will be appearing before the Education, Health, and General Welfare subcommittee of the Government Ops Committee on December 19 for a Sunrise Hearing to talk about what the Board has done over the past two years. Second, Chairman Graf announced the next meeting of the Board will be March 6, 2019, in the University Center on the main campus in Memphis.

XI. Adjournment

The Board meeting was adjourned at 2:52 p.m. CDT.

4. Approval of Minutes - January 29, 2019

For Approval

Presented by Alan Graf

THE UNIVERSITY OF MEMPHIS
BOARD OF TRUSTEES

MINUTES OF SPECIAL CALLED MEETING
JANUARY 29, 2019
MEMPHIS, TN

The University of Memphis Board of Trustees special meeting was called to order at 10:00 a.m. CDT, on Tuesday, January 29, 2019, on the main campus of the University of Memphis in Memphis, Tennessee.

I. CALL TO ORDER AND OPENING REMARKS

Chairman Alan Graf called the special meeting to order and made a few opening remarks, particularly mentioning the commitment of the Trustees to meet as often as necessary.

II. ROLL CALL AND DECLARATION OF QUORUM

University Counsel and Board Secretary Melanie Murry called the roll, and the following members were present: Marvin Ellison (via telephone), Alan Graf, Cato Johnson, Brad Martin (via telephone), Dave North (via telephone), Carol Roberts, David Kemme, and Drew Gilmore. Secretary Murry announced that a quorum was present.

Members of the administrative staff, faculty, students, and media representatives were also present.

Because a physical quorum was not present at the meeting, Tenn. Code Ann. § 8-44-108(b)(2) dictates that in order for a quorum of members to participate by electronic or other means of communication, the governing body must make a determination that a necessity exists. Secretary Murry recited the facts and circumstances on which the necessity was based. To effectuate the deal with MACQ-Tennessee, LLC with regard to the Gather apartments, the University must get Board approval before submitting the documents to the State, and the University would like to submit the documents as soon as possible. Additionally, the University would like to repurpose and rename the Tigers of Memphis Athletic Foundation. The prompt necessity of the Board's meeting did not provide adequate time for the Board's membership to make necessary arrangements to be physically present for a quorum.

Trustee Roberts made a motion as to the determination of the necessity of the meeting. Trustee Johnson properly seconded the motion. Secretary Murry held a roll call vote, and the motion was unanimously approved.

Additionally, Secretary Murry ensured that the Trustees physically present could hear those participating via telephone and vice versa. She further asked the Trustees participating via telephone to introduce any other persons in the room with them at their respective locations.

III. REPURPOSING AND RENAMING OF THE TIGERS OF MEMPHIS ATHLETIC FOUNDATION AS THE AUXILIARY SERVICES FOUNDATION

Chairman Graf recognized Raaj Kurapati, Chief Financial Officer, to present both agenda items.

Mr. Kurapati introduced the first agenda item – the repurposing and renaming of the Tigers of Memphis Athletic Foundation as the University of Memphis Auxiliary Services Foundation. He mentioned the Trustees were presented with a narrative and justification on why this is necessary. Mr. Kurapati acknowledged one key reason for the repurposing – the land under the Gather (the second agenda item to be considered) could be placed in this Foundation, which also provided some flexibility. He also mentioned a few other reasons and justifications for the repurposing. With no questions from the Trustees, Trustee Johnson made a motion to approve the repurposing and renaming of the Tigers of Memphis Foundation. Trustee Roberts properly seconded. Secretary Murry called a roll call vote, and the motion was unanimously approved.

IV. THE GATHER ON SOUTHERN

Mr. Kurapati reviewed the PowerPoint presentation provided to the Trustees and provided an overview of the property. The Gather apartments are located on two properties (Gather I and Gather II) located on Southern Avenue, close to campus. The Gather currently has roughly 435 beds with 90% occupancy. MACQ-Tennessee I, LLC would purchase the property, enter into a management and maintenance agreement with the University, and donate the property to the University. Mr. Kurapati presented a few reasons on why this deal is beneficial to the University, including the newer age of the Gather and the ability of the University to recognize some revenues.

Next, Mr. Kurapati provided an overview of the details involving the deal with MACQ-Tennessee and highlighted some important aspects. Trustee Roberts asked about the risks related to the acquisition. Mr. Kurapati assured the Trustees there would be adequate insurance and roughly \$3 million that would be kept aside and not touched as a contingency. He also mentioned the University has done its due diligence, including doing a walkthrough of the facility. President Rudd added a group of experts from the University's Board of Visitors thoroughly vetted and endorsed this transaction. Mr. Kurapati continued with his overview of the details of the transaction, including presenting a flowchart of the process of the transaction, and some key benefits. Following Mr. Kurapati's overview and before questions from the Trustees, President Rudd added the University has vetted this transaction with the three Constitutional officers with the State Building Commission (SBC), including the Treasurer, Comptroller, and Secretary of State. If approved, this would go back through the Attorney General in terms of vetting it in accordance with state law.

Chairman Graf took a minute to summarize what he admitted is a very complex transaction. First, he mentioned the deal has been thoroughly vetted by Deloitte, and we have not invented the wheel, this has been done before. Second, this presents a great financial benefit to the University and gives us control over something we currently do not have control over. Third,

this also fits within the University's long-term student housing strategy. President Rudd added our average building age is 57 years, so we have not built the kind of housing that is attractive for students. Further, our cost to build housing is excessive, but this transaction allows us an option for housing that is both affordable and effective. Fourth, Chairman Graf mentioned this has been looked on favorably by the State. President Rudd again mentioned this has been vetted by the three Constitutional officers of the SBC, and all have endorsed this has a good approach for the University. Fifth, Chairman Graf mentioned this is good for our students and gives them a choice and improves the security and safety.

Chairman Graf recognized Trustee Johnson. Trustee Johnson acknowledged that President Rudd had answered the one thing he had on his mind – with this being the first transaction of its kind that it was vetted with the three Constitutional officers. President Rudd assured that with the University the first to venture in to do this in the State of Tennessee, we have been thoughtful and intimately involved with the Constitutional officers.

Trustee Doug Edwards joined the meeting via telephone and asked two questions, one dealing with the Foundation and the other dealing with the Gather. Mr. Kurapati addressed the question of the Foundation first stating that the land on which the Gather sits and the trust could be housed with the Auxiliary Services Foundation. He assured that any transaction that will be housed in the Foundation would come back to the Board. President Rudd also confirmed by stating anything brought through the Auxiliary Services Foundation would be vetted through the Board. Mr. Kurapati next addressed Trustee Edwards' second question relating to the Gather. The University had only recently received the unredacted management and maintenance (M&M) agreement, but we are doing our due diligence in going through it and having talks with the Constitutional officers. Mr. Kurapati and the Office of Legal Counsel are going through the agreement and the lease. He mentioned he has also spoken with the Tennessee Higher Education Commission (THEC), who is very supportive. He also has a planned meeting with the Attorney General's office at the recommendation of THEC and the State Architect's Office. If this moves forward and all approvals are met both internally and at the State level, Mr. Kurapati assured that he will bring it back to the Board for another vetting at the March meeting before entering into anything final.

Chairman Graf recognized Trustee Kemme, who voiced concerns about the trust account of the Auxiliary Services Foundation. Mr. Kurapati stated the trust account would be established as part of the M&M agreement; there would be mutual agreement of a financial institution that would serve as a trustee. Trustee Kemme also asked for clarification on the relationship between the Herff trust and the University and why it would be in the Foundation. President Rudd stated the trust is not currently on the books at the University; Mr. Kurapati also offered a brief history of the trust and explained why the University wants to explore putting it into the Auxiliary Services Foundation.

Chairman Graf recognized Trustee Gilmore, who expressed his excitement about acquiring the Gather. He also expressed his concern for the students currently residing at the Gather and how the transition would work. Currently, the students have the closeness to campus without having

the oversight of student housing. Mr. Kurapati stated that because of the recent string of events, he feels the students would feel more comfortable and safer knowing the proper controls and security are in place.

Trustee North expressed his support and asked whether the Board needed to provide its full approval at that time. Chairman Graf stated he thought the Board should provide full support at that time, provided that it is within the parameters that are reasonable with what were presented and let management manage.

Chairman Graf recognized Trustee Roberts, who asked about the University's due diligence on Municipal Acquisitions as someone to be doing business with. She also added a piece of advice, stating the devil will be in the details because this is a long-term agreement. Mr. Kurapati assured that the University vetted the Municipal side of the transaction by physically visiting the company in Washington, D.C.; he also added more about the full vetting process and the "look behind the curtain." President Rudd added that we do not do housing well, but this is one way of providing students an affordable, quality education and contain costs.

Trustee Edwards asked a follow up question, which was addressed and answered by Mr. Kurapati.

Chairman Graf asked for a motion to approve to enter into an agreement with Municipal Acquisitions to manage and eventually acquire the Gather on Southern; accept the donation of the real property on which the Gather on Southern is located; and enter into a land lease for the real property to coincide with the M&M agreement on the related properties. This action is subject to the University complying with the applicable processes and approvals required by the State of Tennessee, and that the final transaction is not significantly different as had been described at that time. Chairman Graf added that "significantly different" will be in the eyes of management. Trustee Roberts made the motion, which was properly seconded by Trustee Johnson. Secretary Murry called a roll call vote, including Trustee Edwards who had joined the meeting late; the motion was unanimously adopted.

V. ADJOURNMENT

Chairman Graf announced the next Board meeting will be March 6, 2019. He made a motion to adjourn the meeting, which was properly seconded by Trustee Johnson. The Board meeting was adjourned at 10:57 a.m. CDT.

5. President's Update

Presented by M. David Rudd

6. Carnegie Update Mar 2019 BOT

Research Action Plan Update:

*2023 Goal:
Carnegie R1 Tier for Very High Research
Activity*

Jasbir Dhaliwal, PhD.
EVP for Research & Innovation



URGENCY OF ACHIEVING CARNEGIE (R1) HIGHEST RESEARCH ACTIVITY



THE UNIVERSITY OF
MEMPHIS®

Board of
Trustees

SEC: R1 Schools

University of Florida
University of Georgia
University of Kentucky
University of Missouri
University of South Carolina
University of Tennessee
Vanderbilt University
University of Alabama
University of Arkansas
Auburn University
Louisiana State University
University of Mississippi
Mississippi State University
Texas A&M University

AAC: R1 Schools

University of Central Florida
University of Cincinnati
University of Connecticut
University of Houston
University of South Florida
Temple University
Tulane University

AAC: R2 Schools

East Carolina University
University of Memphis
Southern Methodist University
University of Tulsa
Wichita State University

2018: Mississippi now has three R1 public universities as compared to one in Tennessee (even though the core

PCA loadings based on rank-order data

Aggregate analysis (first principal component explained 70% of the total variance)

Doctorates: STEM	0.914
Research Staff	0.902
S&E R&D Expenditures	0.900
Doctorates: Social Sciences	0.873
Doctorates: Humanities	0.819
Non-S&E R&D Expenditures	0.791
Doctorates: Other Fields	0.616

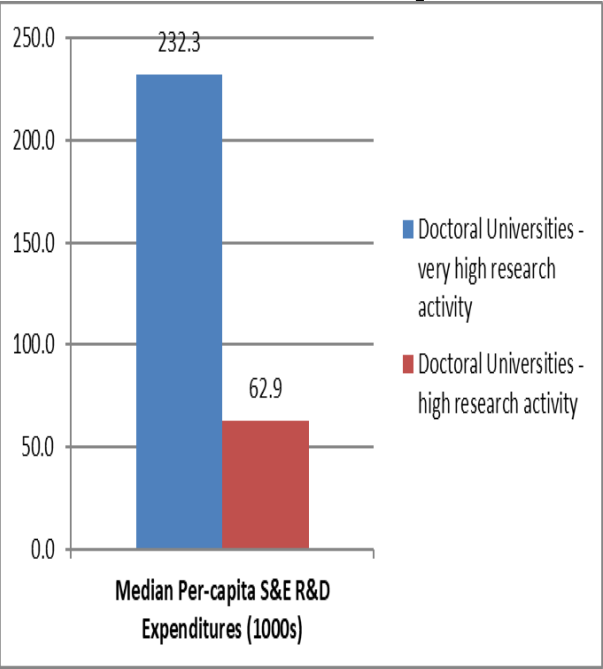
Per-capita analysis (first principal component explained 71% of the total variance)

Per-capita S&E R&D Expenditures	0.931
Per-capita Research Staff	0.928
Per-capita Non-S&E R&D Expenditures	0.614

COMPARISON TO PEER: 2014

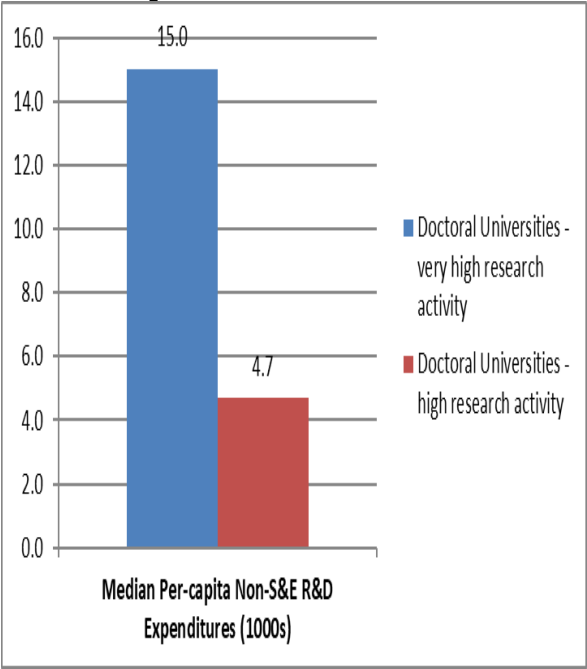
<u>2014</u>	S&E R&D Expenditures	Non-S&E R&D Expenditures	S&E Research Staff	Doctorates: Humanities	Doctorates: Social Sciences	Doctorates: STEM	Doctorates: Other Fields
U of Memphis	44,351	11,215	25	23	28	28	45
U North Texas	39,453	12,792	47	13	42	77	72

CARNEGIE CLASSIFICATIONS 2018 UPDATE BASIC CLASSIFICATION:
MEDIAN VALUES (PER CAPITA)



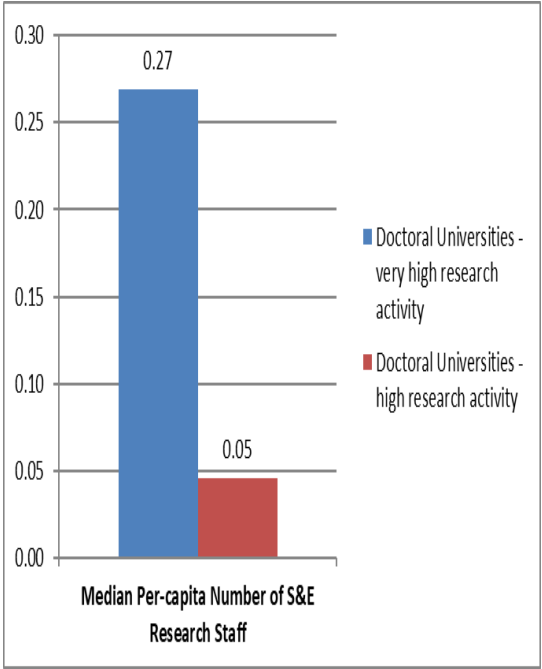
56.66 UofM

89.67 U-Southern MS



11.69 UofM

21.42 U-Southern MS



0.038 UofM

0.057 U-Southern MS

Strategic Goals

Expand annual external research funding from \$36M to \$55M

Increase annual doctoral degree production from 136 to 200

Develop a Tier 1 research culture and profile for sustainability

RESEARCH ACTION PLAN 2019

- *INVEST 900k IN SCIENCE & ENGINEERING DOCTORATES*
- *INVEST 900K IN RESEARCH STAFF: POST-DOCS AND RESEARCH SCIENTISTS*
- *REVIEW FINANCIAL PROCESSES TO ENSURE ACCURACY IN RESEARCH EXPENDITURES*
- *SYSTEMATICALLY TARGET DEFENSE SECTOR COLLABORATIONS & SPENDING*
- *REENERGIZE & REPURPOSE CHAIRS OF EXCELLENCE FOR R1 PUSH*
- *MEET WITH DEPARTMENTS & COLLEGES TO ENSURE ALIGNMENT WITH R1 CRITERIA*
- *CLUSTER HIRE IN STRATEGIC GROWTH AREAS & NEEDS – DATA SCIENCE, & AI*
- *TRACK & INCREASE AVERAGE RESEARCH EXPENDITURES PER FACULTY MEMBER*
- *TRACK & INCREASE THE NUMBER OF RESEARCH-ACTIVE FACULTY*
- *TRACK & INCREASE THE NUMBER OF PRINCIPAL INVESTIGATORS OF RESEARCH PROJECTS*
- *LAUNCH RISE PROGRAM TO ATTRACT HIGHER QUALITY RESEARCH STUDENTS*

- *REENERGIZE THE RESEARCH FOUNDATION TO BUILD UP RESEARCH INVESTMENT FUND (VENTURES, RESEARCH PARK, ETC.)*
- *INCREASE PHILANTHROPIC FUNDING FOR RESEARCH PROFESSORSHIPS, GRADUATE STUDENTS, RESEARCH EQUIPMENT & SCHOLARLY ACTIVITIES*
- *BOOST FOUNDATION AND INDUSTRY RESEARCH RELATIONSHIPS AS A DIVERSIFICATION SOURCE OF RESEARCH FUNDING*
- *EMPHASIZE LARGER SCALE INTERDISCIPLINARY PROJECTS WITH MULTIPLE CO-P.I.s AND CONSORTIUMS – RESEARCH CLUSTERING*
- *SUPPORT HONORS COLLEGE TO BOOST UNDERGRAD RESEARCH & PATHWAY TO PHD STUDIES*
- *LAUNCH UofM RESEARCH COUNCIL FOR MASS MOBILIZATION TO CHANGE RESEARCH CULTURE FOR SUSTAINABILITY*
- *UPDATE ALL RESEARCH POLICIES TO REFLECT LATEST CARNEGIE R1 BEST PRACTICES*

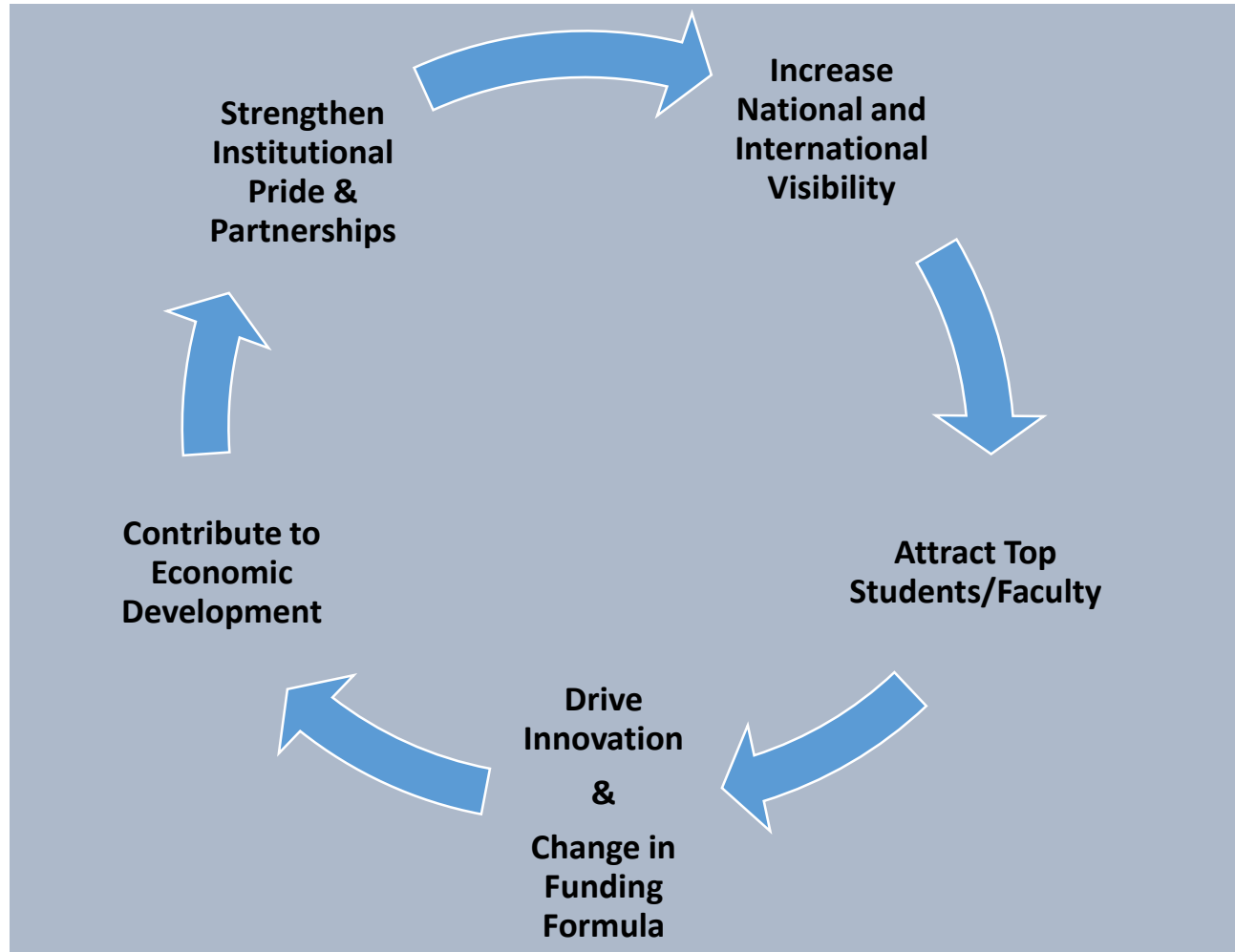
- *INCREASE SERVICE QUALITY IN GRANTS & CONTRACTS BUSINESS PRACTICES TO BETTER SUPPORT FACULTY IN GRANT PREPARATION & SUBMISSION*
- *“EMPHASIZE” GRADUATE STUDENT FUNDING IN GRANT SUBMISSIONS*
- *INCREASE PATENT PRODUCTION & TECHNOLOGY LICENSING*
- *DEVELOP NEW PHD PROGRAMS, REFOCUS & REBRAND EXISTING ONES, and CREATE CONCENTRATIONS TO BE MORE NIMBLE TO ADDRESS MARKET NEEDS*
- *BOOST LEGISLATIVE SUPPORT FOR CARNEGIE R1 STRATEGY*
- *REBALANCING NEED FOR HIGH QUALITY RESEARCH PUBLICATIONS WITH FUNDED RESEARCH*

THE IMPORTANCE OF ACHIEVING CARNEGIE (R1) HIGHEST RESEARCH ACTIVITY



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R1: Highest Research Activity

Vanderbilt University

The University of Tennessee-Knoxville

R2: Higher Research Activity

The University of Memphis

R3: Moderate Research Activity

East Tennessee State University

Middle Tennessee State University

Tennessee State University

Tennessee Technological University

- https://www.insidehighered.com/news/2018/12/19/professional-practice-doctoral-category-expands-carnegie-system?fbclid=IwAR31ysgSPmW0DEd_o9Qr3khV8PWYzqxIIlf1I6-7Wws3ryMUQ_vqJfpKlf7c#.XBpUnbDt2Nk.facebook
- http://ocm.auburn.edu/newsroom/news_articles/2018/12/171722-r1-carnegie-classification.php
- <https://thenevadaindependent.com/article/unlv-achieves-its-goal-of-tier-1-research-university-status-several-years-ahead-of-schedule>
- <http://www.montana.edu/news/18318/msu-receives-very-high-research-activity-designation-in-carnegie-classification>
- <https://www.ua.edu/news/2018/12/carnegie-lists-ua-among-elite-research-institutions/>
- <https://www.unr.edu/Documents/president/econ-impact/unr-economic-impact.pdf>

7. Marketing Presentation

Presented by Tammy Hedges

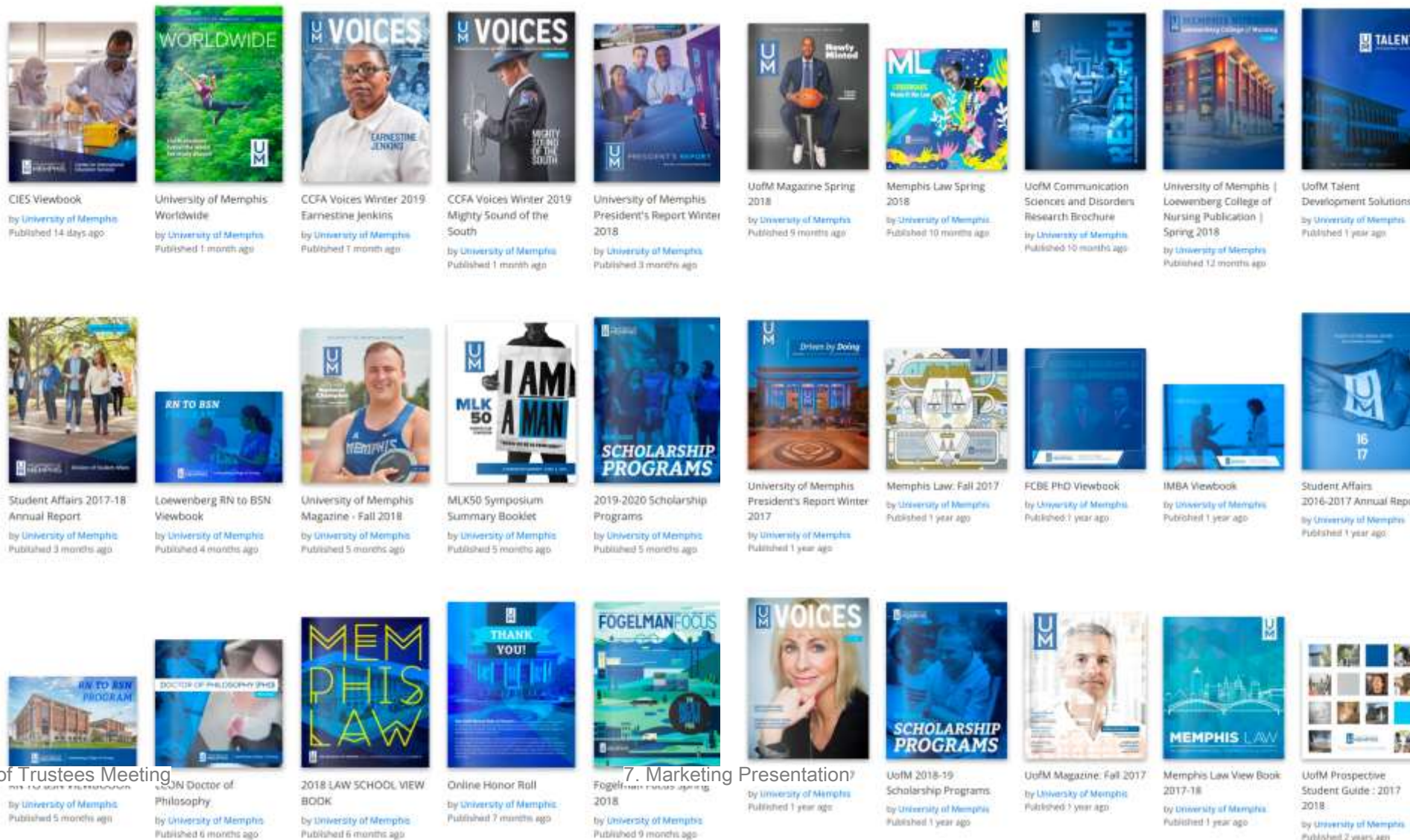
UofM Marketing

Tammy Hedges
Vice President for External Relations

March 6, 2019
University Center



Increased & Enhanced Publications



2013



March 2019 Board of Trustees Meeting

2018



7. Marketing Presentation

2013



March 2019 Board of Trustees Meeting

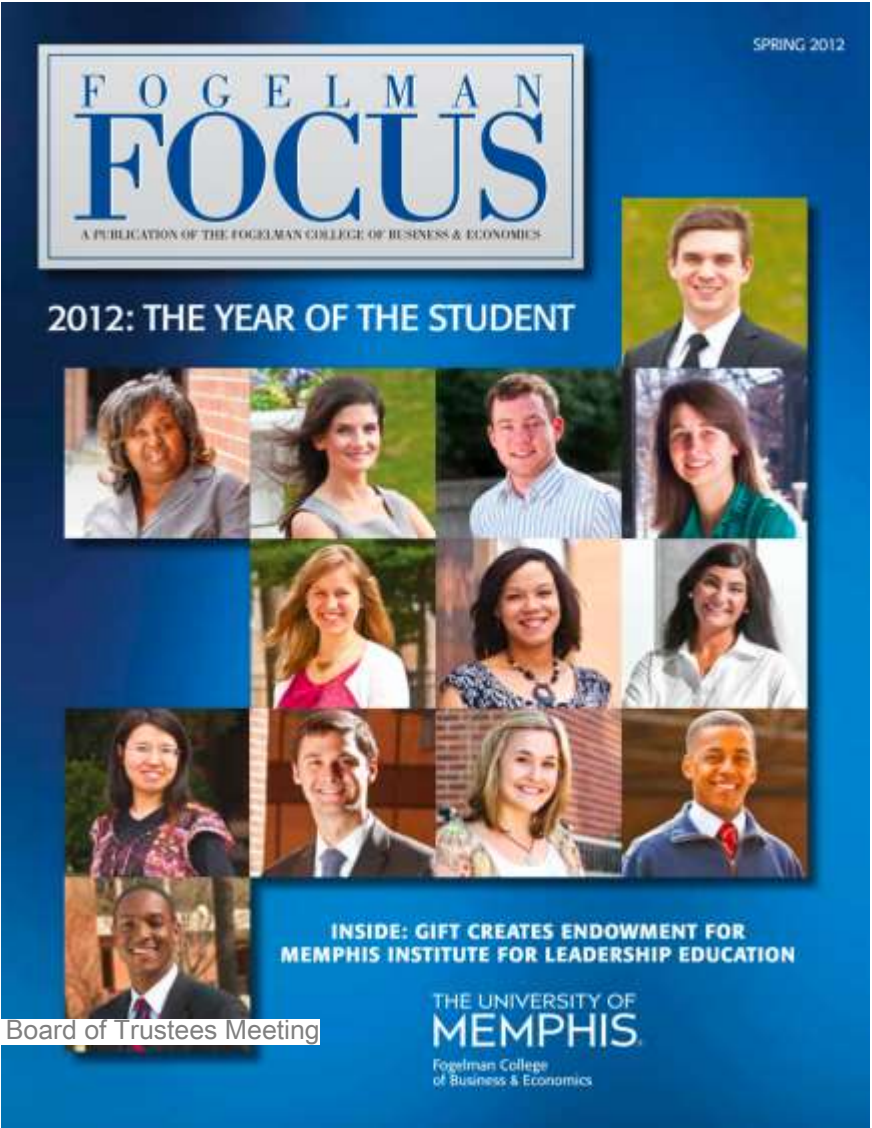
2018



7. Marketing Presentation

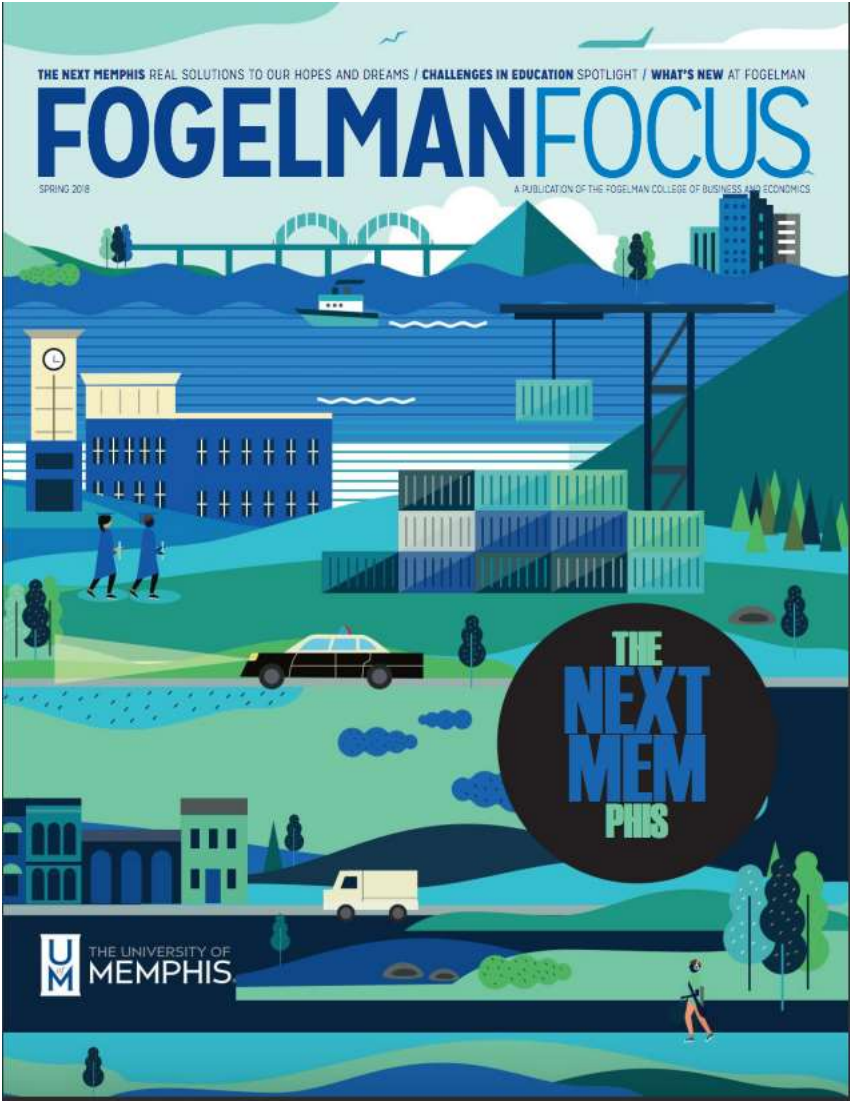
Fogelman Focus – FCBE Magazine

2012



March 2019 Board of Trustees Meeting

2018



7. Marketing Presentation

Voices – CCFA Magazine

2014



March 2019 Board of Trustees Meeting

2019



7. Marketing Presentation

Page 36 of 113

Voices – CCFA Magazine

2014



2019

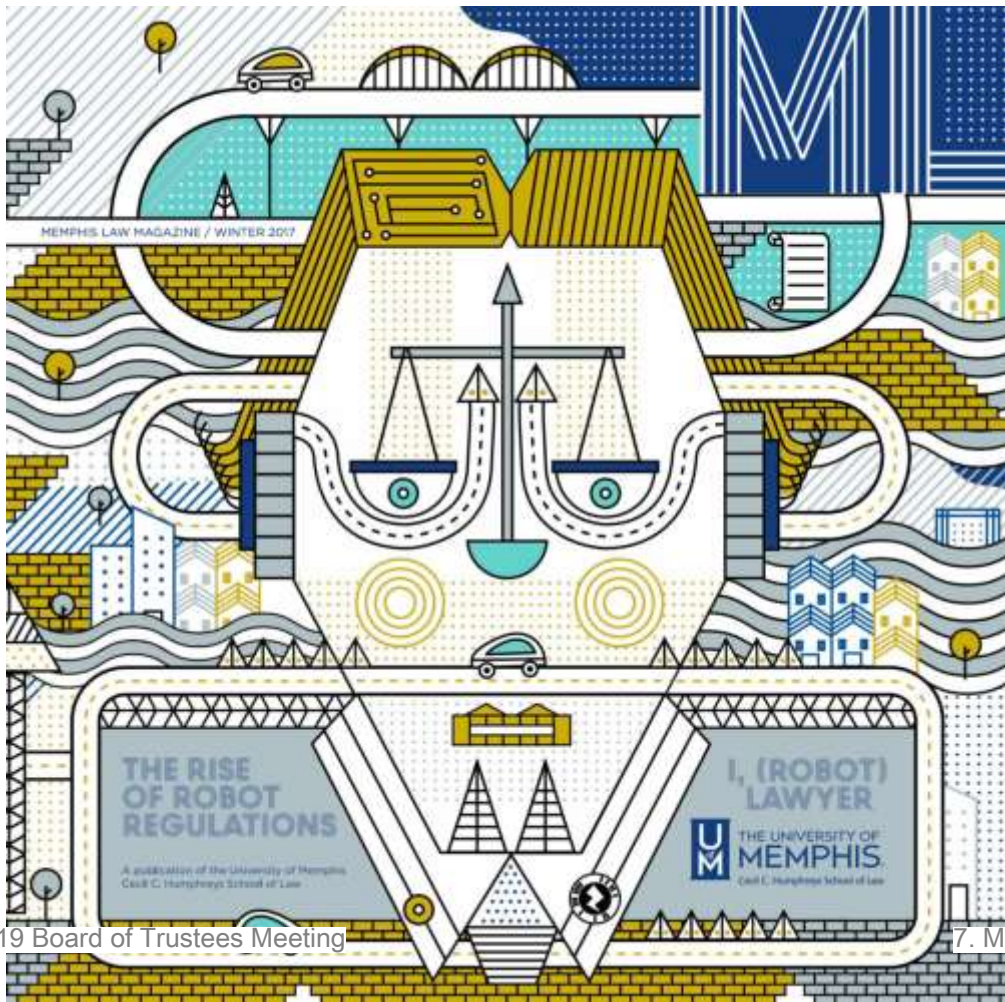


March 2019 Board of Trustees Meeting

7. Marketing Presentation

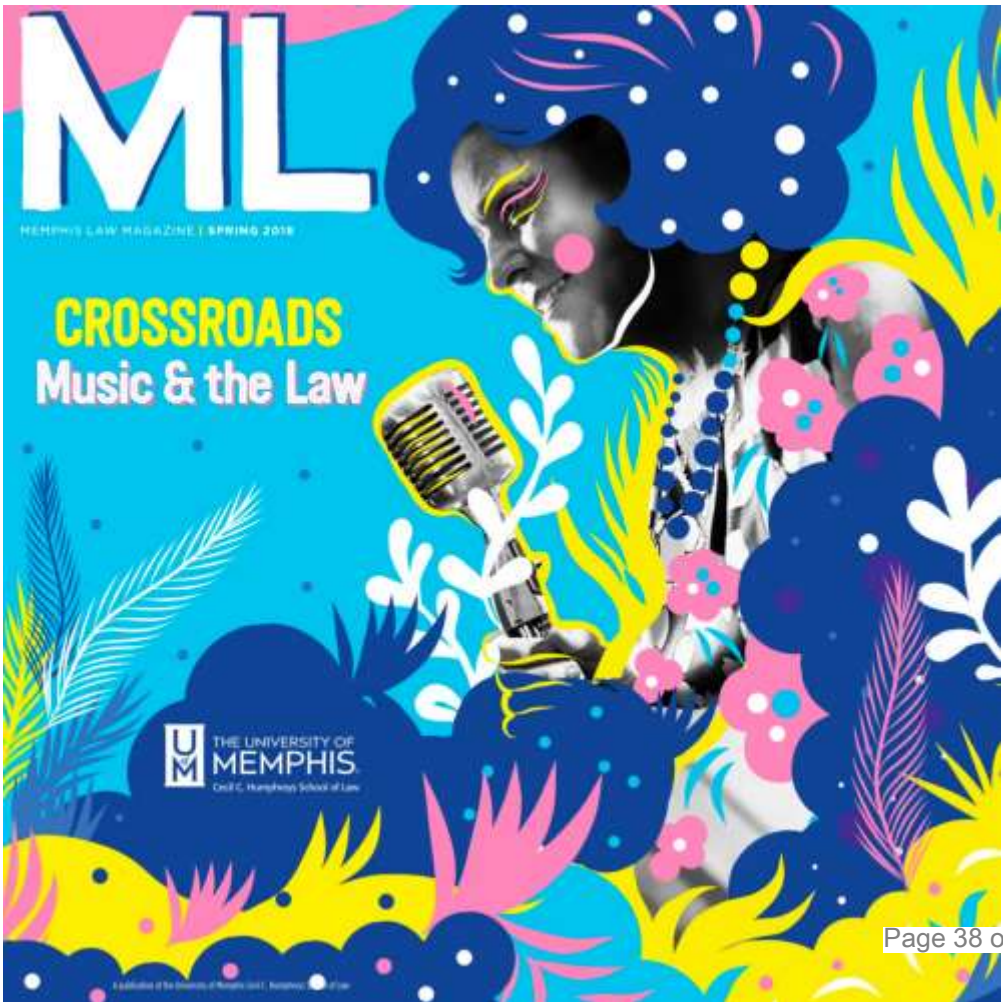
Page 37 of 113

2017



March 2019 Board of Trustees Meeting

2018



7. Marketing Presentation

Current Marketing: Billboards



Current Marketing: Lambuth



Current Marketing: Global - Airports

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Field of Study
Request Information

Earn your degree 100% online from the accredited,
nationally-recognized University of Memphis.

Wide range of programs
Choose from 40+ academic
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education, and more.

Credit for Prior Learning
Earn credit for prior skills, courses
and professional experience or
test out of classes.

Fast-Track Tuition
No need to leave your job or
home. Just pay for the per credit
tuition. Contact your advisor today.

Current Marketing: Digital

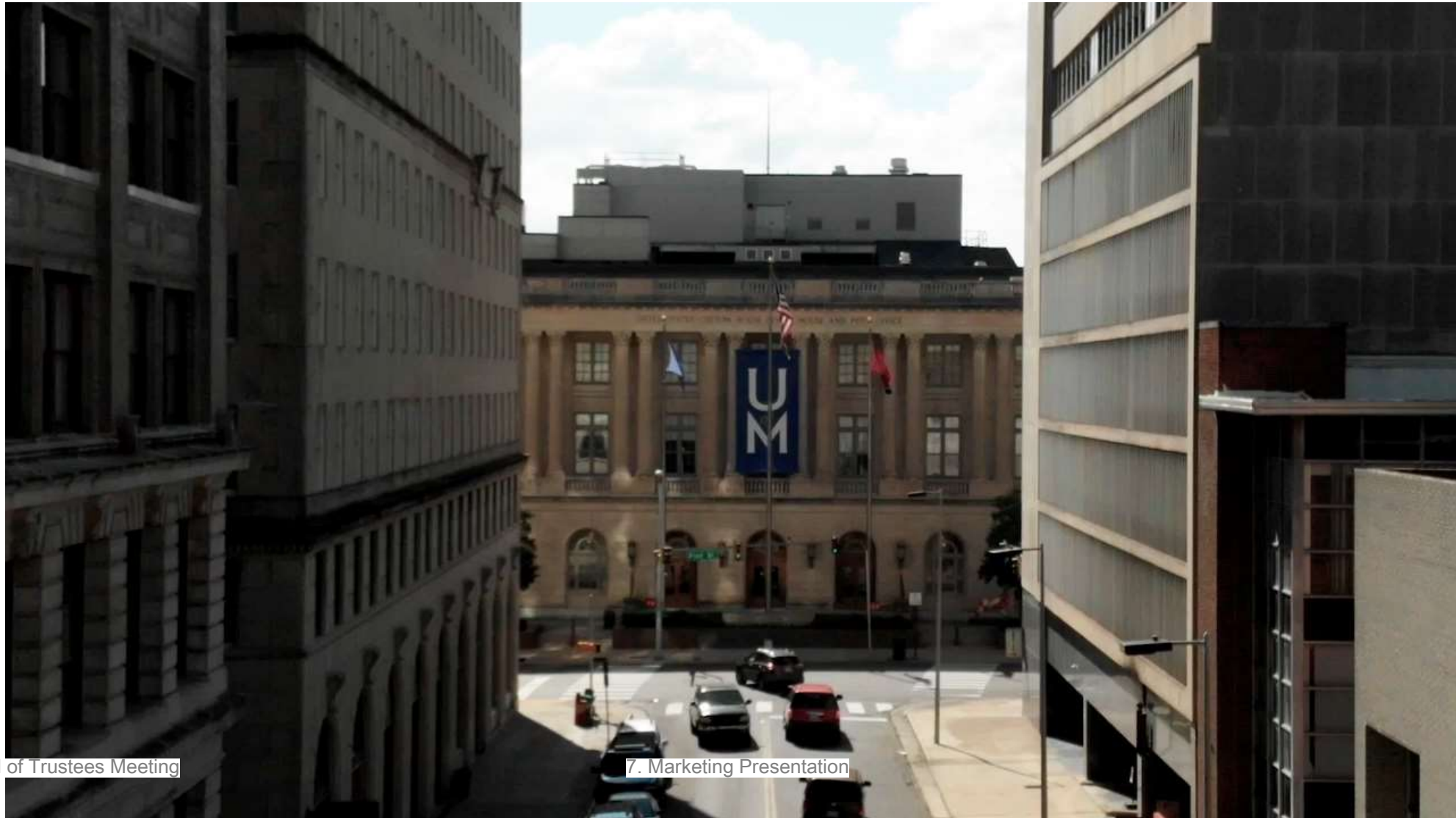


Current Marketing: Global-Digital





Commercial - 2019



Athletic Marketing – Previous Years



WAIT 'TIL THIS YEAR

2014 MEMPHIS TIGERS

Football Schedule

8/30 AUSTIN PEAY

9/6 @ UCLA

9/20 MTSU

9/27 @ Ole Miss

10/4 @ Cincinnati*

10/11 HOUSTON*

10/25 @ SMU*

10/31 TULSA**

11/7 @ Temple*

11/15 @ Tulane*

11/22 USF*

11/29 UCONN*

ALL GAME TIMES 1PM * AMERICAN ATHLETIC CONFERENCE GAME **SCHEDULED

First TENNESSEE

AMERICAN

THE UNIVERSITY OF MEMPHIS

FOR TICKETS VISIT GOTIGERSGO.COM/TICKETS OR CALL 901.678.2231



Athletic Marketing – 2018 Football



The poster features a Memphis football player in a blue jersey with the number 2, running with the ball. The background is a vibrant blue with horizontal light streaks. In the top left corner is the Memphis Tigers logo with the hashtag #STRIPEUP. In the top right corner, the text '2018 MEMPHIS FOOTBALL' is displayed in a bold, stylized font. Below this, a list of games is provided, including dates, opponent names, and home/away indicators. At the bottom right, there is a note about ticket information and the First Tennessee logo.

2018 MEMPHIS FOOTBALL

Date	Game
9/1	MERCER
9/8	@ NAVY*
9/14	GEORGIA STATE
9/22	SOUTH ALABAMA
9/28	@ TULANE*
10/6	UConn*
10/13	UCF*
10/20	@ MISSOURI
11/3	@ ECU*
11/10	TULSA*
11/16	@ SMU*
11/23	HOUSTON*

SOLD ALL CAPS: HOME GAME / Game times TBA / *HAC game / *Homecoming
For tickets, visit gotigersgotix.com or call 901.678.2931.

FIRST TENNESSEE. 

Athletic Marketing – 2018 Football



Athletic Marketing – Crowd Surfer



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Athletic Marketing



March 2019 Board of Trustees Meeting



7. Marketing Presentation



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Athletic Marketing



March 2019 Board of Trustees Meeting

Fast. Focused. Fierce.
WOMEN'S BASKETBALL
2018-19 HOME SCHEDULE

NOV. 3	LEMOYNE-OWEN (EXH.)	2 PM
NOV. 7	JACKSON STATE	7 PM
NOV. 18	LOUISIANA TECH	2 PM
DEC. 1	TOLEDO	11 AM
DEC. 4	NEW ORLEANS	TBA
DEC. 9	SAMPFORD	2 PM
DEC. 17	SOUTHEAST MISSOURI	7 PM
DEC. 21	LITTLE ROCK	11 AM
DEC. 29	NORTH CAROLINA CENTRAL	11 AM
JAN. 5	UCF	4 PM
JAN. 19	ECU	11 AM
JAN. 30	TULANE	6 PM
FEB. 2	TULSA	1 PM
FEB. 6	WICHITA STATE	7 PM
FEB. 13	CINCINNATI	5:30 PM
FEB. 24	HOUSTON	1 PM
MAR. 4	TEMPLE	7 PM

ALL GAMES PLAYED AT ELMA ROANE FIELD HOUSE
UoM STUDENTS FREE W/ ID
GoTigersGoTix.com

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MEMPHIS
2018-19 TIGERS BASKETBALL

HOME SCHEDULE

OCT. 25	LEMOYNE-OWEN (EXH.)	7 PM
NOV. 2	CDU (EXH.)	7 PM
NOV. 6	TENNESSEE TECH	7 PM
NOV. 17	YALE	7 PM
DEC. 4	SOUTH DAKOTA STATE	7 PM
DEC. 8	UAB	12 PM
DEC. 15	TENNESSEE	11 AM
DEC. 19	LITTLE ROCK	7 PM
DEC. 22	TENNESSEE STATE	2 PM
DEC. 29	FLORIDA A&M	12 PM
JAN. 3	WICHITA STATE	8:30 PM
JAN. 10	ECU	8 PM
JAN. 19	SMU	3 PM
JAN. 27	UCF	3 PM
FEB. 7	CINCINNATI	6 PM
FEB. 10	UCONN	1 PM
FEB. 20	TULANE	6 PM
FEB. 26	TEMPLE	8 PM
MAR. 9	TULSA	8:30 PM

ALL GAMES PLAYED AT FEDDEXFORUM
UoM STUDENTS FREE W/ ID
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WELCOME TO THE
BILLY J. MURPHY
TRACK & FIELD COMPLEX

**HOME OF THE MEMPHIS TIGERS
AND 2018 NCAA DISCUS CHAMPION
LUKE VAUGHN**

Athletic Marketing



Athletic Marketing – 2019 Football



Athletic Marketing – Memphis Madness



March 2019 Board of Trustees Meeting

7. Marketing Presentation



Athletic Marketing – Previous Years



March 2019 Board of Trustees Meeting



7. Marketing Presentation



Athletic Marketing – 2018 Basketball



MEMPHIS
BACK TO BUSINESS
2018-19 TIGERS
BASKETBALL



OCTOBER
25 vs LeMoyne-Owen (H)

NOVEMBER
2 vs Christian Brothers (H)
6 vs Tennessee Tech
13 at LSU
17 vs Yale
ADVOCARE INVITATIONAL*
22 vs Oklahoma State
23 vs Villanova/Canisius
25 vs TBD

DECEMBER
1 vs Texas Tech*
4 vs South Dakota State
8 vs AAC*
15 vs Tennessee
19 vs Little Rock
22 vs Tennessee State
28 vs Florida A&M

JANUARY
3 vs Wichita State*
6 at Houston*
10 vs ECU*
13 at Tulane*
19 vs SMU*
24 at Temple*
27 vs UCF*
30 at Tulsa*

FEBRUARY
2 at USF*
7 vs Cincinnati*
10 vs UConn*
13 at ECU*
16 at UCF*
20 vs Tulane*
23 at Wichita State*
26 vs Temple*

MARCH
2 at Cincinnati*
9 vs Tulsa*
AAC TOURNAMENT*
14 - 17

*AAC TOURNAMENT: MEMPHIS, TENN. 11-12-13
MEMPHIS, TENN. 11-12-13
MEMPHIS, TENN. 11-12-13
MEMPHIS, TENN. 11-12-13

#STRIPEUP
GoTigersGoTix.com



Athletic Marketing – In-Game Experience



Athletic Marketing – Bus Wrap



Athletic Marketing – 2013-14



Athletic Marketing - 2016



Athletic Marketing – 2017



Athletic Marketing - Baseball





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Athletic Marketing - Soccer



Athletic Marketing – Women’s Soccer



AUG. 6 vs. TAMU	AUG. 11 vs. TAMU	AUG. 18 vs. TAMU	AUG. 25 vs. TAMU	AUG. 29 vs. TAMU	AUG. 31 vs. TAMU
SEP. 8 vs. TAMU	SEP. 9 vs. TAMU	SEP. 9 vs. TAMU	SEP. 12 vs. TAMU	SEP. 15 vs. TAMU	SEP. 20 vs. TAMU
OCT. 4 vs. TAMU	OCT. 7 vs. TAMU	OCT. 11 vs. TAMU	OCT. 14 vs. TAMU	OCT. 18 vs. TAMU	OCT. 21 vs. TAMU





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Athletic Marketing – Men’s Golf



WEXFORD PLANTATION INTERCOLLEGIATE - FEBRUARY 25-26
WEXFORD GOLF CLUB - HILTON HEAD ISLAND, SC

COLLETON RIVER COLLEGIATE - MARCH 4-5
COLLETON RIVER GOLF CLUB - FORT WORTH, TEXAS

PALMETTO INVITATIONAL - MARCH 11-12
PALMETTO GOLF CLUB - JENSEN, FL

VANDERBILT HASCH RUDDOLPH COLLEGIATE - APRIL 8-9
VANDERBILT GOLF CLUB - NASHVILLE, TENN

OLD WAVERLY INTERCOLLEGIATE - APRIL 15-16
OLD WAVERLY GOLF CLUB - NEW ORLEANS, LA

AMERICAN ATHLETIC CONFERENCE CHAMPIONSHIP - APRIL 25-26
MEMPHIS GOLF CLUB - MEMPHIS, TENN



Athletic Marketing – Women's Golf



Athletic Marketing – Men's Tennis



March 2019 Board of Trustees Meeting



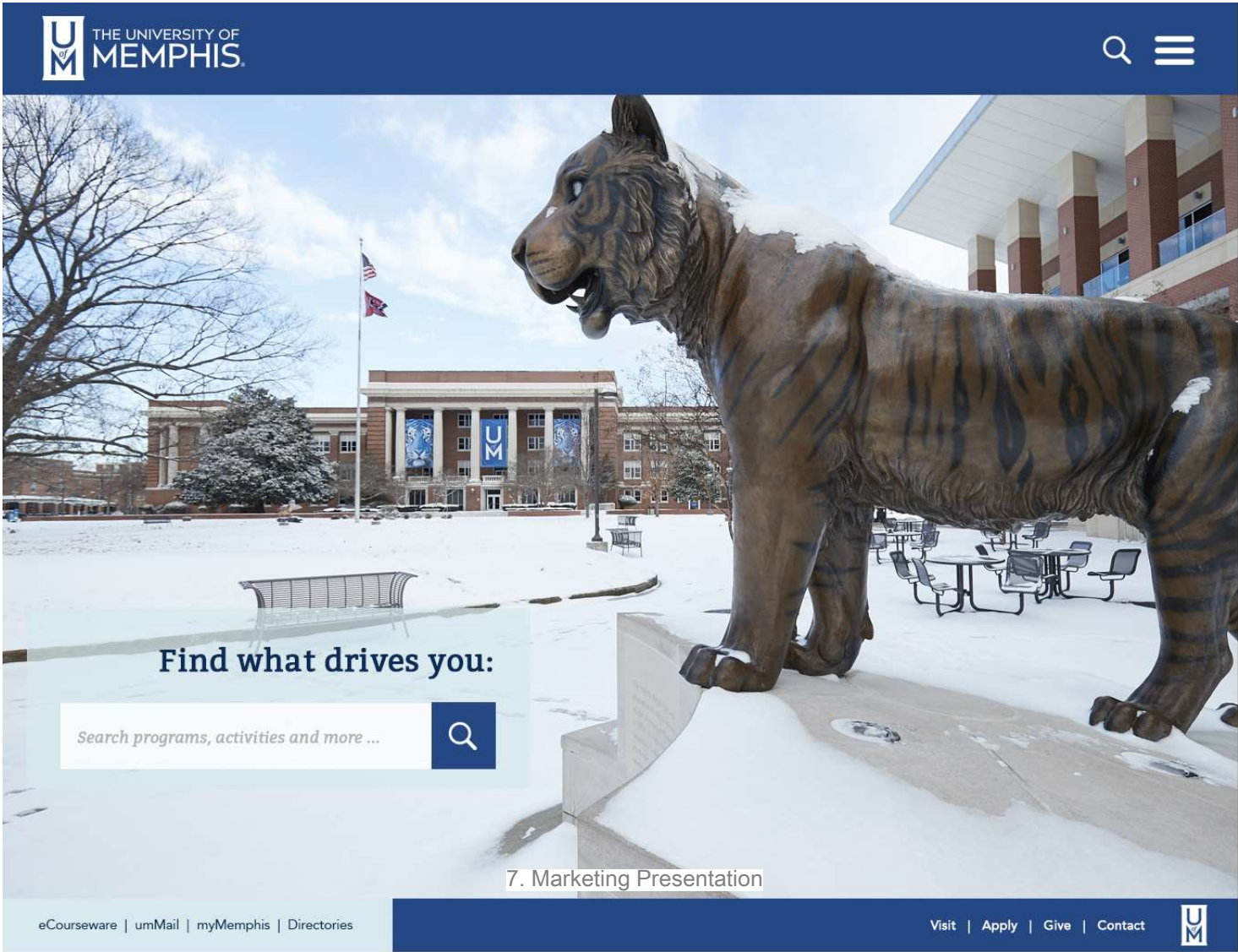
7. Marketing Presentation



Athletic Marketing – Women’s Tennis



Website Redesign





Prospective Students

Current Students

Parents & Family

Alumni

Veterans

Faculty & Staff

> *Admissions*

▼ *Academics*

Colleges and Schools

> Undergraduate Catalog

Graduate Catalog

Honors College

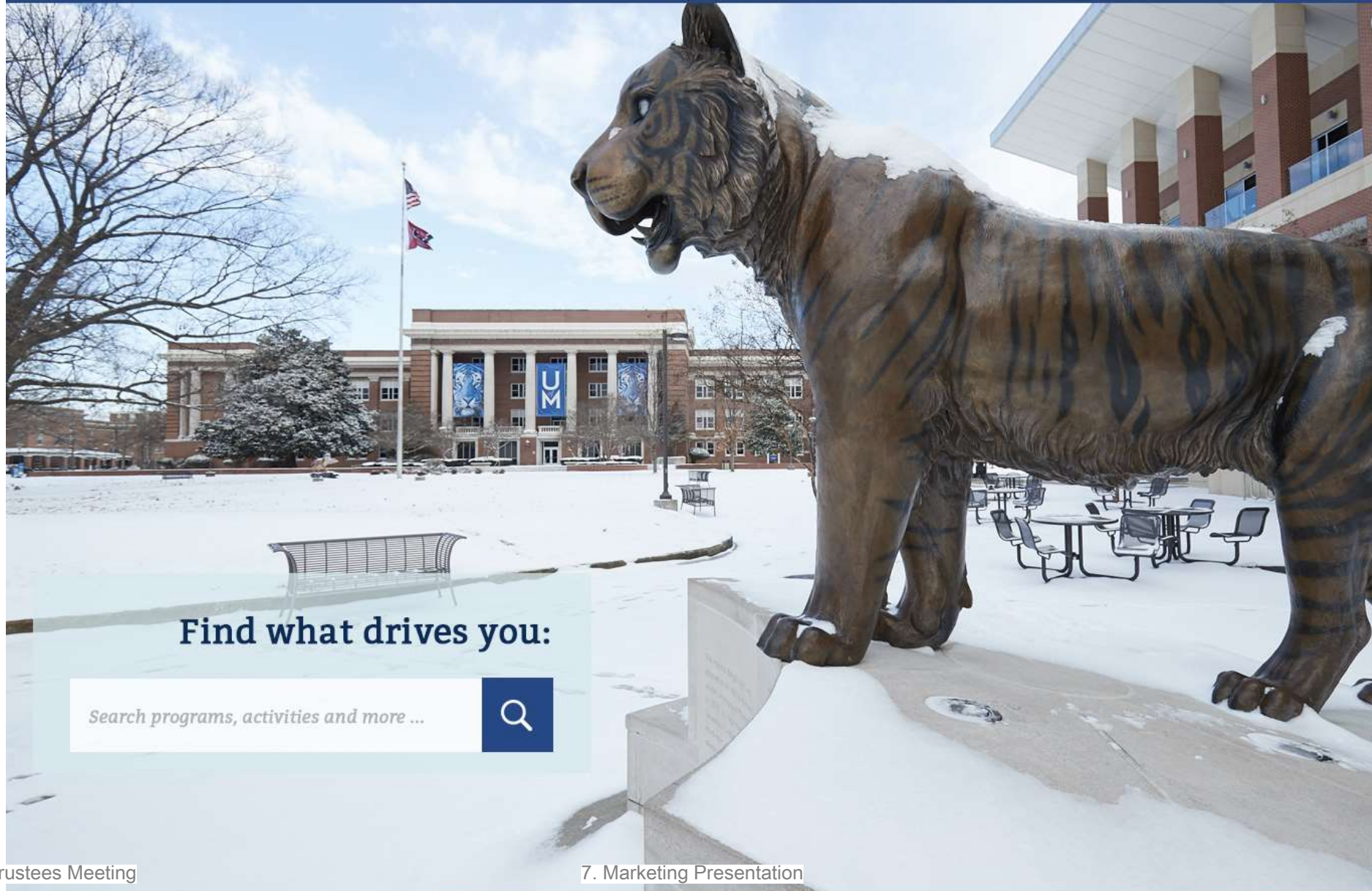
UofM Global | Online Program

> *Research*

> *Libraries*

> *Athletics*

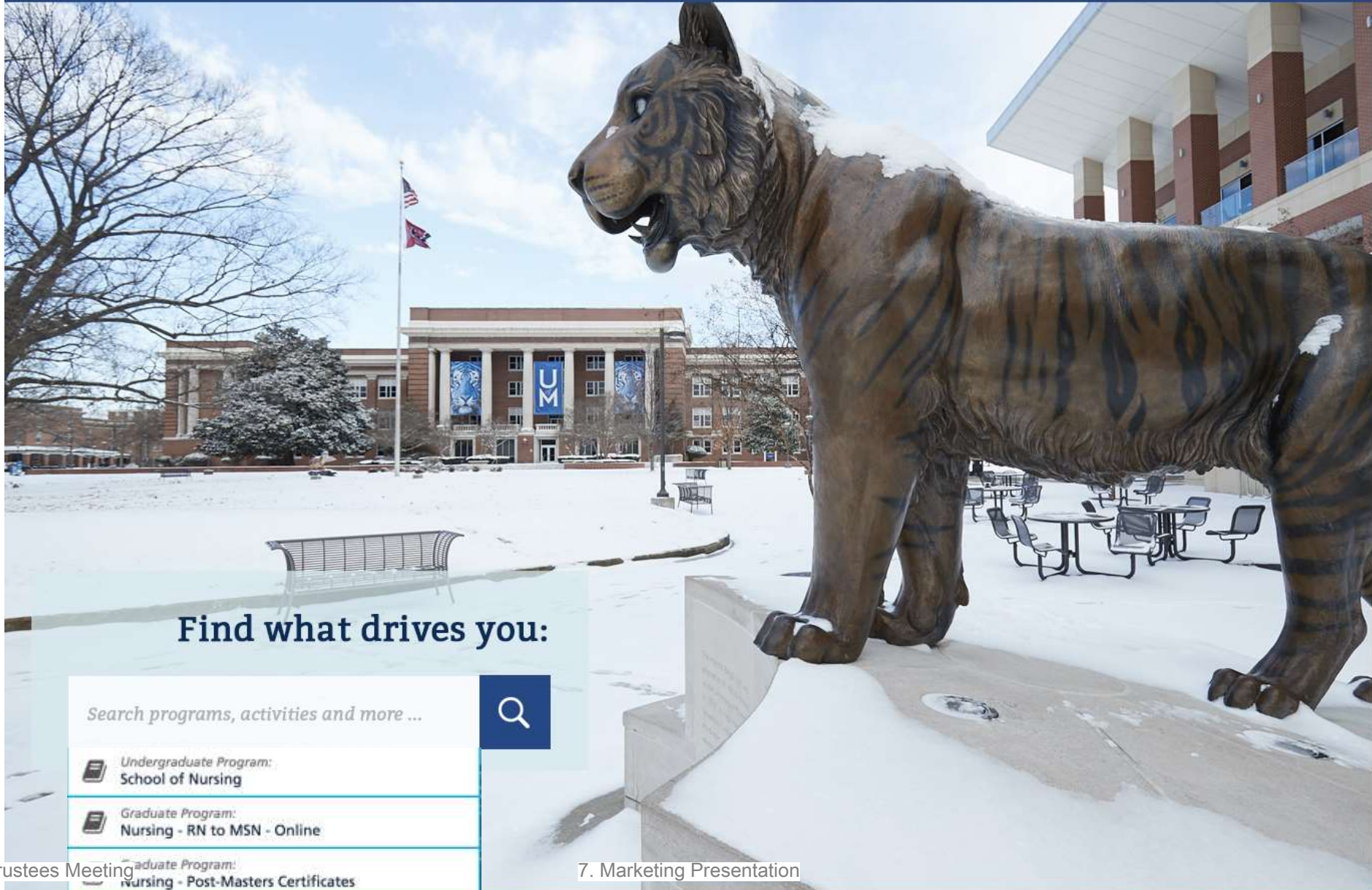
> *Support UofM*



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Search programs, activities and more ...





Find what drives you:

Search programs, activities and more ...



-  Undergraduate Program:
School of Nursing
-  Graduate Program:
Nursing - RN to MSN - Online
-  Graduate Program:
Nursing - Post-Masters Certificates
-  Graduate Program:
Nursing (MSN)

7. Marketing Presentation

On-Campus, Online.

View All Academic Programs ▼



40+

Programs
Ranked Nationally



250

Fields of Study



97%

Job Placement
Rate Post-Graduation



Insert catchy text about the University of Memphis here. The photo behind this will stay in place as you scroll. At the University of Memphis, an education isn't something you get, it's something you do.

Tell us how you're driven by doing >

See how the Tiger Community is driven by doing >



On-Campus, Online.

View All Academic Programs ^



40+
Programs
Ranked Nationally



250
Fields of Study



97%
Job Placement
Rate Post-Graduation

UNDERGRADUATE

GRADUATE

All

Arts

Athletics

Business

Communication

Education

Exploratory

Health/Medicine

Honors

Humanities

Language and International Affairs

Politics

Social Impact

STEM

Sustainability

College of Arts and Sciences

[Actuarial Science](#)

[Advertising](#)

[Applied Biology](#)

[Applied Chemistry](#)

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[Philosophy, Politics and the Public](#)

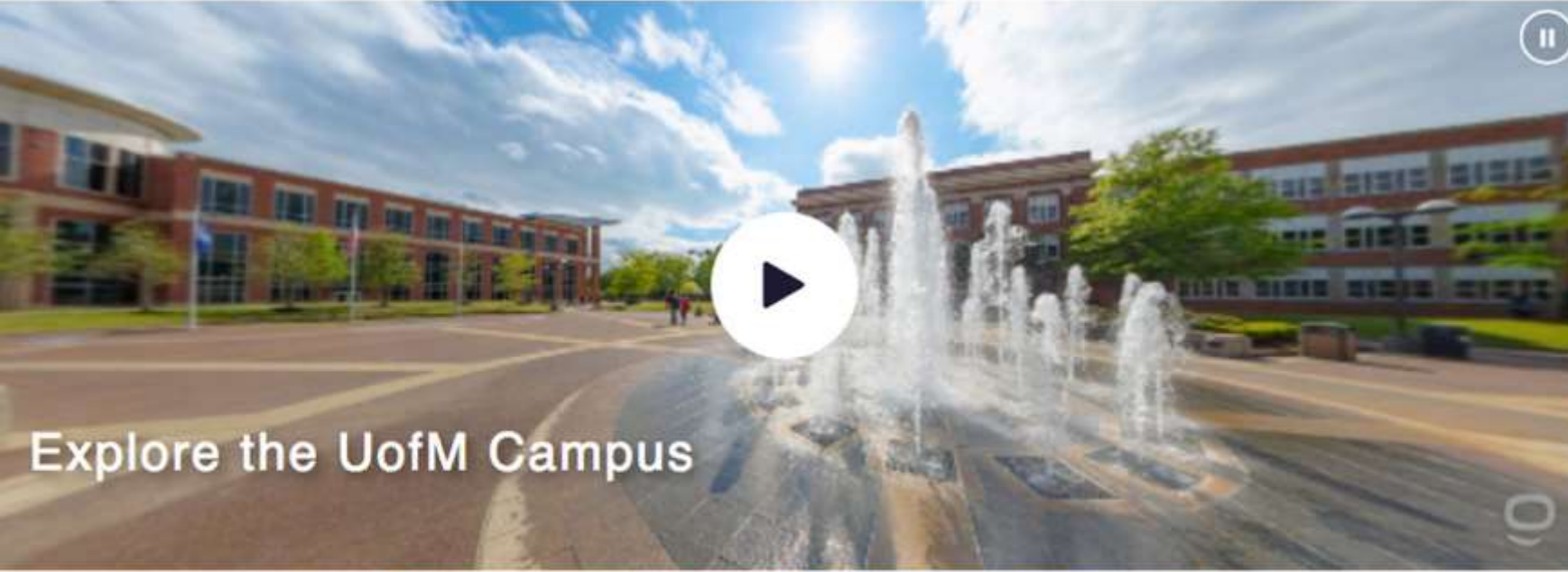
[Physics](#)

[Political Science](#)

[Pre-Law](#)

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UNDERGRADUATE	GRADUATE	INTERNATIONAL	LAW
INFO			
APPLY			




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MAIN CAMPUS	UofM RESIDENCES	UofM LAMBUTH	UofM LAW
-------------	-----------------	--------------	----------

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News & Events



Insert headline about really important news here.



ACADEMIC CALENDAR →

HOLIDAY ACADEMICS ATHLETICS RESEARCH ARTS CAMPUS-LIFE ALL EVENTS →



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Education Policies in
Developing Countries



ACADEMICS
Accounting: Plante Moran
"Forensic Accounting"



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Career Panel: Human
Resources



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Info Session Emmaus
Scholars



ARTS
Great Performance Series:
The Queens Six

Get Involved



Student Orgs



Success Tools



Volunteer



Residential Living




Tiger Dining



GET CONNECTED



UofM Social Change Scholar Trinity Walker has been awarded the prestigious National Gold Award for Girl Scouts and will speak for the United Nations today on teen mental health awareness. Congratulat...

 University of Memphis
3 days ago



#TBT to last week's #MemphisMadness! A sold out event with performances from @moneybaggyo, @blocboy_jb and @yogotti. Comment "🔥" if you're pumped for basketball season!



The University of Memphis (@uof...
4 days ago



LOAD MORE



Tomorrow night we pay tribute to history and tradition with a 'Memphis State' game. Tigers fans- Be sure to wear your favorite vintage Memphis State gear. Kickoff at 6 pm. Game Day info >> bit.ly/2QqUypw D...



University of Memphis
4 weeks ago



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- **55 total awards in past 4 years**
- **CASE District III - 2019**
 - LiFE: Learning inspired by FedEx - Grand Award - Diversity Program
 - Suit Yourself - Grand Award - External Relations Engagement Program
 - Memphis Law Magazine, Spring 2018 - Grand Award - Graphic Design Cover
 - Memphis Law Magazine, Winter 2017 - Award of Excellence - Online Innovation/Experimentation
 - UofM Alumni Association Vision Forum - Special Merit - Alumni Relations
 - Women's History Month Poster ("Nevertheless she persisted") - Special Merit - Graphic Design Poster
- **Addy Awards**
 - **2018/19**
 - National – Law Magazine Design and Illustration (2 Silver)
 - District – Law Magazine (1 Gold, 2 Silver)
 - Local - Law Magazine (4 Gold)
 - Women's Basketball Photography (1 Gold)
 - UofM Spring Magazine, 2018 (1 Gold)

8. Institutional Mission

For Approval

Presented by M. David Rudd

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Recommendation: Approval of the Institutional Mission

Presented by: Dr. Rudd, President

Background:

Tennessee state law requires the Board of Trustees to approve and submit an annual mission statement to THEC that contains the following information:

- Characterize distinctiveness in degree offerings by level, focus, and student characteristics, including, but not limited to, nontraditional students and part-time students; and
- Address institutional accountability for the quality of instruction, student learning, and, when applicable, research and public service to benefit Tennessee citizens.

Recommendation:

The Board recommends approval of the Institutional mission as outlined in the meeting materials.

University of Memphis Mission Statement

The University of Memphis is a comprehensive, internationally recognized, urban public research university preparing students for success in a diverse, innovative, global environment. The University is classified as Doctoral: High Research Activity and Community Engaged per the Carnegie Classification for Institutions of Higher Learning. The UofM is dedicated to providing the highest quality of education to its 21,500 students through 13 colleges and schools that offer 139 academic degree programs at the undergraduate, masters, doctoral and professional levels. The UofM awards more than 4,300 degrees annually. Talented and innovative faculty have developed 21 undergraduate and 21 graduate programs in various disciplines that are ranked in the Top 25 nationally. With a focus on research and service benefitting communities and society, local and global, we are home to nationally designated centers of excellence in cybersecurity research and education, transportation workforce development, and mobile health big data, as well as five Tennessee centers of research excellence. Our metropolitan setting has enabled us to build a nationally-ranked internship program that facilitates the placement of undergraduate and graduate students throughout the community in nonprofit and for-profit organizations that specialize in healthcare, government, transportation and logistics, music and entertainment, medical devices, banking and the arts. Student success, service, innovation, collaboration, diversity and inclusion, and accountability are core values at the University of Memphis.

9. Appointment of Interim Provost

For Approval

Presented by M. David Rudd

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Recommendation: Approval for Appointment of Dr. Thomas J. Nenon as Interim Provost

Presented by: M. David Rudd, President

Background:

Dr. Thomas J. Nenon currently serves the University of Memphis as Dean of the College of Arts and Sciences. Since coming to the University in 1985 as an instructor, Dr. Nenon has served in many capacities at the University, including Vice Provost for Assessment, Institutional Research and Reporting, Vice Provost of Undergraduate Programs as well as Interim Provost.

Recommendation:

The Board recommends the appointment of Dr. Thomas J. Nenon as Interim Provost for the University of Memphis.

CURRICULUM VITAE

(Chronological)

NAME: Thomas Nenon DEPARTMENT: Philosophy RANK: Professor

DEGREES

DEGREE	DISCIPLINE	INSTITUTION	YEAR
Ph.D.	Philosophy	Albert-Ludwigs-Universität, Freiburg Germany	1983
M.A.	Philosophy	Boston College	1974
B.A.	Philosophy	Regis College, Denver	1972

EXPERIENCE

RANK/POSITION	DEPARTMENT/DIVISION	INSTITUTION/COMPANY/ORGANIZATION	PERIOD
Acting Provost		University of Memphis	12/2018-
Dean	College of Arts and Sciences	University of Memphis	2013-2019
Interim Provost			2012/2013
Guest Professor	Philosophy	Bergische Universität Wuppertal, Germany	2010
Vice Provost	Assessment, IR, and Reporting	University of Memphis	2007-13
Vice Provost	Undergraduate Programs	University of Memphis	2006-07
Associate Vice Provost	Academic Affairs	University of Memphis	2003-06
Assistant Vice Provost	Academic Affairs	University of Memphis	1997-2003
Professor	Philosophy	University of Memphis	1997-
Guest Professor	Law School	Europa-Universität, Frankfurt/Oder, Germany	1996
Director	Center for the Humanities	University of Memphis	1993-97
Associate Professor	Philosophy	University of Memphis	1991-97
Assistant Professor	Philosophy	University of Memphis	1986-91
Visiting Assistant Professor	Philosophy	University of Memphis	1985-86
Instructor	Philosophy	University of Freiburg	1984-85
Editor	Husserl-Archives	University of Freiburg	1982-85

TEACHING EXPERIENCE: *(Specific information for past two years summarized in Appendix A. Use Appendix A to elaborate on teaching experience as needed.)*

SUBJECT <i>(indicate Undergraduate (U), Graduate (G), Other)</i>	INSTITUTION
Classic Issues in Philosophy (lower division)	University of Memphis
Values in the Modern World (lower division)	University of Memphis
Biomedical Ethics (upper division)	University of Memphis
Honors Humanities Seminar: Global Challenge (lower division)	University of Memphis
Honors Forum (lower division)	University of Memphis
History of Modern Philosophy (upper division)	University of Memphis
Existentialism (upper division)	University of Memphis
Faith, Reason, and the Imagination (upper division)	University of Memphis
Philosophy of the Social Sciences (upper division/graduate)	University of Memphis
Recent Continental Philosophy (upper division/graduate)	University of Memphis
Hegel's <i>Philosophy of Right</i> (graduate)	University of Memphis
Critical Theory (graduate)	University of Memphis
Culture and Business Seminar (Int'l MBA graduate program)	University of Memphis
Husserl (graduate)	University of Memphis
Heidegger's Middle and Later Essays (graduate)	University of Memphis
March 2019 Board of Trustees Meeting	9. Appointment of Interim Provost
Heidegger's <i>Being and Time</i> (graduate)	University of Memphis

Husserl's <i>Formal and Transcendental Logic</i> (graduate)	University of Memphis
Husserl on Intersubjectivity (graduate)	University of Memphis
Schelling (graduate)	University of Memphis
Kant's Practical Philosophy (graduate)	University of Memphis
Kant's Later Essays (graduate)	University of Memphis
Kant's <i>Critique of Judgment</i> (graduate)	University of Memphis
Husserl's <i>Einleitung in die Ethik 1920-24</i> (graduate seminar)	Bergische Universität Wuppertal, Germany
Modern Theories of the State and Society (lecture course)	Europa-Universität Viadrina, Frankfurt/Oder, Germany
Hegel's <i>Philosophy of Right</i> (introductory seminar)	Europa-Universität Viadrina, Frankfurt/Oder, Germany
Hegel's <i>Philosophy of Right</i> (advanced seminar)	Europa-Universität Viadrina, Frankfurt/Oder, Germany
Kant's <i>Critique of Practical Reason</i> (advanced seminar)	Europa-Universität Viadrina, Frankfurt/Oder, Germany
Edmund Husserl: "Philosophy as a Rigorous Science" (introductory seminar)	Freiburg
Edmund Husserl: The Idea of a Philosophical Culture (introductory seminar)	Freiburg
Philosophy and Weltanschauung: Husserl, Dilthey, Rickert (introductory seminar)	Freiburg

STUDENT ADVISING/MENTORING: (Use Appendix B to elaborate on advising/mentoring role as needed)

Students involved in scholarly (research, creative) activities directly supervised (committees chaired).

Graduates (number): Undergraduate 40, Masters _____, Doctoral 8, Postdoctoral _____

Current	Name	Year of graduation (anticipated)
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Undergraduate

Masters

Doctoral	Tina Botts, Timothy Golden, Cigdem Yazici	2013
	Jenny Latta, Justin Sledge, Nicolas Garrera	2014
	Stefano Vicenza	2016
	Bilge Akbalik	2017

Postdoctoral

Number of current committee memberships (other than those chaired): Masters _____, Doctoral 3.

Number of students currently advised: Undergraduate _____, Graduate 2

RESEARCH/SCHOLARSHIP/ CREATIVE ACTIVITIES:

PUBLICATIONS (authors, title, reference) include material in press and accepted for publication.

Books (authored, edited)

AUTHORED:

Objektivität und endliche Erkenntnis: Kants transzendentalphilosophische Theorie der Wahrheit, Freiburg/Munich: Alber Verlag 1986.

EDITED:

Kontexte des Leiblichen (co-edited with Kathrin Nielsen and Korel Novotný), Nordhausen: Bautz Verlag, 2016.

Husserl's Ideen (co-authored with Lester Embree), Berlin, New York: Springer, 2012.

Kant, Kantianism, and Idealism: The Origins of Continental Philosophy, in the series: *History of Continental Philosophy*, Vol I. London: Acumen Press, 2010.

Advancing Phenomenology: Essays in Honor of Lester Embree (co-edited with Philip Blosser), Springer: Dordrecht, 2010.

The First-Person Perspective in Philosophical Inquiry: Proceedings of the Twenty-Fifth Annual Spindel Conference (co-edited with John Tienson), in: *The Southern Journal of Philosophy* Supplemental Issue, Vol. XLV (2007)

Contributing Editor in charge of all entries in 19th Century and 20th Century Continental Philosophy for: Don Borchert (editor-in-chief) *Encyclopedia of Philosophy*, Second Edition. New York: Macmillan Reference, 2006.

The Contemporary Relevance of Hegel's Philosophy of Right: Proceedings of the Nineteenth Annual Spindel Conference, in: *The Southern Journal of Philosophy*, Supplemental Issue, Vol. XXIX (2001).

Issues in Husserl's Ideas II, co-edited with Lester Embree, Dordrecht: Kluwer Academic Publishers 1996.

Heidegger and Praxis: Proceedings of the Eighth Annual Spindel Conference, in: *The Southern Journal of Philosophy*, Supplemental

Issue, Vol. XXXVIII (1990).

Edmund Husserl, *Husserliana*, Vol. XXVII: *Aufsätze und Vorträge 1922-37*, co-edited with Hans Rainer Sepp from shorthand manuscripts, with an introduction by the editors, Dordrecht: Kluwer Academic Publishers 1989.

Edmund Husserl, *Husserliana*, Vol. XXV: *Aufsätze und Vorträge 1911-21*, co-edited with Hans Rainer Sepp from shorthand manuscripts, with an introduction by the editors, The Hague: Nijhoff 1987.

TRANSLATED:

Werner Marx, *Is There a Measure on Earth?*, Chicago: Chicago U. Press 1986.

Werner Marx, *The Philosophy of F.W.J. Schelling: History, System, and Freedom*, Bloomington: Indiana University Press 1984.

Ludwig Siep (ed.), *Die Identität der Person*, Schwabe Verlag: Basel 1983.

Refereed journal publications and book chapters

“Do Arguments for Subjective Origins Diminish the Reality of the Real?” forthcoming in: *Phenomenology, Idealism, and Intersubjectivity*, special issue of the *New Yearbook for Phenomenology and Phenomenological*, 2018.

“Heidegger’s Pragmatist Readers” in Ondřej Švec, Jakub Čapek (eds.) *Pragmatic Perspectives in Phenomenology* (Routledge, 2017) pp. 43-58.

“The Centrality of the New School for Werner Marx” in: Lester Embree and Michael Barber (eds.), *The Golden Age of Phenomenology at the New School for Social Research, 1954-1973*, (Athens OH: Ohio University Press, 2017), pp. 99-115.

“Particularity as a Demand of Universal Reason” in: Nielsen, Novotny, Nenon (eds.) *Kontexte des Leiblichen* (co-edited with Kathrin Nielsen and Karel Novotný, Nordhausen: Bautz Verlag, 2016, pp. 419-428.

““Umwelt” in Husserl and Heidegger” in: Ingo Ferrin and Michael Bowler (eds.), *The Hermeneutical Heidegger* (Evanston: Northwestern University Press, 2016), pp. 72-93.

“Husserl’s God in the Fichte Lectures from 1917-1918” in: *Archivio di filosofia = Archives of philosophy*, 83(3) 2015, 27-36.

“Husserl and Heidegger on Social Life” in: Lubica Ucnik and Ivan Chvatik (eds.), *The Phenomenological Critique of Formalism: Responsibility and the Life-World* (Dordrecht: Springer, 2015), pp. 143-166.

“Husserl on the Source and Resolution of Cultural Differences in the Lifeworld” in: Kwok-ying Lau and Chung-chi Yu (eds.), *Border-Crossing: Phenomenology, Interculturality and Interdisciplinarity* (Würzburg: Königshausen und Neumann, 2014), pp. 63-74.

“Intersubjectivity, Interculturality, and Realities in Husserl’s Research Manuscripts on the Life-world (Hua XXXIX)” in: Dermot Moran (ed.), *The Phenomenology of Embodied Subjectivity* (Berlin, New York: Springer, 2014), pp. 143-166.

“Martin Heidegger and the Grounding of Ethics” in: Embree and Nenon (eds.), *Husserl’s Ideen* (Berlin, New York: Springer 2012), pp. 177-194.

“Reason and Feeling in Husserl’s Later Lectures on Ethics” (in Japanese translation) in: *Tetsugaku-Zasshi (Journal of Philosophy)* CXXVI (2011), 147-170.

“The Limits of Biomedical Ethics and the Specific Role of Phenomenology in Biomedical Ethics” in: Osborne Wiggins and Annette Allen (eds.), *Clinical Ethics and the Necessity of Stories* (Berlin/New York: Springer 2011) pp. 45-55.

“Confrontations with Modernity” in: *Journal of Indian Council of Philosophical Research*, XXV (2008), pp. 61-74; revised version published in: L. Embree and H.Y Jung (eds.) *Political Phenomenology* (Dordrecht: Springer, 2016), pp. 49-57.

„Seeböhm, Husserl, and Dilthey“ in: *International Journal of Philosophical Studies* 16(2008), pp. 745-753.

“Kant und Husserls unterschiedliche Bestimmungen der Transzendentalphilosophie” in: *Jahrbuch für Recht und Ethik* 13 (2005), pp. 287-298; revised version published in English as “Some Differences between Kant’s and Husserl’s Conceptions of Transcendental Philosophy” in: *Continental Philosophy Review* 2008, pp. 427-439.

“Originary Temporality, the Origin of Modality, and the Question of the Limits of Toleration in Heidegger’s *Being and Time*” in: C. Monteagudo and R. Rizo-Patron (eds.), *Interpretando la Experiencia de la Tolerancia* (Lima: Fondo Editorial de la Pontificia Universidad Católica del Perú 2006), pp 107-122.

“Husserl’s Conception of Reason as Authenticity” in: *Philosophy Today* 2004, pp. 65-72.

“Freedom, Responsibility and Self-awareness in Husserl” in: *Neues Jahrbuch für Phänomenologie und phänomenologische Philosophie* (2002), pp. 1-21
revised version published in German as “Freiheit, Verantwortung und Selbstbewußtsein bei Husserl” in: Achim Lohmar und Henning Peucker (Hrsg.), *Subjekt als Prinzip?* (Frankfurt/M.: Suhrkamp, 2003)
translated into Serbo-Croatian as “Svoboda, Odgovornost in Samozavedanje pri Husserlu” in: *Phainomena* XX/76-77-78 (2011), pp. 157-177.

“The Limitations of Legal Regulations for Controlling Genetic Engineering on Humans” (co-author E. Stevens) in: *Jahrbuch für Recht und Ethik* 10 (2002), pp. 47-55.

“Successful Enhancement: A Messy Case” (co-author E. Stevens) in: *Jahrbuch für Recht und Ethik* 9 (2001) pp. 273-286.

“Philosophical Reflection, Scientific Practice, and Public Policy” (co-author E. Stevens) in: *Jahrbuch für Recht und Ethik* 7 (1999), pp. 321-337.

“Bedürfen die Sozialwissenschaften einer phänomenologischen Begründung? Überlegungen im Anschluß an Alfred Schütz” in: Hans Rainer Sepp (Hrsg.), *Metamorphose der Phänomenologie*, Freiburg: Niemeyer 1999, pp. 170-188. (revised translation of “Do the Social Sciences ...”)

“Do the Social Sciences Need a Phenomenological Foundation?” in: L. Embree, *Alfred Schutz and the Foundation of the Social Sciences*, Kluwer: Dordrecht 1999, pp. 173-186.

“March 2019 Board of Trustees Meeting” in: *Appointment of Interim Provost?*, pp. 419-435.

“Husserl’s phänomenologischer Cartesianismus. Zum Verhältnis von Selbstbewußtsein und Selbstverantwortung in seiner

- phänomenologischer Transzendentalphilosophie," in: *Phänomenologische Forschungen*, NF 2 (1997), pp. 177-188.
- "Ethics Between Tradition and Another Beginning" in: *Research in Phenomenology*, XXVII (1997), pp. 199-207.
- "Two Models of Foundation in the Logical Investigations" in: Bert Hopkins (ed.), *Husserl in the Contemporary Context: Prospects and Projects for Transcendental Phenomenology*, Dordrecht: Kluwer 1997, pp. 159-177.
- "Values, Reasons for Actions, and Reflexivity" in: Jim Hart and Lester Embree (ed.), *The Phenomenology of Values*, Kluwer: Dordrecht, 1997, pp. 117-36.
- "Husserl's Theory of the Mental," in: T. Nenon and L. Embree and (ed.), *Issues in Husserl's Ideas II*, Dordrecht: Kluwer Academic Publishers 1996, pp. 218-231.
- "Persons, Subjects, and Human Beings in Husserl's Ideas II" in: Katharina Schepcke u. Matthias Tichy (ed.), *Das Andere der Identität*, Freiburg: Rombach Verlag 1996, pp. 49-63.
- "Phenomenology and Connectionism," in: M. Daniel and L. Embree (ed.), *Phenomenology and the Cultural Disciplines*, Dordrecht: Kluwer 1994, pp. 115-133.
- "Limitations of the Coherence Theory of Truth in Kant's Critical Philosophy," in: *International Studies in Philosophy* XXVI (1994), pp. 33-50.
- "Freedom, Responsibility, Character: Kant's Concept of Personhood," in: *Jahrbuch für Recht und Ethik* I (1993), pp. 159-168.
- "Hermeneutic Truth and the Structure of Human Experience: Gadamer's Critique of Dilthey," in: *Dilthey Jahrbuch* 8 (1992-93), pp. 75-92. Reprinted in: L. Schmidt (ed.), *The Specter of Relativism: Truth, Dialogue, and Phronesis in Philosophical Hermeneutics*, Evanston: Northwestern University Press 1995, pp. 39-55.
- "Willing and Acting in Husserl's Lectures on Ethics and Value Theory," in: *Man and World* 24 (1990), pp. 301-309.
- "The Devil in Doctor Faustus, Reflections on Untranslatability," (co-author Monika Nenon), in: D. Schmidt (ed.) *Hermeneutics and the Poetic Motion, Translation Perspectives*, Vol. 5 (1990) Binghamton: National Resource Center for Translation and Interpretation, pp. 147-159.
- "Systematic Assumptions in Dilthey's Critique of Metaphysics," in: *International Studies in Philosophy*, 22 (1990), pp. 41-57.
- "Dilthey's Inductive Method and the Nature of Philosophy," in: *Southwest Philosophy Review*, 5 (1989), pp. 121-34.
- "Auf der Schwelle von Dichten und Denken. Peter Handkes Kehre zu den Dingen" (co-authored with Rolf Renner), in: *Text und Kritik*, 24 (1989), pp. 104-115.

Refereed conference publications (philosophy)

- "Originary Temporality, the Origin of Modality, and the Question of the Limits of Toleration in Heidegger's *Being and Time*" in: *Proceedings of the XV Congreso Interamericano de Filosofía/II Congreso Ibero-Americano de Filosofía*, Lima 2006, pp. 107-122.
- "Husserl's antirationalistische Bestimmung der Vernunft" International Conference on Phenomenology, Olomuoc 2005, published in: Blecha, I. and Sepp, H.-R. (eds.) *Philosophica VI: Acta Universitatis Palackianae Olomouensis. Facultas Philosophica* 2005, pp. 237-248.
- "Selbstbewusstsein und Verantwortung bei Descartes und Husserl" in: Christoph Hubig und Hans Poser (ed.) *Cognitio humana – Dynamik des Wissens und der Werte. Akten des XVII. Deutschen Kongresses für Philosophie*, Leipzig: Institut für Philosophie 1996, pp. 676-683.
- "Progressive and Regressive Arguments in Kant's Critique of Judgment," in: *Akten des VII. Internationalen Kant-Kongresses 1990*, Bonn: Bouvier 1991, pp. 143-54.
- "Konsensus und Objektivität," in: *Akten des V. Internationalen Kant-Kongresses*, Bonn: Bouvier Verlag 1981, pp. 171-78.

Lexicon and Encyclopedia Articles

- "Heidegger" (an article on Husserl's influence on Heidegger and Heidegger's influence on readings of Husserl) in: Sebastian Luft/Maren Wehrle (eds.), *Husserl-Handbook: Leben-Werk-Wirkung*, (Stuttgart: J.B. Metzler, 2017), pp. 257-262.
- "Horizontality" in: Niall Keane, Chris Lawn, *Blackwell Companion to Hermeneutics*, (West Sussex: Wiley-Blackwell 2016) pp. 248-253.
- Entries on "Gültigkeit, objective" (pp. 966-67), "Gültigkeit, subjective" (967-68), "objektiv" (1697), "Realität, objective" (1897-98), "Sinn und Bedeutung" (2104), and „Unsinn“ (2408) in: Marcus Willascheck et al. (eds.), *Kant-Lexikon*, Vols. 1-3, (Berlin: de Gruyter, 2015).
- "Edmund Husserl" in: Keith Lafollete (ed.), *International Encyclopedia of Ethics* (London: Wiley/Blackwell, 2011).
- "Immanuel Kant's Turn to Transcendental Philosophy" in: Thomas Nenon (ed.), *Kant, Kantianism, and Idealism: The Origins of Continental Philosophy*, in the series: *History of Continental Philosophy*, Vol I. (London: Acumen Press, 2010), pp. 15-48.
- "Husserl: in: Keith Ansell Pearson (ed.) *The New Century: Bergsonism, Phenomenology, and Responses to Modern Science* in the series *History of Continental Philosophy*, Vol. 3 (London: Acumen Press, 2010), pp. 149-170.
- "'Consciousness' in Phenomenology" (with Thomas Flynn) in: *Encyclopedia of Philosophy*, Second Edition (New York: Macmillan Reference, 2005)
- "Geisteswissenschaften" in: *Encyclopedia of Philosophy*, Second Edition (New York: Macmillan Reference, 2005)
- "Continental Philosophy" in: *Encyclopedia of Philosophy*, Second Edition (New York: Macmillan Reference, 2005)
- "Transcendental Phenomenology: Husserl" in: *Edinburgh Encyclopedia of Continental Philosophy*, Edinburgh: Edinburgh University Press 1999, pp. 270-282.
- "Heidegger" in: *The Columbia History of Western Philosophy*, New York: Columbia University Press 1998, pp. 682-691.
- "Martin Heidegger" in: L. Embree (ed.), *Encyclopedia of Phenomenology*, Dordrecht: Kluwer 1997, pp. 298-304.
- "Max Weber" in: L. Embree (ed.), *Encyclopedia of Phenomenology*, Dordrecht: Kluwer 1997, pp. 729-732.
- "Consciousness in Phenomenology: Husserl" in: *Encyclopedia of Philosophy (Supplement)*, New York: Macmillan 1996, p. 100.
- "Constitution in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, pp. 102-103.
- "Husserl, Edmund" in: *Encyclopedia of Philosophy (Supplement)*, pp. 247-249.
- March 2019 Board of Trustees Meeting - 9. Appointment of Interim Provost
- "Intentionality in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, pp. 264-65.

- "Intersubjectivity in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, p. 266.
- "Intuitionism in Formal Sciences in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, pp. 270-71.
- "Life-World in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, pp. 304-305.
- "Passive Synthesis and Association" in: *Encyclopedia of Philosophy (Supplement)*, p. 390.
- "Phenomenological Psychology" in: *Encyclopedia of Philosophy (Supplement)*, p. 399.
- "Space" in: *Encyclopedia of Philosophy (Supplement)*, pp. 549-50.
- "Subjectivity in Husserl" in: *Encyclopedia of Philosophy (Supplement)*, pp. 557-58.
- "Time Consciousness" in: *Encyclopedia of Philosophy (Supplement)*, pp. 569-71.
- "Edmund Husserl's Logische Untersuchungen," in: H.J. Habekost, R. Renner (ed.), *Lexikon literaturtheoretischer Werke*, Stuttgart: Kroner Verlag 1995, pp. 226-28.

Book reviews

- Review of Dan Zahavi's *Husserl's Legacy: Phenomenology, Metaphysics, and Transcendental Philosophy* in: *Notre Dame Philosophical Review: An Electronic Journal*, August 2018.
- Review of Edmund Husserl's *Grenzprobleme der Phänomenologie*, *Husserliana* Volume XLII, forthcoming in *Continental Philosophy Review*, 2017
- Review of Wolfgang Struve's *Homo Mysticus: Three Lectures*, forthcoming in *Heidegger Studies*, 2017.
- Review of Christel Fricke and Dagfinn Føllesdal (eds.), *Intersubjectivity and Objectivity in Adam Smith and Edmund Husserl*. in: Adam Smith Review 8(2016), pp. 335-339.
- Review of Dan Zahavi's *Self and Other: Exploring subjectivity, Empathy, and Shame* in: *Notre Dame Philosophical Review: An Electronic Journal*, August 2015.
- Review of Wilhelm-Friedrich von Herrmann's *Hermeneutics and Reflection: Heidegger and Husserl on the Concept of Phenomenology*, in: *Notre Dame Philosophical Review: An Electronic Journal*, July 2014.
- Review of Joseph Rouse's *Haugeland's Heidegger*, in: *Notre Dame Philosophical Review: An Electronic Journal*, October 2013.
- Review of Edmund Husserl's *Natur und Geist: Vorlesungen 1919*, in: *Husserl Studies* 28 (2012), (DOI) [10.1007/s10743-012-9113-6](https://doi.org/10.1007/s10743-012-9113-6)
- Review of Nicolas de Warren's *Husserl and the Promise of Time*, in: *Review of Metaphysics*, LXV (2012), pp. 872-74.
- Review of Georg Römpp's *Husserl's Phänomenologie der Intersubjektivität* in: *Husserl Studies* 12 (1995), pp. 235-41.
- Review of Bernet/Kern/Marbach's *Edmund Husserl: Darstellung seines Denkens*, in *Husserl Studies* 10 (1993-94), pp. 151-158.
- Review of Rukdolf Makkreel's *Imagination and Interpretation in Kant*, in: *Journal of the History of Philosophy*, 31 (1993), pp. 145-46.
- Review of Günter Zöller's *Theoretische Gegenstandsbeziehung bei Kant*, in: *International Studies in Philosophy* 25 (1993), pp. 144-45.
- Review of Edmund Husserl, *Vorlesungen zur Ethik und Wertlehre 1909-14* in: *Research in Phenomenology*, XX (1990), pp. 184-88.
- Review of Ernst Bloch's *Natural Right and Human Dignity*, in: *International Studies in Philosophy* 22 (1990), pp. 86- 87.

Nonrefereed publications

- "Introduction" to Werner Marx's *Towards a Phenomenological Ethics*, Albany: SUNY Press, 1992, pp. 1-23.
- "Comments on Pippin's 'Hegel and Institutional Rationality'" in: *The Southern Journal of Philosophy*, Supplemental Issue, Vol. XXIX (2001), pp. 27-33.
- "Maintaining Productive Tensions: Comments on Rafael Capurro's 'Ethical Challenges of the Information Society in the 21st Century'" in: *International Information & Library Review* 32 (2000), pp. 295-303.
- "Remembrances of Werner Marx" in: *Man and World*, 31 (1997), pp. 1-3.
- "In Memory of Werner Marx" in: *The Owl of Minerva*, 28 (1996), pp. 77-79.
- "Comments on Charles Guignon's 'Truth as Disclosure: Art, Language, History'" in: *Heidegger and Praxis, The Southern Journal of Philosophy*, Vol. XXXVIII, Supplement (1990), pp. 121-126.

PRESENTATIONS (authors, title, reference)

INVITED PRESENTATIONS

Conferences

- "Recognizing the Good in Husserl and Heidegger," plenary address at the 24th World Congress of Philosophy, Beijing 2018.
- "The Limits of Biomedical Ethics and the Specific Role of Phenomenology in Biomedical Ethics" at a workshop on Applied Phenomenology at Seoul National University 2018.
- "Do Arguments for Subjective Origins Diminish the Reality of the Real?" at a conference "Phenomenology, Empathy, Intersubjectivity: New Approaches" Dublin 2017, and at a conference "Subjektivität in der Moderne" Cologne 2017.
- "Moral Motivation in Husserl's Later Manuscripts on Ethics" 7th meeting of the Phenomenology for East Asia Circle, Tokyo 2017.
- "Phenomenology at its Limits in Husserl's Later Research Manuscripts" at Interdisciplinary Coalition of North American Phenomenologists, March 2019
- Board of Trustees Meeting 9. Appointment of Interim Provost
- "Particularity as a Demand of Universal Reason" at an international conference on "Ethics, Reason, and Culture" in Kaohsiung, Taiwan 2014;

- Prague 2015.
- “Husserl’s God” at an international conference on “*Kairos* and *Topos*: Phenomenology and the Celebration of Thinking” sponsored by the Phenomenology for East Asia Circle (PEACE) in Hong Kong 2014
- “Husserl and Heidegger’s Phenomenological Conceptions of Social Life” International Conference “Phenomenology, the Social Sciences, and the Arts” Dublin 2013
- “Husserl and Heidegger’s Conceptions of *Umwelt*” at Husserl Circle, Boston 2012
- “The Power of the Imaginary in Husserl” at Aesthesis and Logos, International Conference at the Chinese University of Hong Kong 2012
- “Philosophy as a Fallible Science” Keynote Address at the conference “La Filosofía como Ciencia Estricta. A cien años de su publicación” at the Universidad Industrial de Santander, Bucaramanga, Colombia 2011; IV. International Meeting of the Phenomenology in East Asia Conference (PEACE) in Beijing 2012; and international workshop on phenomenology in Lima, Peru 2018.
- “A Fundamental Difference: Husserl and Heidegger on the Grounding of Ethics” Keynote Address at the IV. World Conference on Phenomenology (OPO) on “Razón y Vida” in Segovia, Spain 2011 and at East China Normal School 2013.
- “Beyond Representationalism in Philosophical Theories of Knowledge” at an interdisciplinary workshop on Images and Representation sponsored by UCD Cork, Ireland 2011
- “Husserl on the Source and Resolution of Cultural Differences in the Life-World,” International Symposium on “Interculturality and Humanities” at Ritsumeikan University, Kyoto 2011 and at East China Normal University and at Fudan University (Shanghai) 2013
- “Realities, Relativity, Corporality, and Intersubjectivity in Husserl’s Research Manuscripts on the Life-world,” Keynote address at an international conference on Intersubjectivity and Embodiment in Dublin, Ireland May 2010, revised version presented at the Pacific East Asia Conference in Kaohsiung, Taiwan 2010
- „Die doppelte Bestimmung der Zeit in Kants *Kritik der reinen Vernunft*“ International Conference on Sensibility and Understanding in Kant’s *Critique of Pure Reason*, Prague 2010
- “Bridging the Difference between Deontological and Virtue Ethics in Husserl Ethics Lectures” International Conference of the Phenomenology in East Asian Conference (PEACE) in Seoul, Korea 2009
- “Husserl’s Ontological Realism in the Life-World Manuscripts” at the annual meeting of the Society for Phenomenology and Existential Philosophy, 2009.
- “Confrontations with Modernity: Hegel, Husserl, and Heidegger” at an international conference sponsored by the Indian Council of Philosophical Research, New Delhi 2009.
- “Feelings and Reason in Husserl’s Lectures on Ethics 1920-24” at OPO III, Chinese University of Hong Kong, 2008.
- “Reason in Husserl’s Phenomenological Philosophy”: Inaugural Workshop of the *Symposia Phaenomenologica Asiatica*, Master Class in Phenomenology for Asian Scholars, Hong Kong 2007.
- “Transitions between Worlds: The Centrality of the New School for Social Research in the Philosophical Life of Werner Marx” at a conference “The Golden Age of the New School,” New York 2007.
- “The Limits of Applied Ethics and the Specific Role of Phenomenology in Biomedical Ethics” at the international conference “The Future of Applied Phenomenology” at Seoul National University, Seoul 2007.
- “Worldhood and Finitude: Some Remarks on Ronald Bruzina’s *Phenomenological Beginning: Edmund Husserl and Eugen Fink 1927-1938* at the Society for Phenomenology and Existential Philosophy, Philadelphia 2006.
- “Wisdom as Deciding Which Life to Love: Heidegger’s Appropriation of Aristotle” at the international conference *Philia and Sophia: Ten Years of Phenomenology in Hong Kong*, Chinese University of Hong Kong 2006.
- “The Necessity and Impossibility of a New Beginning in Philosophy through Phenomenology” at the Inaugural Conference of the Archive for Phenomenology and Contemporary Philosophy at the Chinese University of Hong Kong 2006.
- “Seeborn’s Variations on Husserl’s and Dilthey’s Theories of Understanding” at Society for Phenomenology and Existential Philosophy, Salt Lake 2005.
- “Some Differences between Kant’s and Husserl’s Conceptions of Transcendental Philosophy” at the Korean-American Phenomenology Meeting, Memphis 2004 (also presented as a lecture at Ritsumeikan University, Kyoto 2004 and at the Second Meeting of the Organization of Phenomenological Organizations, Lima 2005).
- “Freiheit, Verantwortung und Selbstbewußtsein bei Husserl” at a philosophical conference “Subjekt als Prinzip?” Cologne 2002.
- “Husserl’s Conception of Reason as Authenticity” Husserl Circle, Lima Peru 2002, revised versions presented at the International Husserl Meeting in Olomouc, Czech Republic, at the Society for Phenomenology and Existential Philosophy, Boston 2003 and to the Fourth International Meeting for Husserl Studies in Japan, Sendai 2004
- “Originary Temporality and the Origin of Modality” at an international conference “Phenomenology as Bridge between Asia and the West”, Boca Raton 2002,.
- “Freedom, Responsibility and Self-Awareness in Husserl” at an international conference on Phenomenology in the Nordic Countries, Copenhagen 2001.
- “The Limits of Legal Regulation of Genetic Enhancement on Humans” at a conference on “International Guidelines for Genetics” Wittenberg Germany, 2000.
- “The Issue for Thinking and Its Limits” Keynote Address to the Conference “Heidegger 2000” at the University of North Texas April 2000
- “Successful Genetic Enhancement?” (with Ed Stevens) at an international conference “Gene Ethics” in Memphis, March 1999.
- “Philosophical Theory, Scientific Practice, and Public Policy” (with Ed Stevens) at an international conference “Ethical Implications of the Human Genome Project” at Frankfurt (Oder), August 1998
- “The Source of the Husserl’s Problems in the VI. Cartesian Meditation” at the Husserl Circle 1998 in Louisville
- “Do the Social Sciences Really Need a Phenomenological Foundation?” at the Husserl Circle 1998 in Louisville and at a conference on *Alfred Schutz and the Foundation of the Social Sciences* sponsored by the Center for Advanced Research on

- Phenomenology at Florida Atlantic University, 1997.
- "Husserl on Self-Awareness" at *Philosophical Collaborations* at Southern Illinois University 1997.
- "The Highest Good and the Happiness of Others" at a conference *Kant's Metaphysics of Morals: A 200-Year Tradition of Distinguishing Law and Morals* at Smith College 1996.
- "Individualität, Persönlichkeit und Sittlichkeit in Hegels Rechtsphilosophie" at a conference *Conceptions of Individuality in Russia*, Frankfurt (Oder) 1996.
- "Some Philosophical Reflections on the Concept of Culture" at national workshops *International Business and Foreign Language: A Workshop for Foreign Language Educators* sponsored by Centers for International Business Education and Research in Memphis 1996 and 1997.
- "Ethics Between Tradition and Another Beginning" at SPEP 1995.
- "The Prehistory of Bodily Intentionality" at Southern Illinois U.'s *Philosophical Collaborations* 1995.
- "Values, Reasons for Actions, and Reflexivity" at a conference *The Phenomenology of Values* sponsored by the Center for Advanced Research in Phenomenology at Florida Atlantic U. 1994
- "The Legitimacy and Limitations of Subjectivity in Husserl's Phenomenology" at Eastern APA 1993.
- "Interests, Tendencies, and Habitualities" at the Husserl-Circle 1993 and at the Collegium Phaenomenologicum in Perugia, Italy 1993.
- "Husserl's Theory of the Mental" at a conference *Issues in Husserl's Ideas II* sponsored by the Center for Advanced Research in Phenomenology at Florida Atlantic U., 1993.
- "Freedom, Responsibility, Character: Some Reflections on Kant's Notion of the Person" International Conference *Vorpositives Recht als Orientierungshilfe in Zeiten politischen Umbruchs* Jena (Germany) 1992.
- "Phenomenology and Connectionism" at a conference *Phenomenology of the Cultural Disciplines* sponsored by the Center for Advanced Research in Phenomenology at Florida Atlantic U., 1992.
- "Closing Remarks" at a Conference *Figuring the Self: Notions of Personhood and Individuality in Classic German Philosophy* at U. of Iowa 1992.
- "The Significance of Husserl's 'Kaizo' Articles" SPEP 1990.
- "Subjects, Persons, and Human Beings in Husserl's *Ideas II*" Central Division Meeting of the American Philosophical Association (APA) 1990.
- "Willing and Acting in Husserl's Lectures on Ethics and Value Theory" Society for Phenomenology and Existential Philosophy (SPEP) 1989.
- "Two Notions of Foundation in Husserl's Logical Investigations" Husserl Circle Meeting 1989.
- "Hermeneutic Truth and the Structure of Human Life: Gadamer's Critique of Dilthey" at the International Conference on Hermeneutics, Internationales Wissenschaftsforum, Heidelberg 1989.
- "Husserl and the Idea of Philosophy as a Rigorous Science" at the Collegium Phaenomenologicum (Perugia, Italy) 1984.

Other (universities)

- "Husserl on the Source and Resolution of Cultural Differences in the Life-World" East China Normal University and at Fudan University (Shanghai) 2013
- "Husserl and Heidegger's Phenomenological Conceptions of Social Life" at Peking University 2013
- "A Fundamental Difference: Husserl and Heidegger on the Grounding of Ethics" East China Normal University 2013
- „Feelings and Reason in Husserl's Later Lectures on Ethics“ The Tokyo University 2011
- "Vernunft und Gefühl in Husserls Vorlesungen zu Ethik 1920/24, Albert-Ludwigs-Universität, Freiburg, Germany 2010
- „Realitäten, Relativitäten, und Leiblichkeit in Husserl Lebenswelt-Manuskripten“ Wuppertal 2010
- „Embodiment in Husserl“ UCD Cork 2008
- "Heidegger's Conception of Temporality" UCD Cork 2008
- "Kants und Husserls unterschiedliche Bestimmungen der Transzendentalphilosophie" Erlangen 2004
- "Some Differences between Kant's and Husserl's Conceptions of Transcendental Philosophy" Ritsumeikan University, Kyoto 2004; University College Cork, Ireland 2008
- "Husserl Conception of Reason as Authenticity" Lecce Italy 2002.
- "Kants Begriff des höchsten Gutes und die Glückseligkeit anderer" at the Katholische Universität Eichstätt 1998
- "Zum Begriff der Fundierung in Husserls Logischen Untersuchungen" Albertus-Magnus-Universität zu Koeln 1996.
- "Hegels Theorie der Strafe" Universität Erlangen 1996.
- "Heideggers Kritik der Moderne" Frankfurt (Oder) 1996, Oldenburg 1999.
- "Husserls Kritik am Psychologismus als ihre Implikationen für den Rechtspositivismus und seine ontologische Grundlagen" Universität Erlangen 1993.
- "Limitations of the Coherence Theory of Truth in Kant's Critical Philosophy" various versions presented at Ohio University 1990, Holy Cross, and Kenyon College 1986.
- "Heidegger's Critique of Modernity" University of Mississippi 1989 and Millsaps College 1994.
- "Kant's Theory of Objectivity" at Hendrix College 1987.

Refereed and invited conference presentations (administrative)

- "The Integrated Planning Continuum: Tools, Processes, and Engaged Leadership" co-presenter at the Pre-conference Workshop of the Society for College and University Planning (SCUP), at the annual meeting in San Diego 2013
- "Integrated Higher Education Process Improvement: Making Change Stick" co-presenter at SCUP 2013 in San Diego
- March 2019 Board of Trustees Meeting. 9. Appointment of Interim Provost
- Implementing an institutional change initiative ... Fast ... While Doing Our Day Jobs and on a Budget" co-presenter at a Brown Bag webinar

sponsored by the National Council for Continuous Improvement in Higher Education (NCCI), October 2012; webinar as follow-up presentation of a session presentation selected as one of the best presentations at the annual meeting of the NCCI in Alexandria VA in July 2012

SUPPORT: If more than one person is involved, indicate your role (e.g., PI, CO-PI, consultant) and percent of effort on grant.
(Use Appendix D to provide additional information as needed.)

EXTERNAL (Funded or Pending. List funded support first)	AGENCY/SOURCE	AMOUNT	PERIOD
Geier II.F. and II.K and Supplemental	Tennessee Board of Regents	\$10,000	2004-05
Geier II.F. and II.K and Supplemental	Tennessee Board of Regents	\$10,000	2003-04
Geier II.F. and II.K and Supplemental	Tennessee Board of Regents	\$5,000	2002-03

SERVICE:

UNIVERSITY	COMMITTEE/ACTIVITY (if Chair, add [C])	PERIOD
Department	Erasmus Mundus Consortium, Local Coordinator	2008-
	Placement Director, M.A. Program	1992-97
	GenEd Coordinator	1989-97
	Speakers Coordinator	1986-93
	Undergraduate Advisor	1990-92
	Advisor, Philosophy Club	1986-89
	[C] Ph.D. Program Proposal Development Committee	1986-88
College/School	Benjamin Hooks Professorship Advisory Committee	1993-95
University	SRI budgeting model development and Governing Board	2014-
	Process Redesign Improvement Initiative (Co-chair)	2010-
	Enterprise Systems Advisory Council (Co-chair)	2009-
	Hobson's Retain Implementation Committee (Chair)	2009-2010
	Banner Implementation Team (Co-lead)	2004-08
	Spectrum (Software System)Work Team, Student and Financial Aid Systems	2004-2009
	University Undergraduate Council	2003-
	Administrative Systems Management Team	2002-2008
	Academic Advising Coordinator	2000-2007
	[C] Provost's Council on Academic Advising	1997-2007
March 2019 Board of Trustees Meeting	[C] Academic Calendar Development Committee	2000-2002
	[C] non-traditional terms work team	1999-2001

	[C] Residency Status Appeals Committee	1997-
	Enrollment Management Council	1997-
	Student Information Systems Project Team	1997-2007
	Retention Committee	1997-2001
	[C] Committee on Improving Transfer Transcript Evaluation	1997-2001
	Tenure and Promotion Procedures Committee	1997-98
	[C] Committee for the Oversight of Experiments on Human Subjects (IRB)	1994-97
	[C] Search Committee, Director of Judaic Studies	1996-98
	Judaic Studies Committee	1986-92
	[C] Tenure and Promotion Appeals Committee	1996, 1997
	[C] President's Task Force on Chucalissa	1994-98
	Curriculum Development Committee, M.A. program in Liberal Studies	1994-95
	[C] Committee on "The Transfer Process" authored final report	1997
	General Education Review Committee	1996-97
Tennessee Board of Regents	Developmental Studies Redesign Taskforce	2007-2010
	Common Academic Calendar Committee	2005-2008
	General Education Committee	2004 –

OTHER		
Society/Organization/Journal	COMMITTEE/EDITORIAL BOARD/OFFICE (if Chair, add [C])	PERIOD
Elected Professional Offices	Executive Committee, Society for Phenomenology and Existential Philosophy	1995-98
	Board of Directors, Center for Advanced Research in Phenomenology	1995-
	President, Center for Advanced Research in Phenomenology	2005-
Journal Editorships	Review Editor, Husserl Studies	1993-98
	Managing Editor, The Southern Journal of Philosophy	1986-93
Book Ms. Review	SUNY, Indiana, Cornell, Northwestern, Stanford, Yale, Catholic and Columbia University Presses, Routledge, Springer	
Grant Proposal Reviews	NEH, Canadian Research Council, European Union, Israeli Research Council	
T & P Reviews	New School for Social Research, University of Toronto, SIU, West Georgia State, Franklin and Marshall, York (Canada), Michigan State, Kent State, Murdoch University (Australia), Boston University, Wellesley, Wuppertal (Germany), Loyola of Chicago, Chinese University of Hong Kong, Charles University (Prague, Czech Republic)	
Conference Organization	SPEP (400,-600 persons), local arrangements	1991, 2004, 2017
	Spindel Conference (35 outside speakers and guests)	1989, 2000
	International Conference on "Gene Ethics" (30 speakers and guests)	2006
	Husserl Circle (35 speakers and guests)	1999
	International Kant Congress (500) – local arrangements	1995
	National American Association of Summer Sessions (300) – local arrangements	2000
	The Mississippi River and Her People (150) – local arrangements	1996
March 2019 Board of Trustees Meeting	9. Appointment of Interim Provost	

Rabbis and the Civil Rights Movement (75) – local arrangements	1994
Southern Society for Philosophy and Psychology (200) – local arrangements	1992
Southwest Philosophical Association (100) – local arrangements	1989
Mid-South Philosophy Conference (grown from 30 to 130) – local arrangements	1986-2017

Summary of Administrative Responsibilities and Contributions

Thomas Nenon

Editor, Husserl Archives, Freiburg (1982-85)

Primary Responsibilities:

In addition to the responsibilities as a co-editor of two volumes of a critical edition of Edmund Husserl's works, I was responsible for overseeing and managing the budget of the grant financing the project, preparing the annual reports to the Deutsche Forschungsgemeinschaft (German Research Foundation) that sponsored the project, and preparing the grant proposal for a successor project to the DFG.

Main Accomplishments:

Two volumes produced in just three years, all reports accepted without findings, and full approval of grant proposal for the successor project

Faculty Member in the Department of Philosophy, Memphis (1985 to present)

Primary Administrative Responsibilities:

Played a lead role in the development and composition of the proposal for a Ph.D. in philosophy to the university and the Board of Regents (1986-88)

Served as undergraduate advisor for approximately 60 majors (1990-92)

Served on the Judaic Studies Committee (1986-98)

Departmental Coordinator of the two GenEd courses with annual enrollments of about 2,000 students

Managing Editor (i.e. business manager) of the *Southern Journal of Philosophy (SJP)*, an internationally leading journal in philosophy published through the department (1993-98)

Local Arrangements chair or co-chair for four major national or international conferences in philosophy, each with over 500 participants, and for twenty-three annual meetings of the Mid-South philosophy conference (about 100 participants each year), along with several other smaller workshops and conferences

Main accomplishments:

University and TBR approval of the Ph.D. proposal

Played a leading role in developing a department recognized as one of America's most pluralistic departments with an excellent record of placement for its Ph.D. students

Played a leading role into the development of the department as a national leader in gender and racial diversity

Helped increased the number of undergraduate majors while I was advisor by about 10%

Helped streamline business processes and increase subscriptions to the *SJP*

Director of the Marcus Orr Center for the Humanities (1992-97)

March 2019 Board of Trustees Meeting

9. Appointment of Interim Provost

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Primary Administrative Responsibilities:

Directed and organized all center activities and programs

Administered an internal faculty research grant program for work in the humanities

Main accomplishments:

Successfully organized at least one major interdisciplinary lecture series each year featuring faculty from the university and nationally and internationally recognized scholars

Introduced a new series, INSIGHTS, that featured leading researchers from all areas of the university introducing their work to the general public

Established close ties with the International MBA program for area studies supporting business education

Increased the endowment from \$32,000 to \$150,000

Chair, President's Task for on Chucalissa Archeological Museum (1994-98)

Primary Administrative Responsibilities:

Chaired a task force to study the future of this archeological site and museum owned by the university, then charged with implementation of a proposal to general outside support to preserve the museum and make it closer to self-sustaining. Involved significant interaction with political groups, activists, and legislators as well as extensive work with print, radio, and television media

Main Accomplishments

Successfully helped reshape the public perception of the museum and its needs in a positive way

Successfully lobbied the Tennessee legislative for a \$300,000 appropriation

Helped significantly increase revenues and decrease annual costs

Maintained public access to the museum that is still a valuable community resource

Assistant Vice Provost (1997-2003)

Primary Administrative Responsibilities

Assisted the Senior Vice Provost for Academic Affairs in assigned projects, especially regarding retention, transfer and articulation, and the administration and advertising of summer school

Primary address for undergraduate student concerns and appeals

Served as academic affairs representative to the SIS (student record system) work teams

Chaired the Residency Status Appeals Committee

Main Accomplishments

Developed more explicit guidelines for the interpretation and consistent university-wide application of guidelines regarding late/retroactive withdrawals, academic status appeals, grade appeals, residency status appeals, and for transfer credit evaluation

Together with the Registrar, developed an academic calendar template that was adopted the university and, with minor adjustments, and is still the template we use today and is the template that served as the basic framework for what later

Oversaw the completion of a university-wide advising handbook

Drafted the extensive SACS accreditation response to the final outstanding issues from 1995 that led to successful reaffirmation of regional accreditation for the period from 1995-2005

Associate Vice Provost for Academic Affairs, Vice Provost for Undergraduate Programs (2003-2007)

Primary Responsibilities

Reported to the Senior Vice Provost for Academic Affairs and then later directly to the Provost with lead responsibilities for all undergraduate academic issues and policies

Continued to serve as the primary address for undergraduate student concerns and appeals

Chaired the Provost's Academic Advising Coordinating Committee and served as Advising Coordinator for the university

Took a lead role in retention and improvement of graduation rate initiatives

Assumed responsibility for a newly created unit of Undergraduate Academic Support included the Academic Advising Center, the Office of Academic Status and Retention, Academic Athletic Services, General Education, Transfer and Articulation, and Transitional Academic Studies (Remedial and Developmental Education), and ACAD (first-year seminar; later also the Honors Program and the Center for International Programs and Services (where I also served as Director for most of the time between 2004 and 2007) -- approximately 40 staff members with an annual base budget of a little more than \$3m

Chaired the University Undergraduate Council

Served as the university's representative to the newly formed TBR GenEd committee and the TBR Developmental Studies Redesign Task Force

Played a key role in the annual program review process that began in the fall of 2003

Expanded the role of liaison between Academic Affairs and IT as co-lead of the Banner Implementation Team

Main Accomplishments

Successfully integrated the various offices brought together in the new heading of undergraduate programs

Streamlined the budget primarily through elimination of director-level administrative positions and shifting resources to front-line positions

Played a leading role in the steering team that developed initiatives to improve graduation and retention rates

Worked with representatives from Student Affairs and Enrollment Services to create a more streamlined and effective orientation program

Was one of the earliest proponents of an emphasis on degree production as a key metric in program review (as opposed simply to credit hour production)

Early advocate of adjustments to out-of-state tuition rates and played a strong role in the development of the border-county tuition reduction initiative

Undertook a systematic analysis and re-organization of the work assignments in International Programs and Services that led to a measurable reduction in error rates for crucial administrative paperwork for international students, and a reduced, but nonetheless more efficient staffing level; increased the number of students participating in study abroad programs; negotiated and finalized several international partnerships that have expanded opportunities for faculty and students study abroad and scholarly and scientific collaboration

Inaugurated and oversaw the development of new policies regarding Academic Status that identifies at-risk students earlier and prescribes more active interventions, which has led to a decrease of nearly 50% in students placed on suspension each semester

Directed the development of the Early Alert system that allows faculty to report concerns about students with attendance or academic performance problems early in the semester

Worked with IT and Enrollment Services to develop more responsible admissions policies, especially with regard to adult students and/or students with very low academic preparation, with measurable improvements in first-year retention rates for freshmen students

Introduced and led the first course redesign efforts to our campus

Vice Provost for Assessment, Institutional Research, and Reporting (2007-13)

Primary Responsibilities

Reported to and advised the Provost on strategic planning and budgeting issues; oversaw the Office of Institutional Research, the Advanced Learning Center, and the Office of Academic Curriculum, Planning, and Assessment

Prepared and led the annual departmental and college program reviews

Further expanded the role of liaison to IT as co-chair of the Enterprise Systems Advisory Council and member of the IT Policy and Planning Committee, the Information Security Advisory Committee, and the Teaching and Learning Advisory Committee

Was assigned as co-lead to form and lead the university's Process Improvement Initiative (for an overview of the work and accomplishments of this initiative that has now successfully redesigned and implemented over 60 projects, see memphis.edu/processimprovement), have continued in that role for six years now

Represented Academic Affairs on the university's Strategic Planning Committee

Often called upon to represent the university and university initiatives to on-campus and off-campus media

Main Accomplishments

Worked with the Institutional Research team to develop a series of easily available and useful reports on student success and academic unit productivity to help faculty and academic leaders at all levels have the information they need for planning and program assessment

Helped develop the highly successful Summer Course Redesign Fellowships for faculty with over 60 participants who have redesigned over 50 different courses across all areas of the university

Worked with academic departments and the Office of Curriculum, Planning, and Assessment to develop appropriate learning outcomes for all of our academic programs

Worked with key representatives from the President's Office, Academic Affairs, and Business and Finance to develop a more effective strategic planning process and a more meaningful strategic plan resulting in the current cross-divisional planning committee and the most recent strategic plan

Played a key role in negotiating the acquisition of the Lambuth Campus with a substantial contribution from the state of Tennessee to cover transitional costs

Interim Provost (2012-13)

Primary Responsibilities:

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9. Appointment of Interim Provost

Chief Academic Officer and Member of the President's Council

Main Accomplishments:

Successfully completed two national searches for Dean of the Law School and Dean of the Herff School of Engineering

Worked cooperatively with the faculty senate to resolve several long-standing issues

Dean of the College of Arts and Sciences (2013-2019)

Serve as head of the largest college at the university with twenty-four academic units, the ROTC, and two Centers of Excellence as well as a number of interdisciplinary programs and institutes with over 300 full-time faculty members

Manage an annual base budget of about \$35m

Main Accomplishments:

Development of a realistic financial plan to deal with challenging budgetary constraints while maintaining and continuing to improve research and teaching strengths in the academic programs

Development of college-wide workload guidelines and a thorough review of faculty workload assignments

Used internal college resources to make significant progress in addressing faculty salary compression issues for all classes of faculty, first including tenure-track, then expanding to include part-time and then also full-time non tenure-track faculty

Maintaining the college's momentum in advancement through a restructuring and reinvigoration of the college's Advisory Board

Comprehensive review of scheduling and course enrollments and development of departmental scheduling templates to achieve greater efficiencies while supporting student degree progress and better course planning

Supported course redesign and student success initiatives that have led to a 7.5% increase in student success rates over the past four years

Developed new faculty research grant program better tailored to fits different faculty needs in different areas

Developed and implemented a new research equipment purchase program that encouraged shared use of equipment across department lines

Created a consistent salary structure across the college for staff support positions

Led college efforts to achieve record numbers of graduates at all levels

Acting Provost (12/2018- present)

10. Report and Recommendations of the Audit Committee

Presented by Carol Roberts

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Audit Committee

Recommendation: 2019 Risk Assessment

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

This presentation provides details on the completed 2019 risk assessment.

In accordance with the Tennessee Financial Integrity Act, University management is responsible for establishing adequate internal controls to achieve the objectives of the organization and execute an annual risk assessment (TCA-9-8-102). Management's risk assessment process was established in 2006 and is currently facilitated by the Division of Business and Finance. The risk assessment process identifies business risks and measures, their potential impact to the university and their probability of occurrence. The assessment produces a risk heat map, called Risk Footprint that ranks the risks by impact and probability. Management then inventories mitigating actions that are designed to reduce the impact or probability of the risk. If management determines a risk is not being appropriately managed, a corrective action plan may be developed. TCA 9-18-104 requires an annual report to the Commissioner of Finance and Administration and the Comptroller of the Treasury from the President on management's risk assessment.

Committee Recommendation:

The Audit Committee recommends approval of the 2019 risk assessment.

11. Report and Recommendations of the Governance and Finance Committee Meeting

Presented by Alan Graf

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: Approval for Public Comment Policy

Presented by: Melanie Murry, University Counsel and Board Secretary

Background:

The Board welcomes the opportunity for expression of public views on issues before the Board. To further that goal, the Board will reserve a portion of its regularly scheduled meetings for individuals who wish to address the Board.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the Public Comment Policy.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance

Recommendation: Approval of Open Records Rule

Presented by: Melanie Murry, University Counsel

Background:

The Office of Legal Counsel has drafted the enclosed rules related to open records to be in compliance with the Tennessee Open Records Act. The Office of Legal Counsel is also responsible for the implementation of this rule and will develop a University policy to coincide with the requirements of the rule.

Committee Recommendation:

The Governance and Finance Committee recommends approval of the Open Records rule as provided in the meeting materials.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Topic: Approval to revise building name to UMRF Research Park

Presented by: Dr. Jasbir Dhaliwal, Executive Vice President for Research and Innovation

Background:

In the December meeting, the Board approved the renaming of the old city library building on Highland Street to “Communitech Research Park.” After additional review, the University would like to revise the name to “UMRF Research Park.”

Recommendation:

The Governance and Finance Committee recommends approval to revise the name of the old Highland library to the “UMRF Research Park.”

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: New Board Policy – Debt Management

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

Debt levels and their related annual costs are important financial considerations that impact the use of available resources. This debt management policy provides guidelines for the University to manage its use of debt in line with those resources. The Board of Trustees, with prior approval as needed of the Tennessee State School Bond Authority, has the power and authority to borrow money. This policy applies to all external debt transactions of the University of Memphis.

Committee Recommendation:

The Governance and Finance Committee recommends approval of this new board policy, Debt Management, to govern debt incurred by the University of Memphis.

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Committee: Governance and Finance Committee

Recommendation: 2019-2020 Guaranteed Tuition Plan & Uniform Tuition Rate

Presented by: Raaj Kurapati, Chief Financial Officer

Background:

During the December 5, 2018 UofM Board of Trustees meeting, the Trustees reviewed our proposal on implementation of a Guaranteed Tuition Rate and moving to a Uniform Tuition Rate for traditional and online course offerings. At that meeting the Board of Trustees approved the implementation of a guaranteed tuition plan and conditionally approved the Uniform Tuition Rate proposal subject to a final recommendation for the Board's consideration and approval at the March 2019 Board meeting.

During the upcoming March 6, 2019 Board meeting, we will discuss the proposed guaranteed and uniform tuition rates for 2019-2020.

Committee Recommendation:

The Governance and Finance Committee recommends approval to set the tuition rates for 2019-2020 as outlined in the proposal.

12. Presidential Bonus

The University of Memphis Board of Trustees

Recommendation

For Approval

Date: March 6, 2019

Recommendation: Presidential Bonus

Presented by: Chairman Graf

Background:

The Board of Trustees is responsible for the evaluation of the President. The last evaluation and bonus was conducted in October of 2017. The Board has conducted an evaluation of the President's performance to include the timeframe since the last evaluation to the present and would like to provide a bonus. This bonus will be paid out of University of Memphis Foundation funds providing no financial impact on the University's base budget. The Board will establish a formalized evaluate cycle to be conducted in the fall Board meetings.

Recommendation:

The Board of Trustees approves a bonus for Dr. Rudd to be paid from Foundation funds.

13. Election of Board Chair and Vice-Chair

14. Additional Business

Presented by Alan Graf

15. Adjournment

Presented by Alan Graf